The Impact of Human Resource Management Practices on Employee Retention: Perceptions from a Healthcare Facility in Northern Ghana

Bawah Mohammed[1], Ibrahim Alhassan[2], Yussif Abdallah[3]

[1](Department of Administration and Human Resource, School of Applied Economics and Management Sciences
University for Development Studies, Tamale, Ghana)
[2](Human Resource Planning and Research Unit, University for Development Studies, Tamale, Ghana)
[3](Registry Department, University for Development Studies, Tamale, Ghana)

Abstract:

Background*: In a knowledge-based economy, developing the skills of employees is an essential part of an organization's competitiveness. Therefore, it is imperative that organisations take appropriate measures to retain efficient and effective employees. The paper examines the impact of Human Resource Management (HRM) practices on employee retention in the Tamale metropolis in the Northern Region of Ghana.*

Materials and Methods*: We retrieved and analyzed valid data from 60 healthcare workers solicited using a self-administered structured questionnaire at the Tamale Teaching Hospital (TTH) in the Tamale Metropolis. The results of our analysis were tabulated in the form of frequencies and percentages since our data were categorical.*

Results*:The results indicated that HRM practices influence employee retention in healthcare facilities and that career advancement exerts the strongest influence on employee retention at the facility, while work-life balance exerts the least.*

Conclusion: *Our study concludes that HRM practices influence employee retention in healthcare facilities, and that career advancement exerts the strongest influence on employee retention at the facility. We recommend prioritizing effective HRM practices that inspire organizational responsibility and loyalty in the healthcare facility.*

Key Words:*Career advancement, employee, human resource, retention*

I.   Introduction

The acceleration of technological and product changes, global competition, deregulation, and demographic change are among the revolutionary trends that organizations must contend with as they aspire to implement trends towards a service and information society (Kane, 2019). One of the challenges many companies face is employee retention. Societies have become knowledge-based, in which human capital is considered a central and indispensable resource for business survival. At a time when employee skills and knowledge are among the most important competitive factors, companies cannot ignore the importance of attracting and retaining talented employees (Hallén et al., 2020; Monteiro et al., 2020; Barkhuizen 2021; Amushila & Bussin 2021).

The New Economy is characterized by a volatile equation of talent supply and demand, and organizations have never had a harder time finding, managing, and nurturing talent (Kravariti & Johnston, 2020; Amushila & Bussin, 2021). This phenomenon applies to most industries, including healthcare. Retaining healthcare workers is critical to the effective performance of the health system (Cometto et al., 2020). Because of this, answers to motivate and retain healthcare workers have been needed more urgently than ever. This claim is true because an inadequate health workforce contributes to the overall deterioration in health indicators (Hazarika, 2020; Nagesh & Chakraborty, 2020).

The healthcare systems in most African countries are too weak to provide effective services where they are most needed. With this in mind, relevant HR practices designed to encourage employee retention should be practised frequently in order to create the necessary climate for employee retention in the healthcare sector in Ghana.

Compensation, career advancement, work-life balance, and employee engagement are some of the various HR management techniques that are mainly used in companies around the world. These practices have

---

been found to increase employee retention (Hostetter, 2020; Ali & Anwar, 2021). Additionally, studies have shown the impact of JS and HRM practices on employee retention (Johnston, 2020; Amushila & Bussin, 2021).

Most of the research on employee retention has been conducted in the United States, Europe and Asia, while some of these studies have been replicated in Africa (Cometto et al., 2020; Hostetter, 2020; Hazarika, 2020). Previous studies on HRM practices have been patchy or conflicting, and recent academic efforts on employee retention have failed to identify an effective mix of practices that can improve organizational engagement and retention (Nagesh & Chakraborty, 2020).

Although these two constructs (HRM practices and ER) have received extensive academic research elsewhere, as indicated in the previous paragraph, they have not been adequately studied, particularly in the Ghanaian research landscape, as there seems to be no such study in the health sector in Ghana that seems to be addressing the problem of retention. Therefore, the main objective of this study is to investigate the role of HRM practices in employee retention in the TTH of Tamale Metropolis, Ghana. Specifically, the study aims to:

a. determine the role of compensation practices in employee retention at the
   TTH of the Tamale Metropolis.
b. investigates the role of career management practices in employee retention
   at the TTH of the Tamale Metropolis.
c. establish the role employee work-life balance plays on employee retention at the TTH of the Tamale Metropolis.
d. determine which of the HRM practices exert the strongest influence on employee retention at the TTH of the Tamale Metropolis.

II. Literature Review

Theories of Motivation

Various reasons have been cited for employees' turnover intentions. Aman-Ullah (2021) and Al Mheiri et al. (2021) assert that some of these reasons include recruitment practices, a lack of a competitive compensation system, management style, a lack of recognition, poor working conditions, job insecurity, job dissatisfaction, a lack of promotion, and inadequate training and development opportunities.

In view of this, different pundits in the people management fraternity, both past and present, have carved a variety of competing theories to explain workplace motivation and how employee retention and JS can be influenced (Abukari & Alhassan, 2021). Prominent among these authorities are Abraham H. Maslow of the hierarchy of needs theory, Frederick Herzberg of the hygiene theory or two-factor theory, McClelland of the theory of needs fame, Victor Vroom of the expectancy theory, Douglas McGregor of Theory X and Y, and Stacy Adam of the Equity Theory. These theories generally fall into four categories: workplace theories, hygienic considerations, enthusiastic behaviour, and managerial responsibility. They all aim to motivate and influence employees' JS to reduce employee turnover (Abukari and Alhassan, 2021, pp. 490).

Maslow's Theory of Human Needs: Maslow asserts that a set of five basic needs, namely physiology, safety, love, esteem, and self-actualization, determine motivation (Alshmemri et al., 2017). Maslow's thesis is based on the idea that lower-level needs must first be satisfied in order for higher-level needs to emerge (Steers et al., 2004). Once a worker's basic needs of food, clothing, and shelter are satisfied, he becomes increasingly preoccupied with ego, esteem, and self-actualization. **Therefore, the most basic needs of the individual are called physiological needs and include things like food, water, sex, sleep, and other bodily needs (Latham 2019).**

Based on Maslow's hierarchy of needs theory, Hayre-Kwan et al. (2021) provided some measures that organizations at each level of the hierarchy should adapt to meet the needs of employees, as well as to motivate and retain them.

Table no 1: Organisational Strategies to Motivate and Retain Employees

Levels in the hierarchy of needs	Needs associated with each level of the need hierarchy	Organisational measures for each level of need
Physiological	Air, Food, Shelter and Sex	Base salary Heat and cold Canteen facilities Working conditions
Safety and Security	Safety, Security, Competence Stability	General salary increases Job security Fringe benefits Safe working conditions

Social	Companionship Affection Friendship	Quality of supervision Compatible work group Professional friendship
Ego Status and Esteem	Recognition Status Self-Esteem Self-Respect	Design challenging jobs Appraisal and rewards Give training Employee participation Responsibility Merit pay increase Job title Peer/Supervisory recognition
Self-Actualization	Growth Achievement Advancement	Challenging job Creative opportunities, Advancement in the organisation

Source: Adapted from Blunt and Jones (1992)

Herzberg Two Factor Theory (1959): Frederick Herzberg introduced the two-factor theory, also known as the motivational hygiene theory. Herzberg's theory states that certain factors are related to the content of work and provide satisfying experiences for employees. These factors are called motivators or gratifiers and include achievement, recognition, work, responsibility, advancement, and growth. The theory states that there are non-work-related factors that can lead to unsatisfactory experiences for employees. These factors are known as "hygiene factors" or "dissatisfiers" and include company policies, salary, co-worker relations, and style of supervision (Steers & Porter, 1991).

It should be noted that the elimination of the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state (Gawel, 1996). Despite some criticism of Herzberg's two-factor theory, it is one of the most popular theories for managers around the world.

Equity Theory: According to Pritchard (1969), the equity theory recognizes that individuals are concerned not only about the rewards they receive for their efforts but also compare their rewards to what their co-equals receive elsewhere. The theory is based on people's perceptions of fairness or equity, which are usually subjective. The equity theory posits that employees seek to maintain equity between the inputs they bring to a job, such as education, time, experience, commitment, and effort, and the results they receive, such as promotion, recognition, and increased pay, against the perceived inputs and outcomes of other employees (Ryan, 2022).

Equity theory proposes that individuals who perceive themselves as either under-or over-rewarded will experience distress, which leads to efforts to restore equity within the organization. According to Huseman et al. (1987), failing to find equity may make them behave in ways that harm the organization. Although Adams's theory is very useful in the management of employee compensation, one weakness that it suffers from is its subjective nature.

Turnover and Retention Models

There are limited theories on retention. However, a range of turnover theories have been proposed and can be used to explain the reasons for employee retention. These theories generally explain why some employees will remain with the same employer for a very long time and why others will leave their employment in a short time. Indeed, retention cannot be discussed without first examining the theories of turnover, because the problems of employee turnover can be addressed through employee retention. Some of the key theories that have shaped the research on turnover behaviours are March and Simons' (1958) Theory of Organisational Equilibrium, Mobley's (1977) Intermediate Linkages Model, Price and Mueller's (1981 & 1986) Turnover Models, and the Modified Greenhaus, Collins, Singh, and Parasuraman Model of Voluntary Turnover.

March and Simon's theory of Organisational Equilibrium cited in Thompson (2017)

The first formal theory of voluntary turnover was put forward by March and Simon in their book "Organisations" in 1958. Their model connected turnover decisions to job satisfaction, suggesting that people who were more content with their current jobs would have a greater desire to stay in their organizations. According to March and Simon's theory, an individual remains a member of an organization so long as it provides a financial incentive equal to or greater than the individual's contribution to the organization. Thus, both the individual and the organization strive to maintain a balance, or state of equilibrium, between the inducements and how much work the individual is willing to provide. However, in the context of employee retention, this model suggests that if employees are happy with their job and pay and believe that the available options are few, they will remain with their organizations. March and Simon's model has been criticized on the grounds that the model failed to account for important variables affecting the turnover process, such as role stress or different forms of organisational commitment (Morrell, Loan-Clarke & Wilkinson, 2001).

Mobley (1977) Intermediate Linkages Model: Mobley (1977) identified a more comprehensive withdrawal process and described a sequence of steps employees go through before making a final decision to stay or leave. He, therefore, suggested that job dissatisfaction may lead to other forms of withdrawal behaviour less extreme than actually quitting, such as absenteeism and slow performance, and that the actual intention to leave maybe the last step in the process prior to the actual quitting.

In terms of retention, this theory implies that issues such as absenteeism, laxity in performance, and passive behaviour are indicators that must be critically checked. This is because it can imply that employees are dissatisfied with their jobs and considering quitting. However, if employers detect these signs early enough, identify the employees involved, and work on the root cause of the problem, it is likely that such employees could be retained.

Price and Mueller's (1981) Turnover Models: According to the Price and Mueller (1981) model, repetitive work reduces satisfaction, but workers who are participating in job-related decisions, receiving work-related information, forming close friendships with others at work, earning good and fair compensation, and enjoying opportunities for promotion are more likely to be satisfied with their work (Sun & Wang, 2017). Price and Mueller's model proposed that the availability of alternative job opportunities moderated the relationship between job satisfaction and turnover (Oliveira & Rocha, 2017).

Price and Mueller's (1986) Revised Model of Turnover: In 1986, the 1981 model was revised. The researchers introduced role overload as an antecedent to satisfaction (Oliveira & Rocha, 2017). Workgroups and organization size were also included as indicators of organizational commitment and exit intentions. The factors mentioned in Price and Mueller's theory can generally be grouped into motivators and dissatisfiers, which are also explained by Herzberg's two-factor theory.

Price and Mueller's models, which are very relevant to this study, emphasize the value of income (compensation), training and promotion opportunities (career management) in terms of retention. They claim that these are important elements that can affect employee retention.

Relevance of theories to the study

Motivational theories, turnover and retention models are among the theories that have been mentioned as being important to this study. The theories are pertinent because they provide an explanation for retention and the investigated HRM practices. The applicability of each theory to the research is described in Table 2.

Table no 2: Relevance of Theories to the Study

Theory	Relevance to the study
Motivational theories	
Maslow's (1943) hierarchy of need theory	This is one of the early theories on motivation. It explains compensation, career management and employee engagement. These variables represent the safety/security, status/esteem and self-actualization needs respectively.
Herzberg''s (1959) two factor theory	This theory can be used to explain compensation and career management. These practices represent motivators/satisfiers and dissatisfiers/hygiene factors in the theory.
Adams's (1965) equity theory	This theory can also explain variables like compensation, career management and job satisfaction.
Turnover theories	
March and Simon''s (1958) theory of organisational equilibrium	This theory is the first formal theory of turnover and it is important that it is discussed. It explains issues that affect employee job satisfaction and can thus determine whether an employee stays or leaves the organisation. The theory can also be used to explain compensation and job satisfaction. Also, it holds important lessons for retention hence the need to discuss it.
Mobley's (1977) intermediate linkages model	Mobley's theory explains the various stages an employee goes through before they finally decide to stay or quit. It holds some vital lessons for organisations. It explains how they can even rectify job situations before an employee's dissatisfaction or intention to quit becomes actualized.
Price and Mueller's (1981 and 1986) turnover models	These theories explain variables like compensation, career management employee engagement and job satisfaction. Items that can be related to these variables include pay, general training, promotional opportunity and kinship responsibility
Modified Greenhaus, Collins, Singh and Parasuraman (1997) model of voluntary turnover	This theory can explain work-life balance and career management which are important variables in the study.

Source: Literature review (2021)

Employee Retention

Retaining employees, especially competent ones, is an important issue for organizations (Sun & Wang, 2017). For most organizations, the high cost of recruiting new employees and the hidden costs associated with turnover have increased the importance of retaining committed employees.

Hassan and Govindhasamy (2020) explain that employee retention is a voluntary step by an organization to create an environment that retains employees for the long term. In fact, the main goal of retention is to prevent competent employees from leaving an organization, as this could have a negative impact on productivity, and profitability (Abukari & Alhassan, 2021). Retaining well-motivated employees is crucial to the success of an organization. Since the mid-1990s, as noted by Han (2020), academic researchers have focused not only on why employees leave their organizations but also on factors that affect them positively and the benefits associated with retaining a valuable employee. Therefore, the challenge for most organizations today is to formulate effective employee retention strategies that enable organizations to retain employees they deem critical to achieving organizational goals (Sun & Wang, 2017).

Human Resource Management Practices

All organisations exist for specific purposes and can be expressed as vital open systems in their respective industries. Normally, managers are responsible for making organisations work well and meet the needs of society. There are many types of organisations, and whether for-profit or not, they require competent human resources and effective HRM practices to achieve their goals.

Bratton and Paulet (2022) state that harnessing "the full potential of employees" and obtaining the commitment of all employees, which is considered necessary to obtain a competitive advantage, requires changes in three aspects of managerial control, namely, organizational design, culture, and human resource management policies and practices.

Available literature shows that the fundamental HRM practices include human resource planning, recruitment and selection, job analysis; compensation and reward, performance appraisal, training and development, career management, employee relations and welfare (Alsafadi, 2021; Sothy, 2019). Others have also argued that some of the functions of HRM include ensuring that there is a good fit between the values of individual employees and that the organisation in the recruitment and selection process (Hamstra et al., 2019) and providing employees with sufficiently challenging and interesting work (Sothy, 2019).

Empirical Review
Roles of Compensation on Employee Retention

Several studies (Malik et al., 2020; Marneros et al., 2022; Shaw et al., 2019) have addressed the impact of employee compensation and rewards on turnover and retention. Employee compensation includes all forms of payment and rewards received by employees for the performance of their jobs (Salas- Vallina et al., 2021). Direct compensation includes employee wages and salaries, incentive payments, bonuses, and commissions. While indirect compensation comprises the many fringe benefits provided by employers and non-financial compensation, including medical care, life insurance, subsidized lunch, leave policies, overtime, pension plans, and transportation policies. According to Derchi et al., (2021), compensation is the most critical issue when attracting and retaining talent. Thus, the absence of adequate compensation is one of the main factors contributing to the intention of employees to leave (Rusbult & Farrell, 1983).

Roles of Career Management on Employee Retention

In a knowledge-based economy, developing employee competencies is an essential part of organisation competitiveness. Knowledgeable and highly skilled employees improve productivity, enhance the quality of products and services, effect positive changes in processes, and deliver quality service to customers (Ahmad et al., 2020).

By providing training and career development opportunities, organizations support their employees in becoming more knowledgeable and achieving their personal career goals. Ahmad et al., (2020) argue 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 employee satisfaction due to the acquisition of additional knowledge, skills, and competencies. To this end, it has been suggested that organizations should seek participatory mechanisms to develop career-related goals for employees, create effective plans, and implement those plans, and monitor the effectiveness of those plans to achieve employees' career goals (Pirtskhalaishvili, et al., 2021; Donohue and Tham 2019).

Roles of Work-Life Balance on Employee Retention

A recent research contribution to employee retention focused on how balancing work and personal roles influences an employee's decision to stay with an organization. Work-life balance practices include flexible work, a compressed workweek (in which employees work a full week's worth of hours in four days and take the fifth off), working from home or teleworking, sharing a full-time job between two employees (job sharing), family leave programmes (including parental leave, adoption leave, and compassionate leave), on-site childcare, and financial and/or informational assistance with childcare and eldercare services. Work-Life Balance (WLB) is fast becoming an important work-related issue, and over the past decade, an increasing number of scholarly works have been promoting its importance. The demands of work and family are not always compatible, leading to conflicts between the two domains that may generate the potential for negative effects, including turnover (Modaresnezhad, et al., 2021).

III. Materials and Methods

Population and sampling

The study was cross-sectional. Cross-sectional studies, also called one-shot or status studies, are the most common design in the social sciences. This design is best suited to studies that aim to examine the prevalence of a phenomenon, situation, problem, or attitude by taking a cross-section of the population. They are useful for obtaining a general "picture", as it stands at the time of the study (Sharma, 2017).

The target population for this study was healthcare staff at TTH in the Tamale Metropolis in the northern region of Ghana. The TTH was selected for this study because it is the biggest and one of the most established healthcare facilities in the region, and some of its employees have more than 20 years of work experience. Secondly, we required our study to yield accurate findings; consequently, involving a young healthcare centre would not have helped us accomplish this goal.

The total staff strength of the health facility at the time of this study was 1800, of which approximately 1400 were health professionals and the remaining 700 were non-health professionals. However, the population was refined because of the objective of our study, and we eventually obtained a specific population of 90 healthcare professionals. Population refinement is the process of specifying your general population to arrive at the required sample, called the accessible population that has the relevant information and is available and willing to respond to your instrument (Sharma, 2017). The population refinement was driven by our aim to select participants with approximately 10 years of work experience.

Therefore, a sample size of 90 was considered sufficient to obtain the required responses from the participants, especially given the objectives of the study. Majid (2018) suggested that the researcher should decide on an appropriate sample size based on the research topic, the population, the research objectives, the analysis techniques, the sample size in similar research and the number of subgroups in the sample.

Data collection and statistical analysis

Of the 90 participants whose consent was obtained and administered with 90 questionnaires in the month of June 2021, 60 of the questionnaires were returned usable, representing a response rate of 67%.. The number of respondents and the percentage score for each item in the questionnaire were computed for the various HRM practices and retention variables. For the analysis of the valid data collected, the Statistical Package for Social Sciences (SPSS) version 26.0 for Windows was used.

IV. Result

The demographics of the participants were analyzed, but because the results of the analysis do not contribute to the achievement of the objectives of this study, we chose not to report them. Therefore, we began by presenting the role of compensation practices in healthcare worker retention (Table 1).

Role of Compensation Practices on the Retention of Healthcare Staff

The first objective of the study was to determine the role of compensation practices in the retention of staff in public health institutions. To meet this goal, some research questions were formulated. The first question sought to find out whether or not, in the opinion of respondents, compensation practices affected staff retention. Respondents were asked to mark against "Yes" if they thought it affected staff retention or "No" if they thought it never affected staff retention. The responses were as shown in Table 1.

Table no 1: Frequencies and Percentage Responses on the Role of Compensation Practices on Retention of Health Staff

Response	Frequency	Percentage (%)
Yes	51	85
No	9	15
Total	**60**	**100**

Eighty-five per cent of respondents indicated that compensation practices affect staff retention, while a few (15%) of them disagreed. The results suggest that remuneration practices in the TTH, such as employees being rewarded for excellence, the provision of incentives, overtime pay, strenuous allowances andpensions, prompt payment of benefits, periodic upward reviews of salaries, etc., have an impact on a health worker's decision to leave or stay.

Role of Career Advancement Practices on the Retention of Health Staff in Public Institutions

The second objective of the study was to determine the impact of career advancement practices on the retention of staff at TTH. To achieve this goal, we sought respondents' opinions on whether or not career advancement practices affected staff retention. Respondents were asked to tick "Yes" if they thought it affected staff retention or "No" if they thought it never affected staff retention. We present the analysis of the responses in Table 2:

Table no 2: Frequencies and Percentage Responses on the Role of Career Advancement Practices on the Retention of Health Staff

Response	Frequency	Percentage (%)
Yes	57	95
No	3	5
Total	**60**	**100**

Source: *Field Survey (2021)*

Almost all (95%) of the respondents indicated that career advancement practices had an impact on employee retention, whilst 5% provided negative responses (Table 2). The results suggest that career advancement practices such as the installation of a comprehensive service progression scheme, clearer promotion criteria and career progression, equity in employee promotions, and internal appointments have a role to play in the retention of staff at the health facility.

Role of Work-life Balance Practices on the Retention of Health Staff

The next objective was to examine the role of work-life balance practice on the retention of staff at the TTH. To meet this objective, we formulated four research questions. The first question sought to determine if work-life practices affected staff retention in the respondent's opinion. The respondents were required to tick "Yes" if they thought they affected staff retention or "No" if they thought they never affected staff retention. We presented the analysis of the responses in Table 3.

Table no 3: Frequencies and Percentage Responses on the Role of Work-life Balance Practices on the Retention of Health Staff

Response	Frequency	Percentage (%)
Yes	49	82
No	11	18
Total	60	100

Source: *Field Survey (2021)*

Most (82%) of the respondents indicated that work-life balance practice affected employee retention, while the remaining 18% felt that the variable did not affect staff retention (Table 3). Just like the other latent variables, work-life balance activities such as the shift system of work, maternity and paternity leave, sick leave, and work clustering are all very important latent variables that affect employee retention at the health facility.

In determining which of the HRM practices has the greatest impact on employee retention at Tamale Metropolis TTH, "Career advancement" was observed to have exerted the strongest influence (95%) followed by compensation practices (85%), and then, work-life balance (82%) (Tables 2, 1 and 3, respective).

V. Discussion

The main objective of the study was to examine the impact of HR practices on the retention of healthcare staff in the Tamale Metropolis of the Northern Region of Ghana. Among others, the study seeks to provide an important diagnostic assessment of how the various HR practices such as remuneration, career advancement, and work-life balance influence the retention of healthcare staff in the Tamale metropolis of the Northern Region of Ghana.

Regarding the impact of compensation practice on retaining healthcare workers at the TTH, it was observed that the majority (85%) of healthcare workers agreed that compensation practices affect their continued retention with their current employer. This is consistent with the results of Bergiel et al. (2009), who

found that research suggests that there is a significant and positive association between compensation and job embeddedness.

Despite the high priority given to compensation practice, most respondents were dissatisfied with existing practices. Indeed, the majority indicated that while the salaries and benefits provided were inadequate, benefits such as risk allowance, overtime pay, and overwork allowance were inadequate, and there were no regular salary reviews. Almost all (95%) of those surveyed said that promotion practices influence staff retention in public health organisations across the country. These findings are consistent with findings from research by Dembek et al. (2018) and Amin et al. (2021) on creating value for employees, which shows that the perception of investment in development can improve nurses' morale and dedication to the level that emotional binds them to the organization and encourages them to stay on.

As for work-life balance practices, the study revealed that most respondents felt that work-life balance practices affect staff motivation, hence their retention in public health care institutions. Indeed, work-life balance practices and the retention of staff in public healthcare institutions were directly proportional. This is in line with the findings of Riyanto et al., (2019) and Huang et al. (2007), who asserted that work-life balance programmes have the potential to significantly improve employee morale, reduce absenteeism, and retain organizational knowledge, particularly during difficult economic times. Rahman and Nas (2013) assert that obtaining a balance between work and life has a great role in an employee's decision to remain with the organisation.

VI. Conclusion and Recommendation

The main objective of the study was to examine the impact of HRM practice on the retention of healthcare staff in the Tamale Metropolis of the Northern Region. The findings revealed that compensation practices affect health staff retention at the TTH. The study also found that career advancement and work-life balance practices have an impact on staff retention at the health facility. Our study also revealed that career advancement practices exert the strongest influence on employee retention at the TTH, whilst work-life balance exerts the least.

To improve employee commitment and hence employee retention through compensation practices, the government should ensure the timely payment of salaries and implement a performance-and skills-based compensation policy to motivate hard-working employees.

Career advancement prospects are one of the intrinsic motivators in the workplace. We recommend that the government establish a staff development policy that should be fairly administered through the granting of scholarships to the healthcare staff. Promotion should be done equitably and be based on merit, while those who attain higher qualifications should be promptly promoted, as delays tend to discourage the staff. Job rotation and regular capacity building should also be embraced as career advancement practices to enhance retention at healthcare facilities in the country.

To provide work-life balance, flexible working arrangements, such as a compressed week, flexible hours, and part-time work, should be introduced to enable employees to attend to personal issues. There should be family support in the event of the death of a staff member or a member of their nuclear family. Occasionally, the staff should be taken on retreats and group recreation to provide avenues for relaxation and bonding.

VII.　Limitations and Future Direction

Our study has several limitations that should be addressed in future research. First, the study was limited to one health facility in an urban area, and so the findings may not reflect the views of those health workers in rural Ghana. Future studies should, therefore, include health workers in rural communities across the country. Second, only one health facility was used, as reiterated earlier, hence, subsequent studies should use two or more health facilities, as this will allow for credible generalization of the research findings.

References .

[1]. Abukari, K. A., & Alhassan, I. (2021). Assessing the Moderating Role of Educational Qualification in Job Satisfaction and Turnover Intention Relationship of Basic School Teachers: Evidence from Northern Ghana. UDS International Journal of Development, 8, 488-501.
[2]. Ahmad, A., Khan, M. N., & Haque, M. A. (2020). Employer branding aids in enhancing employee attraction and retention. Journal of Asia-Pacific Business, 21(1), 27-38. Doi.org/10.1080/10599231.2020.1708231.
[3]. Al Mheiri, S., Jabeen, F., & Abdallah, S. (2021). Inhibitors of talent retention in Uae public healthcare. International Journal of Business and Society, 22(1), 74-101. DOI: https://doi.org/10.33736/ijbs.3163.2021
[4]. Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International Journal of Engineering, Business and Management, 5(2), 21-30. DOI: https://dx.doi.org/10.22161/ijebm.5.2.3
[5]. ALSAFADI, Y., & ALTAHAT, S. (2021). Human Resource Management Practices and Employee Performance: The Role of Job Satisfaction. The Journal of Asian Finance, Economics and Business, 8(1), 519–529. https://doi.org/10.13106/JAFEB.2021.VOL8.NO1.519

[6]. Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. Life Science Journal, 14(5), 12-16. Doi:10.7537/marslsj140517.03.

[7]. Aman-Ullah, A., Aziz, A., Ibrahim, H., Mehmood, W., & Abbas, Y. A. (2021). The impact of job security, job satisfaction and job embeddedness on employee retention: an empirical investigation of Pakistan's health-care industry. Journal of Asia Business Studies. doi.org/10.1108/JABS-12- 2020-0480

[8]. Amin, M., Shamim, A., Ghazali, Z., & Khan, I. (2021). Employee motivation to co-create value (EMCCV):Construction and validation of scale. Journal of Retailing and Consumer Services, 58, 102334. Doi.org/10.1016/j.jretconser.2020.102334.

[9]. Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International Journal of Engineering, Business and Management, 5(2), 21-30. DOI: https://dx.doi.org/10.22161/ijebm.5.2.3.

[10]. Amushila, J., & Bussin, M. H. (2021). The effect of talent management practices on employee retention at the Namibia University of Science and Technology: administration middle-level staff. SA Journal of Human Resource Management, 19, 11. DOI.org/10.4102/sajhrm.v19i0.1485.

[11]. Aziz, N. U. A., Abdullah, Z., Ab Razak, W. M. W., Zakaria, Z., Zafril, H. F. B., & Ghapar, M. A. (2019). Factors towards voluntary turnover among employees in Malaysia banking institution. KnE Social Sciences, 1317-1334. Doi.org/10.18502/kss. v3i13.4287.

[12]. Barkhuizen, N. E., & Gumede, B. (2021). The relationship between talent management, job satisfaction and voluntary turnover intentions of employees in a selected government institution. SA Journal of Human Resource Management, 19, 12. Doi.org/10.4102/sajhrm. v19i0.1396.

[13]. Bratton, A., & Paulet, R. (2022). Sustainable Human Resource Management and Organisational Sustainability. In The Emerald Handbook of Work, Workplaces and Disruptive Issues in HRM (pp. 149-169). Emerald Publishing Limited.doi.org/10.1108/978-1-80071-779-420221016

[14]. Boswell, W. R., Gardner, R. G., & Wang, J. (2017). Is retention necessarily a win? Outcomes of searching and staying. Journal of Vocational Behavior, 98, 163-172. Doi.org/10.1016/j.jvb.2016.11.006.

[15]. Cometto, G., Buchan, J., & Dussault, G. (2020). Developing the health workforce for universal health coverage. Bulletin of the World Health Organization, 98(2), 109. doi: 10.2471/BLT.19.234138

[16]. Dembek, K., York, J., & Singh, P. J. (2018). Creating value for multiple stakeholders: Sustainable business models at the Base of the Pyramid. Journal of Cleaner production, 196, 1600-1612.Doi.org/10.1016/j.jclepro.2018.06.046.

[17]. Derchi, G. B., Zoni, L., & Dossi, A. (2021). Corporate social responsibility performance, incentives, and learning effects. Journal of business ethics, 173(3), 617-641. Doi.org /10.1007/s10551-020-04556-8.

[18]. Donohue, R., & Tham, T. L. (2019). Career management in the 21st century. In Contemporary HRM Issues in the 21st Century. Emerald Publishing Limited. Doi.org/10.1108/978-1-78973-457-720191008.

[19]. Gawel, J. E. (1996). Herzberg's theory of motivation and Maslow's hierarchy of needs. Practical Assessment, Research, and Evaluation, 5(1), 11. DOI.org/10.7275/31qy-ea53.

[20]. Hallen, B. L., Cohen, S. L., & Bingham, C. B. (2020). Do accelerators work? If so, how? Organization Science, 31(2), 378-414. Doi.org/10.1287/orsc.2019.1304.

[21]. Hassan, Z., & Govindhasamy, C. (2020). An investigation on extrinsic and intrinsic rewards on employee retention among gen Y: A study in Malaysian manufacturing companies. Journal of Business and Economic Analysis, 3(01), 55-69. doi.org/10.36924/sbe.2020.3104

[22]. Hazarika, I. (2020). Artificial intelligence: opportunities and implications for the health workforce. International Health, 12(4), 241-245. Doi:10.1093/in health/ihaa007.

[23]. Hamstra, M. R., Van Vianen, A. E., & Koen, J. (2019). Does employee perceived person-organization fit promote performance? The moderating role of supervisor perceived person-organization fit. European Journal of Work and Organizational Psychology, 28(5), 594-601. doi.org/10.1080/1359432X.2018.1485734

[24]. Hayre-Kwan, S., Quinn, B., Chu, T., Orr, P., & Snoke, J. (2021). Nursing and Maslow's Hierarchy: A Health Care Pyramid Approach to Safety and Security During a Global Pandemic. Nurse leader, 19(6), 590-595. doi: 10.1016/j.mnl.2021.08.013

[25]. Han, J. W. (2020). A review of antecedents of employee turnover in the hospitality industry on individual, team and organizational levels. International Hospitality Review. doi.org/10.1108/IHR-09-2020-0050

[26]. Hostetter, M. K. (2020). Ensuring equity in compensation and career advancement for female physicians. In Mayo Clinic Proceedings (Vol. 95, No. 1, pp. 3-5). Elsevier. doi.org/10.1016/j.mayocp.2019.11.003

[27]. Huang, T. C., Lawler, J., & Lei, C. Y. (2007). The effects of quality of work life on commitment and turnover intention. Social Behavior and Personality: an international journal, 35(6), 735-750. DOI.org/10.2224/sbp.2007.35.6.735.

[28]. Huseman, R. C., Hatfield, J. D., & Miles, E. W. (1987). A new perspective on equity theory: The equity sensitivity construct. Academy of management Review, 12(2), 222-234. Doi.org/10.5465/amr.1987.4307799.

[29]. Kane, G. (2019). The technology fallacy: people are the real key to digital transformation. Research- Technology Management, 62(6), 44-49. Doi:10.1080/08956308.2019.1661079.

[30]. Kravariti, F., & Johnston, K. (2020). Talent management: a critical literature review and research agenda for public sector human resource management. Public Management Review, 22(1), 75-95. DOI:10.1080/14719037.2019.1638439.

[31]. Latham, G. P. (2019). Perspectives of a practitioner-scientist on organizational psychology/organizational behavior. Annual Review of Organizational Psychology and Organizational Behavior, 6, 1-16. doi.org/10.1146/annurev-orgpsych-012218-015323

[32]. Malik, E., Baig, S. A., & Manzoor, U. (2020). Effect of HR practices on employee retention: The role of perceived supervisor support. Journal of Public Value and Administrative Insight, 3(1), 1-7. DOI:10.31580/jpvai.v3i1.1201.

[33]. Majid, U. (2018). Research fundamentals: Study design, population, and sample size. Undergraduate research in natural and clinical science and technology journal, 2, 1-7. Doi.org/10.26685/urncst.16

[34]. Marneros, S., Papageorgiou, G., & Efstathiades, A. (2022). Developing Hospitality Management Core Competencies Framework. In International Conference on Tourism Research (Vol. 15, No. 1, pp.237-246). DOI: https://doi.org/10.34190/ictr.15.1.132.

[35]. Maslow, A. H. (1943). A theory of human motivation. Psychological Review, 50(4), 370–396. Doi.org/10.1037/h0054346

[36]. Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. Journal of Applied Psychology, 62(2), 237–240. https://doi.org/10.1037/0021-9010.62.2.237.

[37]. Modaresnezhad, M., Andrews, M. C., Mesmer- Magnus, J., Viswesvaran, C., & Deshpande, S. (2021).Anxiety, job satisfaction, supervisor support and turnover intentions of mid- career nurses: a structural equation model analysis. Journal of Nursing Management, 29(5), 931-942. Doi.org/10.1111/jonm.13229.

[38]. Morrell, K., Loan- Clarke, J., & Wilkinson, A. (2001). Unweaving leaving: the use of models in the management of employee turnover. International Journal of Management Reviews, 3(3), 219-244. Doi.org/10.1111/1468-2370.00065.

[39]. Monteiro, B., Santos, V., Reis, I., Sampaio, M. C., Sousa, B., Martinho, F., ... & Au-Yong-Oliveira, M.(2020). Employer branding applied to SMEs: A pioneering model proposal for attracting and retaining talent. Information, 11(12), 574. Doi:10.3390/info11120574.

[40]. Nagesh, S., & Chakraborty, S. (2020). Saving the frontline health workforce amidst the COVID-19 crisis: challenges and recommendations. Journal of global health, 10(1). DOI: 10.7189/jogh-10- 01034.

[41]. Oliveira, L. B. D., & Rocha, J. D. C. (2017). Work engagement: Individual and situational antecedents and its relationship with turnover
intention. Revista brasileira de gestão de negócios, 19, 415-431. https://doi.org/10.7819/rbgn.v19i64.3373

[42]. Onochie, L. A. (2020). A Literature Review of Remuneration as an Evidence in Promoting Employee Retention in the Public Sectors. doi.org/10.2139/ssrn.3680259

[43]. Pirtskhalaishvili, D., Paresashvili, N., & Kulinich, T. (2021). The gender aspects of career development and leadership in organizations. Journal of Eastern European and Central Asian Research (JEECAR), 8(2),255-266. Doi.org/10.15549/jeecar. v8i2.654.

[44]. Price, J. L., & Mueller, C. W. (1981). A causal model of turnover for nurses. Academy of management journal, 24(3), 543-565. https://doi.org/10.5465/255574

[45]. Pritchard, R. D. (1969). Equity theory: A review and critique. Organizational behavior and human performance, 4(2), 176-211. Doi.org/10.1016/0030-5073(69)90005-1

[46]. Rahman, W., & Nas, Z. (2013). Employee development and turnover intention: theory validation. European journal of training and development. Doi.org/10.1108/EJTD-May-2012-0015.

[47]. Rangachari, P., & L. Woods, J. (2020). Preserving organizational resilience, patient safety, and staff retention during COVID-19 requires a holistic consideration of the psychological safety of healthcare workers. International journal of environmental research and public health, 17(12), 4267. doi:10.3390/ijerph17124267.

[48]. Riyanto, S., Ariyanto, E., & Lukertina, L. (2019). Work life balance and its influence on employee engagement "Y" generation in courier service industry. International Review of Management and Marketing, 9(6), 25. DOI: https://doi.org/10.32479/irmm.8499.

[49]. Ryan, J. C. (2022). Equity theory in action: how to attract locals into nursing jobs. Management Decision, (head-of-print). Doi.org/10.1108/MD-08-2021-1100.

[50]. Salas- Vallina, A., Alegre, J., & López- Cabrales, Á. (2021). The challenge of increasing employees' wellbeing and performance: How human resource management practices and engaging leadership work together toward reaching this goal. Human Resource Management, 60(3), 333-347. /doi.org/10.1002/hrm.22021.

[51]. Sharma, G. (2017). Pros and cons of different sampling techniques. International journal of applied research, 3(7), 749-752. URI: https://mpra.ub.uni-muenchen.de/id/eprint/70218.

[52]. Sothy, C. (2019). The effectiveness of principal in managing human resources in private secondary schools in phnompenh, Cambodia. International Journal of Scientific and research publication. Vol9, (6), 422-425.doi.org/10.29322/IJSRP.9.06.2019.p9061.

[53]. Steers, R. M., Mowday, R. T., & Shapiro, D. L. (2004). The future of work motivation theory. Academy of Management review, 29(3), 379-387. Doi.org/10.5465/amr.2004.13670978.

[54]. Sun, R., & Wang, W. (2017). Transformational leadership, employee turnover intention, and actual voluntary turnover in public organizations. Public Management Review, 19(8), 1124-1141. https://doi.org/10.1080/14719037.2016.1257063

[55]. Thompson, J. D., Zald, M. N., & Scott, W. R. (2017). Organizations in action: Social science bases of administrative theory. Routledge. Doi.org/10.4324/9781315125930

[56]. Kane, G. (2019). The technology fallacy: people are the real key to digital transformation. Research-Technology Management, 62(6), 44-49. Doi:10.1080/08956308.2019.1661079