AN INVESTIGATION INTO THE IMPACT OF HUMAN RESOURCE PLANNING (HRP) ON EMPLOYEE TURNOVER. A CASE STUDY OF ST. PATRICK'S HOSPITAL, OFFINSO-MAASE

By

KNUST

Patrick Kwasi Anim   **BSc (Hons) Agriculture**

A thesis submitted to the Department of Managerial Science, Kwame Nkrumah University of Science and Technology in partial fulfillment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION

June, 2009

DECLARATION

I hereby declare that this submission is my own work towards the MBA and to the best of my knowledge, it contains neither material previously publicized by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.
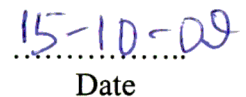
PATRICK KWASI ANIM
(PG 1638807)

Signature

Date

Certified by:

J. K. TURKSON
(Supervisor)

Signature

15-10-09
Date

Certified by:

FELICITY ASIEDU-APPIAH(MRS)
(Head of Dept, Dept. of Managerial Science)

Signature

Date

ii

AKNOWLEDGEMENT

I wish to express my most profound gratitude to Mr. J.K. Turkson, my supervisor, without whose advice and expert guidance this work would not have seen the light of day.

I also wish to thank the management and staff of St. Patrick's Hospital, Offinso-Maase, for their support and contribution. Special thanks though must go to the Human Resource Department of the hospital.

I wish also to extend my exquisite appreciation to Augusta, my wife, and my two sons Kobby and Nana Yaw for their support and sacrifices.

Finally, I would like to thank deeply The LORD GOD ALMIGHTY for His grace, guidance and protection that saw me through this study and has brought me this far.

Thank you God.
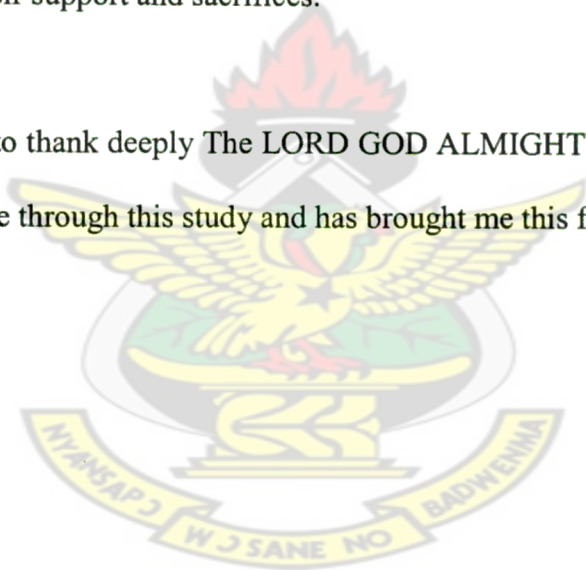
ABSTRACT

Time, energy and money are spent by organizations in pursuit of greater productivity and a stable and efficient workforce. The process of having to identify and hire another worker to fill the position that becomes vacant when an employee chooses to leave an organization can become disruptive. Employee turnover has therefore become a primary concern in many organizations for several reasons and more so when performance for both organizations and individuals is enhanced by the continuity of employees who know their job. The long term success of any organization ultimately depends on the identification, acquisition, utilization, improvement and retention of the right number of people in the right jobs at the right time and this is a combination of activities basically addressed by Human Resource Planning (HRP). This study therefore aimed at investigating into the impact of HRP on employee turnover using the St. Patrick's Hospital, Offinso-Maase as a case study with the idea of finding out whether HRP could influence employee turnovers by reducing it. The descriptive cross sectional study was the design used. In using this design both qualitative and quantitative tools were employed. Stratified sampling was applied to select the sample for the study. A total of 150 respondents were engaged to answer the questionnaires. Six were from the Administration, 100 from the Mainstream and Paramedic staff with 44 coming from Supporting staff. It was found out from the study that HRP was poorly done and therefore influenced turnover levels to be high. It was also found out that a greater percentage of the staff had the intention of leaving the organization at an opportune time. Recommendations made included the need to conduct exit interviews for leaving employees; the need to have in place strategies to retain employees and the need to effectively plan the human resources of the organization in order to control employee turnover.

TABLE OF CONTENTS

CHAPTER THREE: METHODOLOGY

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND

RECOMMENDATIONS

KNUST

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Managing organizations and the people who work in those organizations has been an area of research and debate since Taylor (1911) wrote his treatise, *The Principle of Scientific Management.* The key focus for today's debate on managing the people within organizations is not so different from Taylor's concerns: how to maximize employees' performance while at the same time developing staff and gaining their loyalty.

Employee turnover has become a primary concern in many organizations for several reasons. As a practical matter, with lower turnover, every individual who is retained means one less person to have to recruit, select and train. Also organizations and individual performance are enhanced by the continuity of employees who know their jobs. One survey of supervisors and workers according to Price (2000) found out that losing high performers made it more difficult for organizations to reach their business goals. Additionally continuity of employees provides better "employee image" for attracting and retaining other individuals. A loyal, efficient and stable staff is argued to be one of the keys to competitive success. A Chartered Institute of Personnel and Development report in 2007 found that annual turnover levels vary considerably from industry to industry with the highest average rate of about 22.6% found in the private sector organizations in the United Kingdom(UK).

It is inevitable that from time to time employees will choose to leave and either pursue careers elsewhere, retire, take a career break or even return to education. However when turnover rates become high it creates particular pressures for the Human Resource Department, which is responsible for replacing those who leave and line managers who face disruption to production and service standards .This results in having to induct and train new employees who are usually less

1

experienced and productive compared to those they replace. It therefore takes time before new recruits perform at their optimum levels. The obvious result therefore is a reduced ability to meet objectives, reduced levels of productivity and higher unit costs.

The long term success of any organization ultimately depends on having the right people in the right jobs at the right time. Human Resource Planning (HRP) also referred to as Manpower Planning or Personnel Planning has been defined as the process of "getting the right number of qualified people into the right job at the right time"(Byars and Rue, 1987). Basically all organizations engage in HRP either formally or informally. Some organizations do a good job while others do a poor job. Poor HRP can cause substantial problems both in the short and long term. Any Human Resource Plan, if it is to be effective must be derived from the long-range plans of the organization. Unfortunately HRP is often isolated from organizational planning. A common error is for Human Resource Planners to focus on the short term replacement needs and not tie in with the long range plans of the organization. This is a natural consequence of not integrating HRP with organizational planning. It therefore seems obvious in considering the complexity of any HRP process that the process needs to be strategic in nature. Unfortunately many companies do not allocate enough time and resources to develop long term strategic Human Resource Plans.

All managers and operating managers especially should view HRP as one of their most important job responsibilities. Unfortunately, this is not often the case. Far too many managers view HRP as something to do only after everything else has been done (Byars and Rue, 1987).

Employees are a primary asset of almost every organization but identifying, hiring and training good employees can be costly. Replacing an employee who quits costs an organization between one and two times the annual salary of the position (Fishman, 1998). Many of the costs consist of

management or administrative staff time but direct costs can also be substantial when advertisements, agencies or assessment centers are used in the recruitment process.

An increasing body of work contains the argument that the use of High Performance Work Practices, including comprehensive employee recruitment and selection procedures, incentive compensation and performance management systems, and extensive employee involvement and training can improve the knowledge, skills, and abilities of a firm's current and potential employees, increase their motivation, reduce shirking, and enhance retention of quality employees while encouraging non performers to leave the firm (Jones and Wright, 1992).

1.1 Statement of the problem

Organizations spend time and energy and money in the quest for greater productivity and a stable and efficient workforce. When a good employee chooses to leave, the organization usually must identify and hire another worker to fill the position. This process can be disruptive. Frequently replacing employees consumes many resources and makes it difficult for organizations to develop a competitive advantage. In general organizations are made more effective when they have programmes and practices that proactively work to reduce employee turnover.

Control of staff turnover becomes critical when there is a general skills shortage. Though employers have not ignored the hiring and retention crisis their choice of responses has been inadequate. They have focused more on recruitment and largely ignored retention. According to Ahlrichs (2000) employers have regarded employees as mere lists of hard skills, as plug-in parts who are inter-changeable as long as the resumé matches the job description and thus continue to hound their human resource departments for more and better candidates while ignoring the cost of turnover and human resource strategies to bond with, develop and retain existing employees.

According to Stewart and Brown (2009) an annual survey conducted by the Chartered Institute of Personnel and Development (CIPD) found that the cost and rate of staff turnover was at record levels. More than two-thirds of the organizations surveyed reported negative effects from such levels of turnovers with the average turnover cost of management and professional staff being 28% more than the previous year.

Employee turnover is therefore an issue that requires maximum management attention since it has every potential to erode organizational gains and competitive advantage. It is against this background that this research work wants to investigate into the impact of HRP on employee turnover.

To achieve this, consideration will be given to the following:

i. Establishing whether HRP is practised

ii. What goes into HRP

iii. Implementation of programmes with the aim of controlling turnover

iv. Whether HRP has any impact on turnover

v. Why employees leave the institution

vi. Why employees stay.

1.2 Objectives of the study

The objectives of the study are grouped into two. These are general objectives and specific objectives.

1.2.1 General objective

The general objective of the study is to determine whether the planning of the Human Resources (HR) of the organization has any effect on employee turnover.

1. 2.2 Specific objectives

The following are the specific objectives the research intends to address:

a) To find out why employees leave an organization

b) To find out why employees stay in an organization

c) To find out whether there are management strategies in place to control turnover

d) To determine the problems caused by poor human resource planning.

e) To find out what goes into HRP

f) To make recommendations on how to reduce an excessive rate of employee turnover

1. 3 Research questions

In this research work the primary research question will be: Can effective human resource planning impact on employee turnover?

To answer the primary research question the following secondary research questions would have to be addressed.

1. What is the extent of employee turnover in the organization?

2. What are the causes of employee turnover in the organization?

3. What strategies can the organization adopt to tackle employee turnover?

1.4 Relevance of the study

An organization's current and potential human resources are important considerations in the development and execution of its strategic business plan. Collectively an organization's employees can provide a unique source of competitive advantage that is difficult for its competitors to replicate. Human Resource Management (HRM) practices can help create a source of sustained competitive advantage especially when they are aligned with a firm's competitive strategy (Jackson and Schuler, 1995). If superior HRM practices increase employee's discretionary effort it should be expected their use would directly affect intermediate outcomes such as employee turnover and productivity over which employees have direct control.

Many organizations have found that turnover is a costly problem as documented by a number of studies. Voluntary turnovers which are dysfunctional in nature can especially be harmful to organizations. Turnover is an obstacle to increased productivity and efficiency and high employee turnover rates affect the quality of services and goods and incur large replacement and recruitment costs and therefore lead to decreased profitability. Costings of employee turnover phenomenon according to Deery and Iverson (1996) confirm the loss of revenue in high turnover rates. Deery and Iverson also argue that excessive rates of employee turnover contribute to employee morale problems. Even though some turnover is inevitable, many employers today recognize that reducing turnover is crucial since the costs of turnover including diminished organizational productivity is not desirable. Considerable efforts must therefore be directed at reducing employee turnover.

This study seeks to investigate into what impact HRP can have on employee turnover which findings are likely to be of benefit to the case study organization. This study will also serve as the spring board for further research by institutions interested in the subject area. Management and decision

6

makers may also use findings of the study to inform them on measures to take in stemming or controlling employee turnover.

1. 5 Scope of the study

The scope of the study was limited to the St. Patrick's Hospital at Offinso-Maase in the Ashanti Region. The St. Patrick's Hospital, being a Roman Catholic Mission health institution, has several Roman Catholic Sisters especially assisting in some of the departments but the study did not consider them as staff.

One hundred and fifty employees were selected as respondents from three categories of staff namely: The Administrative staff, Mainstream/Paramedic staff and the Supporting staff. The St. Patrick's Hospital had a total staff strength of 235.

The Hospital was selected primarily on the basis of access and scale of operations and also for the simple reason that the environment appeared conducive for such a study.

1. 6 Organization of the study

This study is organized into five chapters; Chapter one takes care of the General Introduction which covers Background of the study, Statement of the problem, Objectives of the study, Research questions and Relevance of the study. The chapter also covers the Scope of the study, Organization of the study and Limitations of the study.

Chapter two will review literature regarding the topic. In chapter three the methodology used and the profile and background information of the institution selected for the research are provided. Chapter four deals with the presentation of data, analysis and discussion of findings.

Chapter five is the concluding section which contains the summary of findings, recommendations and conclusions

1.7 Limitations of the study

Two hundred and thirty-five employees was the target group for this study. The researcher would have wished to cover every employee in the institution but owing to certain challenges, including time and financial constraints, this was not made possible.

The limitations that were encountered in the conduct of this study included the following:

i   Difficulty in getting staff to answer questionnaires for fear of making known their feelings, opinions and intentions .

ii   Management unwillingness to release certain data on staff

iii Failure of some staff to return questionnaires which meant that some more questionnaires had to be printed and re-administered.

iv   Some staff were simply uncooperative

v   It took a long time in administering and retrieving the questionnaires.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Planning the resources of the organization is a key responsibility of every senior manager. Arguably the most important single resource is people. It is important therefore to ensure that sufficient numbers of the appropriate caliber of people are available to the organization in pursuit of its objectives. Every organization therefore has to make some attempts to acquire, train, re-deploy and dismiss employees in the course of its activities (Cole, 2002).

HRP, according to Nankervis *et al* (1993), is an essential process for all managers as it provides the foundation for establishing an effective human resource management programme and for coordinating all the human resource management functions as well as allowing human resource management function to position itself to take the best advantage of fluctuations in the economy of labour market.

Human resource strategies which are effectively integrated with overall organizational strategies lead to human resource plans responsive to the internal and external changes affecting the achievement of broad organizational objectives and directions (Nankervis et *al*, 1993). The impact of human resource management policies and practices on firm performance, according to Kleiner (1990), is an important topic in the field of human resource management, industrial relations and industrial and organizational psychology. As argued by Baird and Meshoulam (1988), a firm's performance will be enhanced to the degree that firms adopt human resource management practices that complement and support each other. Similarly, Osterman (1987) argued that there should be an under- lying logic to a firm's system of human resource management practices and that certain policies and practices fit together. Osterman (1994) found that firms valuing employee commitment,

for instance, are less likely to use temporary employees and more likely to invest in innovative work practices such as skills training and incentive compensation. Such firms are thus likely to put in place measures to control high employee turnover.

According to Cherrington (1995) a severe labour shortage would significantly alter all human resource functions especially recruitment, selection, training, compensation and employee relations. Employee turnover, argued Nankervis *et al* (1993), is one of a range of indicators that could be studied and used to assess the quality of the work environment and therefore the effectiveness of human resource management.

2.1 Human Resource Planning

Byars and Rue (1987) define HRP as the process of "getting the right number of qualified people into the right job at the right time". Price (2000) however defines HRP as a process that anticipates and maps out the consequences of business strategy on an organization's human resource requirements. This he explains is reflected in planning of skill and competence needs as well as total headcounts. Another definition of HRP puts it as the process by which management ensures that it has the right personnel, who are capable of completing those tasks that help the organization reach its objectives. Still another definition puts it as a strategy for the acquisition, utilization, improvement and retention of enterprises human resources (Department of Employment, 1974).

In a period when world markets were much more stable and predictable HRP was prominent in human resource management, personnel management and labour economics. There are many books on the subject, and large organizations according to Marchington and Wilkinson (1996) put a lot of emphasis on planning their future employment needs, especially of managers. This, Sisson and

Timperly (1994) refer to as the "golden age" of manpower planning and the techniques in favour at the time drew heavily upon statistical techniques.

In general terms HRP, according to Schuler and Huber (1993), is the base upon which effective human resource management is constructed. Most specifically it involves forecasting HR needs for organizing and planning the steps necessary to meet these needs. Bloom (1988) maintains that HRP consists of developing and implementing plans and programmes to ensure that the right number of and type of individuals are available at the right time and place to fulfill organizational needs and as such HRP is directly tied to strategic business planning.

Many corporations, according to Burack (1985), are trying to make HRP part of their long-range and strategic business plans, but much remains to be done. The challenge of HR planners and strategists according to Burack (1988) is to devise the human resource means of achieving business planning objectives and goals including the alteration of these in the light of HR possibilities and limitations.

To build human resource advantage on the mature context, the firm needs to develop attributes which are more deeply institutionalized (Mueller, 1996). A superior system of HRP which identifies and integrates key human variables with other strategic concerns according to Boxall and Purcell (2003) is one way of institutionalizing the perceptional insights of key HR strategists who may decide to resign from the firm. This kind of human resource planning which encourages firms to manage 'key value generators' proactively and plan to improve key processes (such as learning across intra-firm boundaries) is both valuable and rare (Kock and McGrath, 1996). Goold (1991) emphasizes that HRP for concerns that transcend the short term business context helps to avoid the all-too- common situation where financial targets, reinforced in the annual budget cycle, crowd out longer term strategic issues in management planning. Therefore the possibility of developing HR

advantage according to Benkhoff (1997) will be greater to the extent that intelligent HRP is inked to superior consistency of enlightened practice.

Changing work methods according to Foot and Hook (1999) give rise to requirements for different and new skills and for flexibility from existing employees to acquire new skills or adapt to new methods of working. This, Foot and Hook indicate, highlights the need for HRP which responds to this situation by taking a long-term view and works towards preparing an organization to cope with its future requirements and achieve its strategic objectives, the information acquired through the process of HRP which provides the foundation for development of HR strategies. Therefore, as commented by Nieto (2006), HRP should be linked to whatever the organization defines as its key performance objectives, thus the effectiveness of any HR plan and subsequent initiatives will be measured by the outcomes in terms of whatever goals the organization has set itself.

HRP determines the human resources required by the organization to achieve its strategic goals. Bulla and Scott (1994) also define HRP as the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements. HRP according to Armstrong (2005) is based on the belief that people are an organization's most important strategic resource. As indicated by Quinn- Mills (1983), HRP is a decision making process that combines three different activities:

(a) identifying and acquiring the right number of people with the proper skills

(b) motivating them to achieve high performance and

(c) creating interactive links between business objectives and people planning activities.

HRP according to Stone (1998) cannot be undertaken in isolation and therefore must be linked to the organization's overall business strategy. Thus effective HRP, Stone further comments, ensures a

12

more effective and efficient use of human resources, more satisfied and better developed employees, more effective equal employment opportunity and affirmative action planning and reduced financial and legal costs.

HRP, comments Manzini (1984), is an area where terminology is inconsistent and thus is not helpful in persuading the organization of its vital nature. These confusions are partly a result of the rapid development of ideas and practice in the area, but also because different organizations, researchers and writers have very different views on what is the heart of the activity (Torrington and Hall, 1991).While some human resource management texts discuss whether HRP is still worthwhile and describe the principal techniques, very little attention according to Liff (2000) is paid to analyzing the methods used in HRP and typically texts rely on more general discussions of strategy or management control systems.

It is difficult to get firm estimates about how many organizations engage in HRP but, as Liff notes, the most one can say perhaps with any certainty is that many companies continue to express a commitment to the idea of human resource strategy and planning and how this translates into practice however is less clear. According to Cowling and Walters (1990), the most recent survey of human resource planning practices in the UK was not very encouraging. Interest in human resource planning according to Sisson and Timperly (1994) appears to have waxed and waned over the past 30 years.

According to Beardwell and Claydon (2007) while much is written about HRP in theory, evidence about its application in practice is harder to obtain. A number of authors including Liff(2000) and Rothwell (1995) have noted the gap between widespread claims and relatively limited activity. In the past, studies investigating HRP in practice including Mackay and Torrington (1986) and Cowling

and Walters (1990) have tended to find evidence of only partial activity and limited implementation of any plans.

2.2 Human Resource Planning and Manpower Planning

Some authors, according to Hendry (1995), distinguish between manpower planning and human resource planning as distinct approaches. Others, according to Price (2000), see little difference between human resource planning and manpower planning.

Pratt and Bennet (1989) in citing an anonymous government publication defined manpower planning as a strategy for the acquisition, utilization, improvement and retention of an enterprise's human resources. O'Doherty (1997) maintains that in the current pursuit of human resource management many organizations appear to be practicing human resource planning as opposed to manpower planning. There is still some debate though on the extent to which manpower planning has successfully transformed into human resource planning. Branham (1989) argues that in human resource planning, the manager is concerned with motivating people, a process in which costs, numbers, control and systems interact and play a part whiles in manpower planning the manager is concerned with the numerical elements of forecasting, supply-demand matching and control in which people are a part. There are therefore important areas of overlap and interconnection but there is a fundermental difference in underlying approach.

According to Bennison (1984) manpower planning as developed in the 1960's was intended to manage the head count of an organization in line with predicted trends in performance by modeling in- flows and out- flows of labour, taking account of possible changes in labour market conditions. It assumed a relatively stable economic and social environment and organization structure based on bureaucratic principles (Smith and Bartholomew, 1988).

14

O'Doherty argues that although simple workforce headcount predictions may have been undertaken by most companies, the use of detailed manpower forecasts was confined to large scale organizations such as the public services, the armed forces, postal services and major banking groups. Pilbeam and Corbridge (1998) note that specialist planners in such organizations devised complex mathematical models but this was often an unreal process that attracted criticism.

Some authors according to Torrington and Hall (1991) draw a clear distinction between manpower planning (being concerned with numbers and statistical techniques) and human resource planning (reshaping the culture). A number of other writers, as in Burack (1985), even more confusingly use the term 'human resource planning' to refer only to numbers and skills planning. This is more often the case in US literature perhaps due to the earlier use of the words "human resourcing." Other authors, as in Fyfe (1986), retain the term "manpower planning" (which has a longer history in the UK than human resource planning). Still other authors like Lockwood (1986) regard the terms as interchangeable. According to Lundy and Cowling (1996) however, contemporary HRP is more flexible and responsive to change than manpower planning and the term "manpower" has also fallen out of favour and HRP has replaced manpower planning.

2.3 Approaches to Human Resource Planning

According to Stone (1998) two approaches to human resources planning can be identified and these are quantitative and qualitative. Some authors including Beardwell and Claydon (2007) refer to these approaches as traditional or 'hard' and contemporary or 'soft'.

Torrington and Hall (1991) however comment that it is important to recognize that there is overlap between these two areas and that in many organizations a mixture of hard and soft approaches will

15

be practised and these may or may not be integrated or coordinated or even recognized as human resource planning.

2.3.1 Quantitative Approach

According to Beardwell and Claydon (2007) the prime concern within traditional HRP relates to balancing the demand for and the supply of human resources. Beardwell and Claydon further comment that the key stages within the traditional HRP process are largely derived from the techniques associated with manpower planning.

The quantitative approach according to Stone (1998) uses statistical and mathematical techniques and is primarily used by theoreticians and professional human resource planners in large organizations. Armstrong (2005) also emphasizes that the quantitative approach is based on quantitative analysis in order to ensure that the right number of the right sort of people are available when needed. The quantitative approach, again according to Stone, sees employees as numerical entities and groups them according to age, sex, experience, skills, qualification, job level, pay performance rating or some other means of classification and aims at reconciling the supply and demand for human resources given the organization's objectives.

2.3.2 Qualitative Approach

Marchington and Wilkinson (1996) point out that the soft approach to HRP is virtually synonymous with the whole subject of human resource management and as they describe, the soft approach is more explicitly focused on creating and shaping the culture of the organization so that there is a clear integration between corporate goals and employee values, beliefs and behaviours.

Armstrong (2005) reinforces this by maintaining that the soft human resource planning is concerned with ensuring the availability of people with the right type of attitudes and motivation who are committed to the organization and engaged in their work, and behave accordingly. According to Stone (1998) the qualitative approach to HRP uses expert opinion to predict the future with focus on evaluations of employee performance and promotability as well as management and career development. Stone further states that estimates based on the expert opinion, although not as sophisticated as the quantitative approaches, are popular because they are simple and fast.

2.4 The Human Resource Planning Process and Principles

The human resource planning process according to Schuller and Huber (1993) takes place in a dynamic environment and in close relationship to the planning process of the business. Burack (1988) maintains that HRP is generally accomplished in four phases. This view is endorsed by Byars and Rue (1987) who comment that HRP consists of four basic steps.

Indeed some organizations according to Mackay (1981) avoid or at least resist engaging many of the four phases of HRP. According to Schuller and Huber (1993) the four phases which are at the core and common to HRP regardless of the time horizon are:

i. Assess supply and demand

ii. Develop objectives

iii. Design and implement programmes

iv. Evaluate outcomes

Byars and Rue (1987) on the other hand list the four basic steps of HRP as:

i. Determining the impact of the organizational objectives on specific organizational units

ii. Defining the skills, expertise and total number of employee (demand for human resources) required to achieve the organizational and departmental objectives

17

iii. Determining the additional (net) human resource requirements in the light of the organization's current human resources

iv. Developing action plans to meet the anticipated human resource needs.

According to Cole (2002) there are four categories of staff that are important in human resource planning. These are as follows:

i. Existing staff

ii. New recruits

iii. Potential staff

iv. Leavers

Cole further asserts that the HRP process affects every aspect of personnel/human resource management: recruitment, training, remuneration, performance assessment, termination of employment and so on and more than this, it is a process which is linked inextricably both to the corporate aims of the organization and to the economic, social and political environment.

Boxall and Purcell (2003) mention some principles which could be used to improve the quality of the HRP process. These include:

i. The stakeholders principle

ii. The involvement principle

iii. The rivalry principle

iv. The dynamic principle

2.4.1 *The Stakeholder Principle*

Under the stakeholder principle Boxall and Purcell (2003) maintain that the HRP process should aim at meeting the needs of the key stakeholder groups (share holders, creditors, managers, employees, customers, suppliers, competitors, the local community and environmental interests) in the people management in the firm.

2.4.2 *Involvement Principle*

The involvement principle as highlighted in the research of Hart and Banbury (1994) suggests that firms that master a range of styles of strategic management including the more participative ones are likely to be superior performers.

2.4.3 *The Rivalry Principle*

HRP is of little use if it is just navel gazing since labour markets are competitive and intelligent rivals will attempt to recruit best workers and build the best management process (Boxall and Purcell, 2003). As a result the firm's executive team, by reinforcing the rivalry principle, should aim to understand the human resource strengths and weaknesses of key competitors (Craft, 1988).

2.4.4 *The Dynamic Principle*

Boxall and Purcell (2003) emphasize that the HRP process is made more effective and the quality is improved when the process is laced with dynamism.

2.5 Importance of Human Resource Planning

According to Jackson and Schuler (1990) HRP in general helps ensure that organizations fulfill their business plans that chart the organizations future regarding financial objectives, output goals, product mix, technologies and reform requirements. Schuler and Huber (1993) however believe that

HRP is used to reduce personnel costs by helping management anticipate shortages or surpluses of human resources and correct these imbalances before they become unmanageable and expensive and therefore provide a better basis for planning employee development that makes optimum use of workers aptitudes.

According to Ross (1982), HRP provides a tool for evaluating the effect of alternative human resource actions and policies and as argued by Armstrong (2005) HRP helps improve the utilization of people by introducing more flexible system of work. Hodgetts and Kroeck (1992) put the importance of HRP as providing input for determining the types of training and development that an organization will need to ensure that the personnel can meet the demands of work in the future and also identify the specific skills and abilities of the work force in order to determine career paths and succession plans for the personnel.

According to Stone (1998) effective HRP ensures a more effective and efficient use of human resources, more satisfied and better developed employees; more effective equal employment opportunity and affirmative action planning; and reduced financial and legal costs. Another importance, claimed by Beardwell and Claylon (2007), is that the HRP process can make a significant contribution to the integration of human resource policies and practices with each other and with the business strategy, i.e. Horizontal and vertical integration.

Marchington and Wilkinson (2005) suggest that human resource plans can be developed to fit' with strategic goals or they can contribute to the development of the business strategy, but conclude that either way HRP is perceived as a major facilitator of competitive advantage.

2.6 Limitations of Human Resource Planning

In their book on personnel and human resource management Schuller and Huber (1993) comment that a key roadblock to initiating HRP is the lack of top management support which human resource managers can help remove with data and bottom line facts that demonstrate the effectiveness of HRP. Schuller and Huber further mentioned difficulty in obtaining integration with other personnel activities and line managers lack of involvement as other important roadblocks to HRP.

According to Nankervis *et al* (1993) HRP is sometimes avoided because it is time-consuming or just too difficult and in many organizations, there are vested interests obstructive to new human resource plans and even top management may not recognize the need for change.

One of the major problems with HRP according to Beardwell and Claydon (2007) relates to the difficulties of developing accurate forecasts in a turbulent environment which does not reduce the need for it though. Rothwell (1995) however suggests that the need for HRP may be in inverse proportion to its feasibility, while Liff (2000) argues that the more rapidly changing environment makes the HRP process more complex and less certain which again does not make it less important or significant. Sisson and Storey (2000) argue that the HRP process is based on two, highly questionable assumptions; firstly that the organization has the necessary personnel information to engage in meaningful human resource and succession planning; and secondly, that there are clear operational plans flowing from the business strategy.

As already mentioned, a key criticism of the HRP process relates particularly to the difficulties of forecasting accurately and Mintzberg (1994) highlights problems in predicting not only the changes to come but also the type of changes i.e. whether they are likely to be repeated or are one-off event

21

since incorrect forecasts can be expensive. Furthermore, Mintzberg argues that the reliability of forecasts diminishes as the time scale of projections increases.

2.7 Succession Planning

Succession planning is the process by which companies and businesses ensure that there is an orderly and planned transfer of powers, responsibilities and job functions when employees, usually in executive and management positions, leave the company through retirement or other means.

According to Beardwell and Claydon (2007) succession planning can be used as a means to retain and motivate key members of the existing workforce but the danger however is that the organization can become stale in the absence of 'new blood' and therefore as Beardwell and Claydon suggest, some senior external appointments are necessary to improve diversity and to bring on board people with different skills and experience but too many of which can result in frustration and the loss of some key talent. If we think of HRP as ensuring that the right people and right skills are available so the company can meet its strategic and short term goals then it is clear that succession planning is an important part of the process.

According to Cherrington (1995) succession planning refers to the process of deciding how management vacancies will be filled and is useful to the extent that it contributes to the development of new managers and facilitates the promotion process. Stone (1998) endorses this view and adds that succession planning stresses the development of high potential employees and takes a long-term view of the organization's human resource needs.

Some experts, according to Stone, argue that rapid changes in business and a mobile job market have made management development and succession superfluous for many companies. A recent survey

22

by Byrne *et al* (1997) found that almost half Australian companies do not have succession plans in place for their chief executive officer and senior executives.

2.8 Employee Turnover

Macy and Mirvis (1976) define turnover as any departure beyond organizational boundaries. Mathis and Jackson (2003) on the other hand define turnover as the process in which employees leave the organization and have to be replaced.

People, according to Holbeche (2002), do not leave organizations where they get good development. The mobility of employees among organizations and between functional sub-units within a given organization confronts managers with many interrelated and knotty problems (Steele and Ward, 1974). According to Bradley (1970) the analysis of labour mobility is a vital part of the management process and without this analysis management is over looking one of the most important factors of production with which it must cope. Steele and Ward (1974) argue that although some degree of mobility is both inevitable and healthy, too much of it can severely reduce productivity, demoralize incumbents, damage an organization's public image and sometimes also antagonize actual or potential customers. Nankervis *et al* (1993) maintain that turnover levels of sections, departments and the entire organization act as indicators of success or otherwise of human resource management programmes of recruitment and selection, training and development, career development and reward systems and consequent organizational costs and benefits. This view is endorsed by Lee and Mitchell (1994) who assert that a good indication of a successful human resource practices is the low percentage of employees who leave the organization.

Marchington and Wilkinson (2005) mention that high levels of labour turnover can indicate problems with just about any human resource policy or practice – inappropriate recruitment and

selection methods, poorly designed or uncompetitive pay systems and ineffective grievance and disciplinary procedures. As commented by CIPD (2000), turnover may be a function of negative job attitudes and low job satisfaction, combined with an ability to secure employment elsewhere.

Turnover, according to Armstrong (2005), is a normal part of organizational functioning and while excessively high turnover may be dysfunctional, a certain level of turnover is to be expected and can be beneficial to an organization. Arnold and Feldman (1982) believe that perceptions of job security, the presence of a union, compensation level, job satisfaction, organizational tenure, demographic variables (such as age, gender, education and number of dependents), organizational commitment, whether a job meets an individual's expectations and the expressed intention to search for another job are all predictive of employees leaving and Sheridan (1992) found that perceptions of organizational culture influenced turnover.

Two schools of thought, according to Morrel *et al* (2001) dominate research and practice in turnover: *The labour market* and *The Psychological*. According to Tang *et al* (2000) the former focuses on factors external to the organization, such as the level of unemployment, wage differentials and the availability of alternative jobs in the local, national or global economy whilst the latter focuses on individuals and their decisions to quit, relating labour turnover to factors such as job satisfaction and worker commitment. Morel *et al* (2001) however are clear that neither school is capable on its own of providing sufficiently good explanations or predictions of labour turnover.

Reduction in turnover, according to Cascio (1982), may be accomplished by redesigning jobs to enhance opportunities for responsibility and decision making, providing better working conditions, improving salaries and benefits or by clarifying and opening up promotional opportunities. Lee and

Maurer (1997) however list staffing, training and development, career planning, compensation and labour relations as human resource practices that reduce turnover culture influenced turnover.

2.9 Turnover Theory

There are certain variables, according to Deery (1999), that appear to be a core set of variables in the study of turnover. These emanate from the March and Simon (1958) findings where the authors identify not only the perceived desirability of movement, but also three main determinants of work satisfaction.

Deery (1999) indicates that March and Simon first suggest that the greater the conformity of the characteristics to self-image, the higher the job satisfaction. Secondly, according to Deery, March and Simon argue that predictability of instrumental relationships of the job promotes job satisfaction, as does compatibility of work requirements with other role requirements. Finally, according to Deery , March and Simon also argue that organizational size influences a person's decision to leave, and each of these variables has at some stage been incorporated into a model of employee turnover.

Griffeth and Hom (1995) provide a detailed review of the research into employee turnover culminating in an integrated model of the key components of the major research. Griffeth and Hom argue that the withdrawal process is complex and may take the form of a range of behaviours such as lengthy rest periods or absenteeism.

Similarly, Porter and Steers (1973) test the facet of satisfaction- turnover relationship together with the concept of met expectations and recommend the use of job previews to prevent unmet expectations. However, as Louis (1980) indicates, this particular theory has been criticized by a number of researchers who argue that the study fails to differentiate between unmet and overmet

25

expectations. The Porter and Steers study concludes by urging further research into the decision-making processes

2.10 Analysis of Employee Turnover

According to Banfield and Kay (2008) turnover is typically measured over a twelve-month period to smooth out seasonal differences but can be tracked weekly or monthly to provide a more detailed and contemporary understanding of what is happening.

Cherrington (1995) maintains that two processes are involved in estimating turnover levels: collecting historical information and analyzing economic trends. Although turnover numbers may be quantitatively the same regardless of the reason, Davis and Luthans (1988) comment that a significant qualitative difference exists among the reasons for turnover.

According to Armstrong (2005) there are a number of ways of measuring labour turnover which include: the labour turnover index and length of service analysis. Cole (2002) emphasizes that labour turnover provides information about the ratio of leavers to the average numbers employed during the course of a year and expresses turnover as:

Number of employees leaving during the year × 100
  Average numbers employed during the year

Nankervis *et al*(1993) on the other hand express turnover as:

The number of (internal) job leavers in a period × 100
        Average number of employees

A method of analyzing turnover that is particularly useful to human resource planners, according to Armstrong (2005), is the survival rate: the proportion of employees engaged within a certain period who remain with the organization after so many months or years of service.

According to Marchington and Wilkinson (2005) the labour turnover index and the stability index are the two measures typically used to calculate rates of labour turnover. It is difficult to avoid using conventional labour turnover index as the easiest and most familiar of all methods of measurement, maintains Armstrong (2005), but it needs to be supplemented with some measure of stability. The stability index is considered as an improvement on the turnover index and is expressed as follows:

$$\text{Stability Index} = \frac{\text{Number with 1 year's service or more}}{\text{Number employed 1 year ago}} \times 100$$

According to Beardwell and Claydon (2007) labour turnover can vary significantly between different sectors and industries. Beardwell and Claydon further comment that there is no single best level of labour turnover since even organizations with lower than average turnover rates can experience problems if people have left from critical jobs or from posts that are difficult to fill. Conversely high turnover, according to Sadhev et al (1999), is not necessarily problematic and might even prove useful if an organization is seeking to reduce costs or reduce the numbers employed.

The main limitation of the labour turnover index, according to Beardwell and Claydon (2007) is that it is a relatively crude measure that provides no data on the characteristics of leavers, their reasons for leaving, their length of service or the jobs they have left so why it may indicate that an organization has a problem, it gives no indication about what the specific problem might be or what might be done to address it.

2.11 Classification of Turnover

Turnover is classified in a number of ways and according to Lee and Mitchell (1994), it could be classified as:

i.   **Voluntary** where employee separation occurs because the employee chooses to leave.

ii. **Involuntary** where employee separation occurs because the employer chooses to terminate the employment relationship.

27

According to Mathis and Jackson (2003) involuntary turnovers are due to terminations for poor performance or work rule violations. Not surprisingly, involuntary turnover according to Lee and Mitchell (1994) has a much negative effect on the employee.

iii.   **Functional** where undesirable employee quits, and

iv.   **Dysfunctional** where a desirable employee quits.

According to Steele and Ward (1974), separations or terminations of employment are usually subdivided into:

i.   Voluntary quits where individuals absent themselves without authorization for 7 consecutive days.

ii.   Lay off for lack of work which is employer initiated.

iii.   Disciplinary lay-off or discharge, and

iv.   Retirement or death.

Turnover, according to Mathis and Jackson (2003), can also be classified into uncontrollable, which occurs for reasons outside the impact of the employer and controllable which occurs due to factors that could be influenced by the employer.

2.12 Turnover and Wastage

There is considerable debate about the meaning of the terms human resource wastage and turnover, which are sometimes considered separately and sometimes used interchangeably (Nankervis *et al*, 1993). Turnover, according to Lewis *et al* (2003), covers the whole input-output process from recruitment to dismissal or retirement and takes the consequences of promotion and transfer into account whiles wastage deals only with leavers.

28

Nankervis *et al* (1993) refer generally to wastage as the rate or ratio of employees who leave an organization through resignation, retirement or death during specified periods whiles turnover on the other hand concerns human resource movement within organizations, that is transfer, promotion or relocation.

Human resource planning, according to Pratt and Bennet (1989), has a role in anticipating wastage and in its 'manpower planning' days wastage received considerable attention from planners for whom 'the statistical possibilities' were enormous. Lewis *et al* (2003) add that the importance of wastage lies in the freedom of employees to leave when they choose and hence its relative uncontrollable nature for employers.

Both turnover and wastage, according to Nankervis *et al* (1993), can indicate the effectiveness of human resource management progress and activities, as well as the overall health of an organization, in satisfaction, morale and productivity terms. As Banfield and Kay (2008) indicate, 'turnover' differs form 'wastage' only in the sense that the use of the former term relates to those who leave an organization and are replaced while the latter relates only to the number of those who leave and for practical purposes both relate to the loss of people and the terms can be used interchangeably.

2.13 Job Satisfaction

Job satisfaction according to Stewart and Brown (2009), represents a person's emotional feelings about his or her work. Locke (1969) argues that when work is consistent with employees values and needs, job satisfaction is likely to be high. Judge *et al* (2005) also maintain that job satisfaction increases when employees are able to pursue goals and activities that are truly important to them. Fricko and Beehr (1992) mention that employees are happier when they are able to do work that fits

with their interests and life plans and according to Harter *et al* (2002), organizations with happier employees tend to be more productive.

Overall, job satisfaction according to Stewart and Brown (2009) varies among organizations as well as among individuals and on average some organizations have happier employees than other organizations. People with chronically low job satisfaction, Ilies and Judge (2003) assert, tend to experience negative moods in all aspects of their life, and according to Judge *et al* (2005) tend to also have dysfunctional characteristics such as perfectionism that undermine their feelings of self worth.

Finally, Wallace and Fay (1983) emphasize that the desire to leave a company may be rooted in job dissatisfaction rather than the availability of a more lucrative job elsewhere

2.14 Why People Leave an Organization

According to Pigors and Myers (1977), the seeking of better job elsewhere, transportation difficulties, working conditions and shift assignments, supervisor or fellow employees, no career progress, illness, spouse moving and so on are some of the causes of employee mobility.

Substantial evidence suggests that some people are simply more likely than others to leave organizations part of the reasons being that some people are predisposed toward either high or low levels of satisfaction regardless of the work environment (Steele and Reutsch, 1997). Similarly evidence, according to Stewart and Brown (2009), suggests that people with certain characteristics such as low agreeableness often leave a job because they like doing things their own way. Also individuals, according to Stewart and Brown, who are highly open to experience tend to leave to seek out new adventures.

Holbeche (2002) comments that retention problems are usually a symptom of other things going wrong in an organization such as on-going change or poor management and in many cases the main reason for people leaving is that they do not like the way they are being managed and also lack of appreciation and recognition cause many people to leave an organization. Working in an organization with an undesirable environment can lead to feelings of dissatisfaction and employees who are more dissatisfied are more likely to quit than are employees who experience a negative work environment (Teft and Meyer, 1993). According to Hom *et al* (1992), the employee's decision to leave begins with a sense of low job satisfaction which may be created by a specific event or as part of a global feeling that builds over time.

Withdrawal, according to Stewart and Brown (2009), occurs when employees put less effort into their work activities and become less committed to the organization and as their sense of attachment to the organization decreases they feel less obligated to work toward ensuring the organization's success. Koslowsky *et al* (1997) describe withdrawal as a progressive process whereby an employee who is dissatisfied pulls away from the organization over time with early signs of withdrawal including increased lateness and absenteeism with absenteeism in many cases turning into a decision to quit (Mitra *et al*, 1997). When employees are dissatisfied they begin to provide less input to the organization (Sturman, 2001) and become less helpful towards co-workers (Chen *et al*, 1998). These changes in commitment and performance, according to Bentein *et al* (2005), are also important indicators of whether an employee will leave.

Stewart and Brown (2009) maintain that a number of employees who begin the withdrawal process enter into a job search that eventually leads to their separation from the organization, yet many dissatisfied workers do not go on to the final step of the turnover process and continue in their jobs instead.

The decision to leave an organization, according to Leap and Crino (1989), involves two considerations which are an employee's desire to leave and an employee's ability to leave. The desire to move, according to Wallace and Fay (1983), may be rooted in job dissatisfaction rather than the availability of a more lucrative job elsewhere.

2.15 Why People Stay in an Organization

In a management agenda survey, Holbeche (2002) stated that money appears to be considered the main way in which people expect to be rewarded in addition to recognition from the line manager however, the main motivator appears to be a challenging job rather than money alone. As might be expected, one important factor that determines whether workers continue in undesirable jobs, according to Stewart and Brown (2009), is the availability and desirability of alternative jobs. Stewart and Brown further mention that people are also more likely to stay with their current jobs when they perceive that switching will have higher economic and psychological costs. Stewart and Brown also mention that Zimmerman in a forthcoming literature states that conscientious employees tend to feel a higher sense of obligation which makes them less likely to quit. Similarly employees who are more averse to risk as well as those who care less about what others think of them are also less likely to actually quit (Allen *et al*, 2005).

2.16 Costs of Turnover

According to Steele and Ward (1974), voluntary quits by high level employees are an expense that deserves serious study. Pigors and Myers (1977) put turnover costs under three categories which are basically separation costs, psychological and social costs and replacement costs.

Replacing an employee, according to Nankervis *et al* (1993), can be time consuming and expensive and as Likert (1967) indicates, replacement costs include recruitment, training and development

32

expenditures together with the income foregone during the training period. Flamhottz (1971) points out that it is easier in practice to estimate replacement cost than market value and the former might therefore be adopted as a surrogate measure of the latter. Once the costs of employee turnover are known, Cascio (1982) maintains, the organization must determine which of these costs are reasonably controllable and focus attention on reducing them.

CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0 Introduction

The descriptive cross sectional study was the design used. Qualitative and quantitative tools were employed. There was every indication that this was the first time a research to investigate into the impact of human resource planning on employee turnover, using the St. Patrick's hospital at Offinso –Maase as a case study , was being undertaken in the hospital .

3.1 Sources and techniques of data collection

Collection of data during the study encompassed both primary and secondary sources. The techniques employed included the administration of written questionnaires, interviews, conversations and review of existing data. The study hinged mainly on qualitative tools such as interviews and conversations; and quantitative tools such as existing data review and open and closed ended questionnaires.

3.1.1 Primary data collection

Semi-structured questionnaires were of three different types targeting:

i. administrators from the administration department of St. Patrick's Hospital.

ii. mainstream staff and paramedics comprising doctors, nurses and pharmacists (mainstream), lab scientists, lab technologists and x-ray technicians (paramedics)

iii. the supporting staff including those in the accounts section, engineering, statistics, maintenance and the hospital orderlies.

Primary data were thus collected through the administration of these questionnaires to the three different categories of staff. These were the Administrative, the Mainstream/Paramedical and the Supporting staff.

3.1.2 Secondary data collection

The main secondary data sources were books, textbooks, journals, the internet and other publications.

3.2 Identification of population

Two hundred and thirty-five employees made up the population in the case study institution. The table below provides the details of employee type.

Table 3.1: Staff Category at St. Patrick's Hospital – Maase

Category of staff	No. of Staff
Administration	6
Accounts section	22
Doctors	6
Medical Assistants	2
Nurses	41
Mid wives	16
Health Assistants	22
Community Health Nurses	2
Health Extension Workers	22
Pharmacists	7
Lab Scientists	8
Lab technicians (X-ray and Dental)	2
Engineering section	6
Maintenance	12
Hospital orderlies	16
Pantry	5
Laundry	5
Security	9
Non-Mechanized staff	26
Total	235

Source: Researcher's own compilation

3.3 Sample technique

3.3.1 Sample size

Taking into consideration the financial constraints and the time available for data collection and also to ensure effective administration of questionnaires, a sample size of 150 was selected by personal judgment.

3.3.2 Stratified sampling

The population of St. Patrick's Hospital, Maase was divided into three strata which were: Administrators, Medical/Para-medical and Supporting staff. Considering the fact that HRP is basically done by the human resource department which in St. Patrick's is part of the administration, it was decided to include all the administration staff in the sample size. The remaining 144 respondents were spread over the various staff categories by discretion but basically influenced by simple proportion.
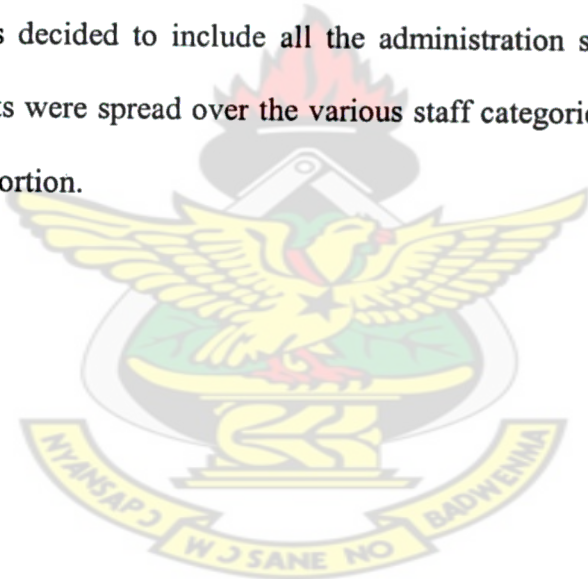
Table 3.2 Staff Constitution of Sample Size by Category

Category	No. of Staff	Sample Size
Administrators	6	6
Accounts section	22	17
Doctors	6	5
Medical Assistants	2	1
Nurses	41	35
Mid wives	16	12
Health Assistants	22	17
Community Health Nurses	2	1
Health Extension Workers	22	17
Pharmacists	7	5
Lab scientists	8	6
Lab technicians (x-ray and dental)	2	1
Engineering section	6	4
Maintenance	12	8
Hospital orderlies	16	12
Security	9	3
Pantry	5	-
Laundry	5	-
Non-Mechanized staff	26	-
Total	235	150

Source: Researcher's own compilation

3.4   Data collection instruments

3.4.1   Questionnaires

Questionnaires were administered using the method of simple random sampling within the various categories constituting the three different strata as shown in the table above.

3.4.2   Interviews

The administrator of the hospital and the human resource manager were interviewed.

3.4.3 Conversations

Quite an appreciable number of staff was engaged in conversation for the purposes of gleaning some information.

3.5   Data Processing and analyzing tools

3.5.1   *SPSS Software*

The data collected from the field through the questionnaire administration was coded and analyzed using statistical package for social sciences (SPSS/Version 11.0)

The data was analyzed based on the stated objectives using the computer, especially the SPSS programme for tables and percentages. The information derived was used to plot graphs. Conclusions were then drawn. Findings were mainly proportions and percentages.

3.5.2   Statistical tools

In the presentation of results, bar charts and pie charts were used.

3.6 Brief profile of St. Patrick's Hospital

The St. Patrick's Hospital is a non-profit mission health institution established in the year 1951 by the St. Louis Sisters from Ireland. St. Patrick's was established as a clinic but in 1957 it was upgraded to a hospital. The hospital is under the umbrella of the Catholic Archdiocese of Kumasi and is registered under the Christian Health Association of Ghana (CHAG) and the Private Homes and Maternity Board. St. Patrick's Hospital is located at Maase in the Offinso South Municipality along the main Kumasi-Techiman trunk road. The hospital presently serves as the main referral point for all the other health facilities within the Offinso South Municipal as well as the government hospital located in the Offinso -North District, a newly created district. The hospital has a total workforce of 235 comprising Medical officers, Professional and Auxiliary nurses, Administrative and Supporting staff. Services provided in the hospital include general Out- Patient Department (OPD) services, In-patient, laboratory, ultra sonography, ante-natal, post-natal, dental, ophthalmology, surgery including urology, Treatment Accelerated Programme (TAP), Pharmaceutical, Maternal and Child Health (MCH), Public health, Special clinic for Hypertension, Tuberculosis and Diabetes, Counseling, X-ray and many other services.

The Out-Patient Department is the busiest of all departments in the hospital. It was established to cater for out-patients, that is patients who are not hospitalized overnight but who visit the hospital for diagnosis or treatment. Treatment provided in this fashion is called ambulatory care.

The In-Patient Department provides services for patients who are admitted to the hospital and stay overnight or for an indeterminate time, usually several days or weeks (though some cases like coma patients have stayed for months). The hospital has Children's ward, Female and Male's ward.

Services provided in the Laboratory Department include testing on clinical specimens that is anything from a patient such as blood, tissue, urine and so on. The laboratory Department is

39

composed of the Clinical Chemistry/Hematology Unit where blood testing is done; the Microbiology Unit where infectious diseases caused by viruses, bacteria etc are dealt with and the Blood Bank which deals with transfusions and donor services.

The Ultra-Sonography Department provides services on diagnostic medical procedures that use high-frequency sound waves to produce dynamic visual images of organs. The Ante-Natal Department is available to provide ante-natal care for women during pregnancy, labour and delivery. Services for new parents and breastfeeding mothers are also provided in the Post-Natal department. The X-Ray Department has just one unit and provides x-ray services for patients.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

4.0   Introduction

The St. Patrick's Hospital, Offinso-Maase, had a total staff strength of 235.One hundred and fifty respondents out of the staff strength of 235 in the St. Patrick's Hospital, Offinso-Maase, were used in this study which attempted to investigate into the impact of human resource planning on employee turnover.

Data are presented in graphs, mostly bar charts and pie charts, which may be a set of 3 graphs, 2 graphs or a single graph representing a particular response by the 3 categories of respondents. These categories were the Administrative staff which consisted of the Hospital Administrator, Heads of units and the Human Resource department staff .The Mainstream and Paramedical staff category comprised Doctors, Nurses, Midwives, Medical Assistants, Health Assistants, Health Extension workers, Pharmacists, Lab Scientists and Lab Technicians with the Supporting staff comprising staff of the Accounting section, the Engineering section, Maintenance section. Hospital orderlies and Security.

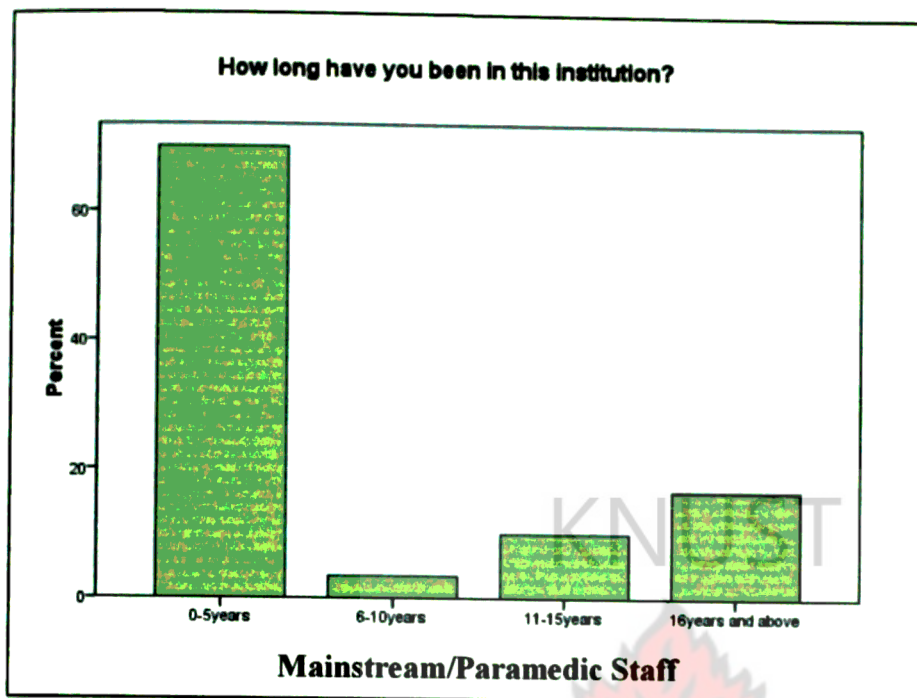### 4.1 Years of Service in Institution

Figure 4.1: Years spent in institution by Administrative Staff
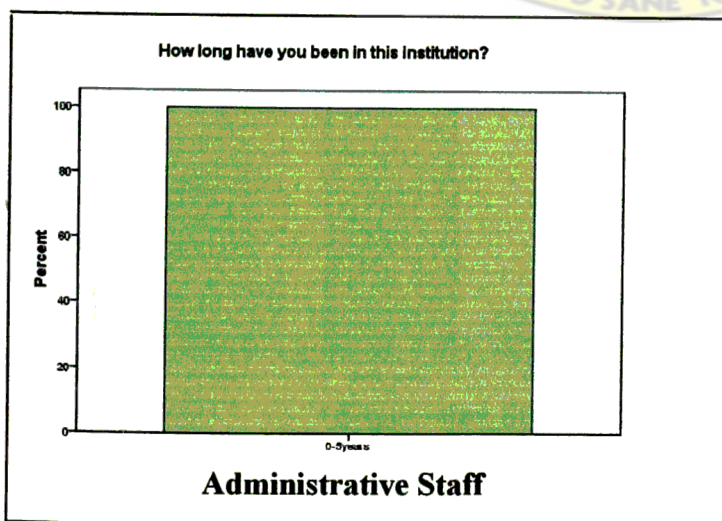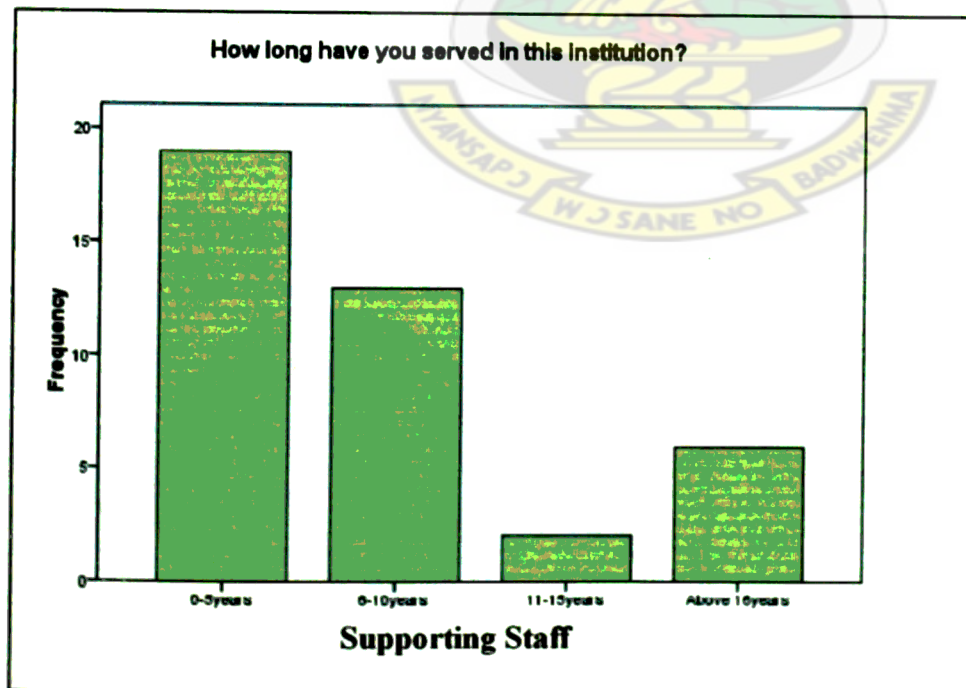

Source: Researcher's own construct (2009)

Figure 4.2: Years spent in institution by Mainstream/Paramedic Staff

Source: Researcher's own construct (2009)

**Figure 4.3: Years spent in institution by Supporting Staff**

Source: Researcher's own construct (2009)

42

Respondents were asked how long they had been in the institution. The length of service of all the 6 (100%) Administrative staff respondents including the human resource manager fell within 0-5 years. Seventy (70%) of Mainstream/Paramedic staff and 20.9 (47.5%) of the Supporting staff also fell within the 0-5 years group giving a strong indication that most of the staff were new. Zero (0%), 3.3 (3.3%) and 14.3 (32.5%) of the Administrative, Mainstream/Paramedic and Supporting staff respectively had stayed for more than 5 years up to 10 years with 0(0%),10(10%) and 2.2(5%) of the Administrative, Mainstream/Paramedic and Supporting staff respectively staying for more than 10 years but less than 15 years. The last category which was staff who had stayed for over 16years recorded 0(0%), 16.7(16.7%) and 6.6(15%) for the Administrative, Mainstream/Paramedic and Supporting Staff respectively.

The figures clearly indicate that there has been a problem of staff retention particularly within the Mainstream staff for the past 10 years which may suggest high turnover rates. There is the high possibility that an attempt is being made to address the situation since the administrative staff including the Hospital Administrator and the Human Resource Manager appear not to have served beyond 5 years and may have been brought in to manage the situation.

4.2 Career Development

Figure 4.4: Opportunity for Administrative Staff for Career Development

Administrative Staff
Source: Researcher's own construct (2009)

43
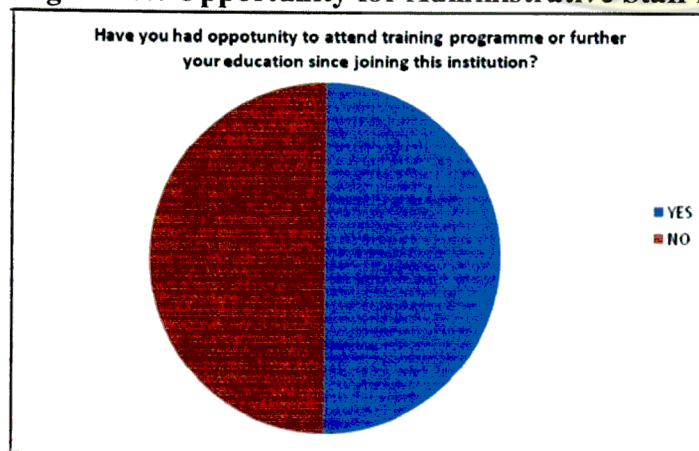
Figure 4.5: Opportunity for Mainstream/Paramedic Staff for Career Development

Have you had the opportunity to attend a training programme or
further your education since joining this institutiong

- YES
- NO

Mainstream/Paramedic Staff

Source: Researcher's own construct (2009)

Figure 4.6: Opportunity for Supporting Staff for Career Development

How often do you receive in-service training?

- Once a year
- Twice a year
- Not at all
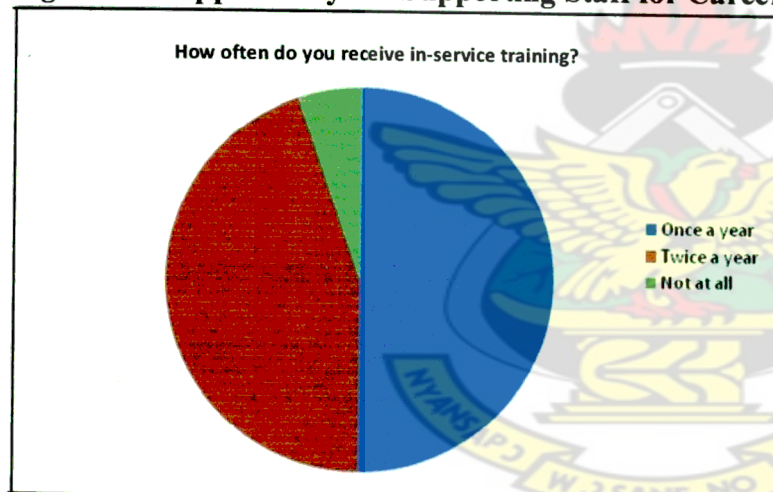
Supporting Staff

Source: Researcher's own construct (2009)

Respondents in the Administrative and Mainstream/Paramedic staff categories were asked whether they had had the opportunity to attend any training programme or further their education since joining the institution. Three (50%) and 46.4(46.4%) answered in the affirmative for Administrative and Mainstream/Paramedic staff respectively whilst 3(50%) and 53.6 (53.6%) for Administrative and Mainstream/Paramedic staff respectively said they had had no such opportunity.

44

Similarly when respondents in the supporting staff category were asked how often they received in-service training, 22(50%) said once a year, 19.7 (44.7%) mentioned twice a year and 2.3(5.3%) had not had any training whatsoever. It is overwhelmingly clear that management has some good intentions towards staff where career development is concerned and some level of development opportunities is provided but it is also clear that not much is being done as for example; a whopping number of more than 50% of Mainstream/Paramedic staff had not had any opportunity of further training. This arguably presupposes that the institution may not value the commitment of its staff which assertion is endorsed by Osterman (1994) who found that firms valuing employee commitment, for instance, are more likely to invest in innovative work practices such as skills training. Again the results clearly indicate that the staff may not be getting adequate development which may cause some of them to leave because according to Holbeche (2002) people do not leave organizations where they get good development.

4.3 Induction training and orientation

Figure 4.7: Induction Training and Orientation for Mainstream/Paramedic Staff

Mainstream/Paramedic Staff

Source: Researcher's own construct (2009)

45
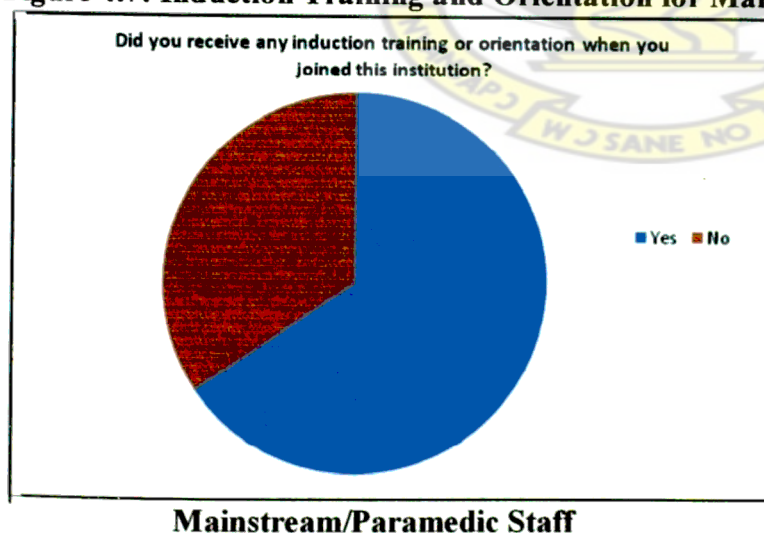
In responding to the question as to whether they received any induction training or orientation when they joined the institution 65.5(65.5%) of respondents in the Mainstream/Paramedic category responded in the affirmative whilst 34.5(34.5%) answered in the negative.

Though 65.5% is quite appreciable it is clear from the figures that not all staff were properly inducted and may have problems with expectations which may subsequently affect their stay in the hospital .Every hospital is staffed largely by Doctors, Nurses, Pharmacists, etc. who form the mainstream staff therefore their being inducted properly when absorbed creates a halo effect which influences their decision about their future in the institution.

4.4 Motivation

Figure 4.8: Appreciation and recognition of performance of Mainstream/Paramedic Staff
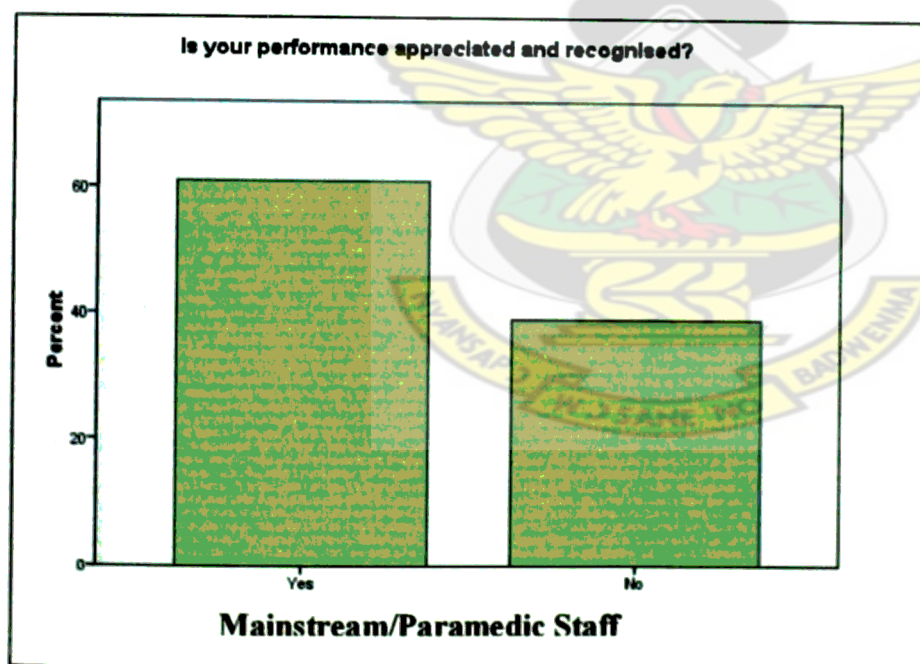
Source: Researcher's own construct (2009)

Figure 4.9: Assessment of condition of service by Mainstream/Paramedic Staff

Source: Researcher's own construct (2009)

Figure 4.10: Description of compensation received for work by Supporting Staff
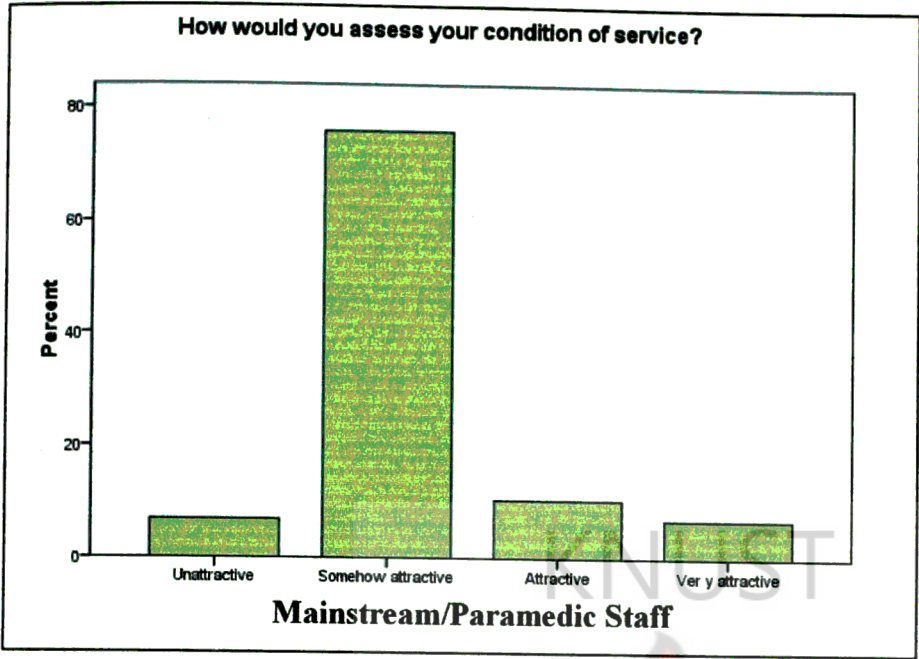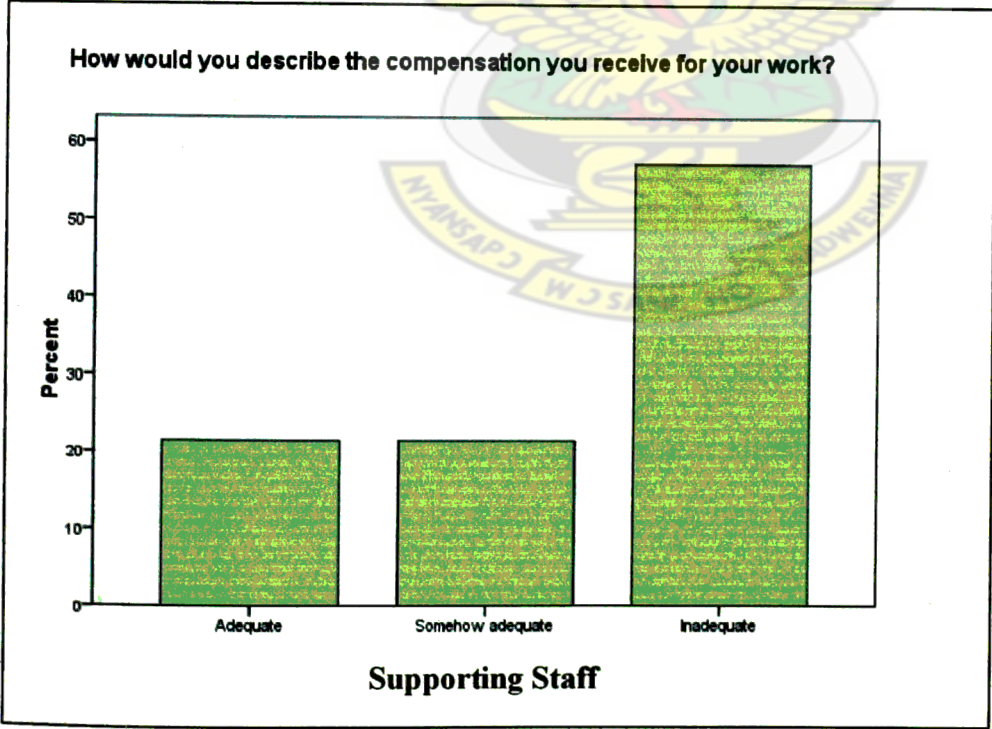

Source: Researcher's own construct (2009)

When the Administrative staff were asked whether scholarships and other sponsored packages were available for staff all 6(100%) respondents answered in the affirmative .It was also found out from the human resource department that good performance was recognized with promotions, awards, praises and allowances.

However when respondents in the Mainstream/Paramedic category were asked whether their work was appreciated and recognized 61(61%) answered in the affirmative whilst 39(39%) said their work was not appreciated and recognized. These same respondents when they were asked to assess their conditions of service gave responses that boarded largely on uncertainty. About 7(6.9%) said conditions were not attractive; 75.9(75.9%) said conditions were some how attractive; 10.3(10.3%) said conditions were attractive whilst another 6.9(6.9%) said conditions of service were very attractive.

Finally when the Supporting staff respondents were asked to describe the compensation they received for their work 9.4(21.4%) said it was adequate; 9.4 (21.4%) said it was somehow adequate whilst 25.2(57.2%) said it was inadequate.

Clearly, the figures indicate that a large majority of the staff are not motivated enough though management may have programmes or measures in place to motivate staff. Quinn-Mills (1983) mentions that motivating staff to achieve high performance is one of three different activities that are combined in HRP which is a decision making process. Cascio (1982) lists provision of better working conditions and salary improvement among others as measures to reduce turnover. There is therefore the strong likelihood that staff commitment may not be absolute.

48

4.5 Succession planning

Figure 4.11: Programme for replacement training in the institution
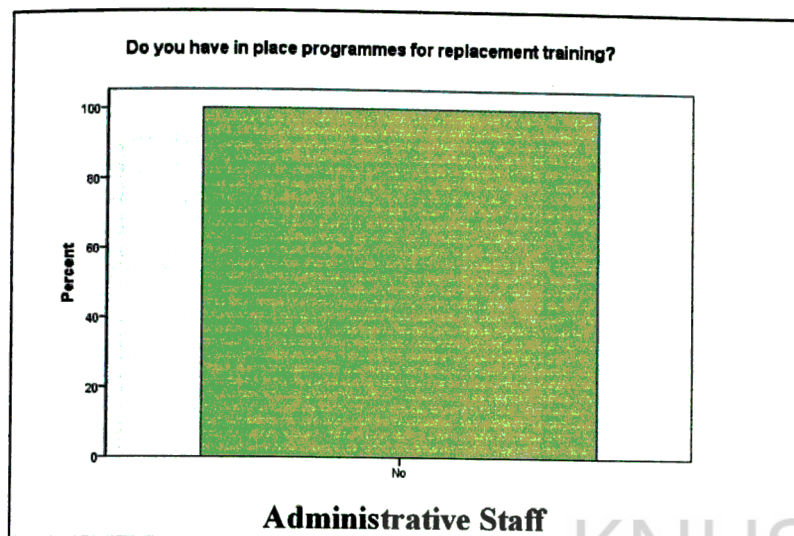
Source: Researcher's own construct (2009)

When respondents from the Administrative category were asked whether they have a profile of current staff (in terms of age, gender, disability etc) all 6 (100%) answered in the affirmative. When they were further asked whether human resource inventorying was regularly updated 3(50%) said it was not whilst 3(50%) answered that it was. The discrepancies in the answers to the second question do not make it clear whether human resource inventorying is regularly updated. This information is needed as basis for actions employed to analyze work force when planning in human resources.

Finally when the same category of staff respondents were asked whether they have in place programmes for replacement training all 6(100%) said they did not. The answer is a clear indication that there are no succession plans in place in the organization and promotion of staff from within to fill management or key positions that become vacant may not be a common occurrence. This situation may serve as a disincentive and may affect the commitment of some staff who are very hard working. Beardwell and Claydon (2007) emphasize that succession planning can be used as a means to retain and motivate key members of the existing workforce .There is therefore the possibility that the non-existence of succession planning in the St. Patrick's Hospital may influence employee turnovers.

49

4.6 Performance appraisal

Figure 4.12: Performance appraisal in the institution

Is employee performance appraised?

Administrative Staff
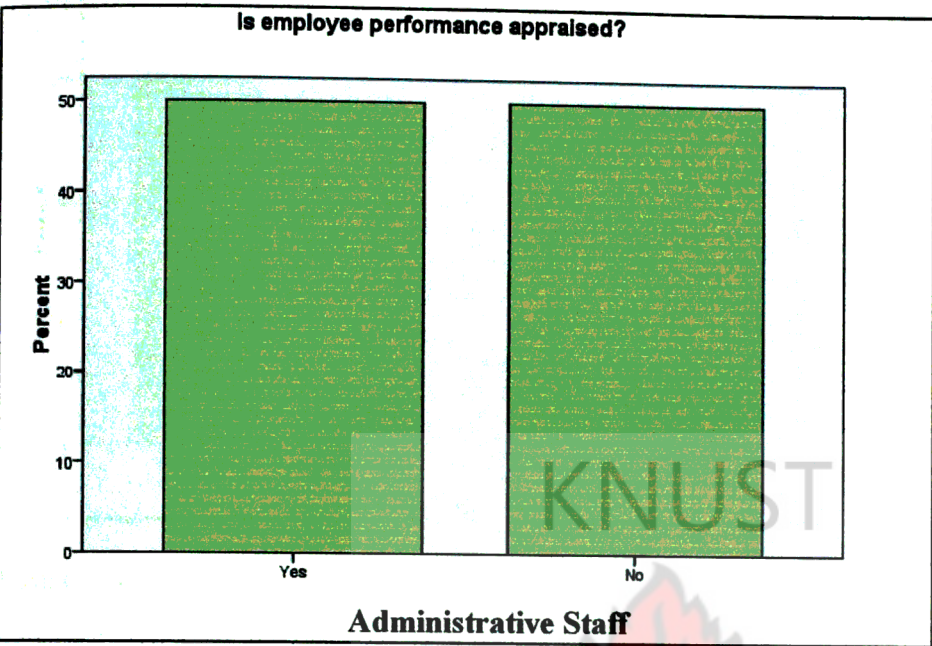
Source: Researcher's own construct (2009)

Figure 4.13: Frequency of Mainstream/Paramedic Staff performance appraisal

How often is your performance appraised?

Mainstream/Paramedic Staff
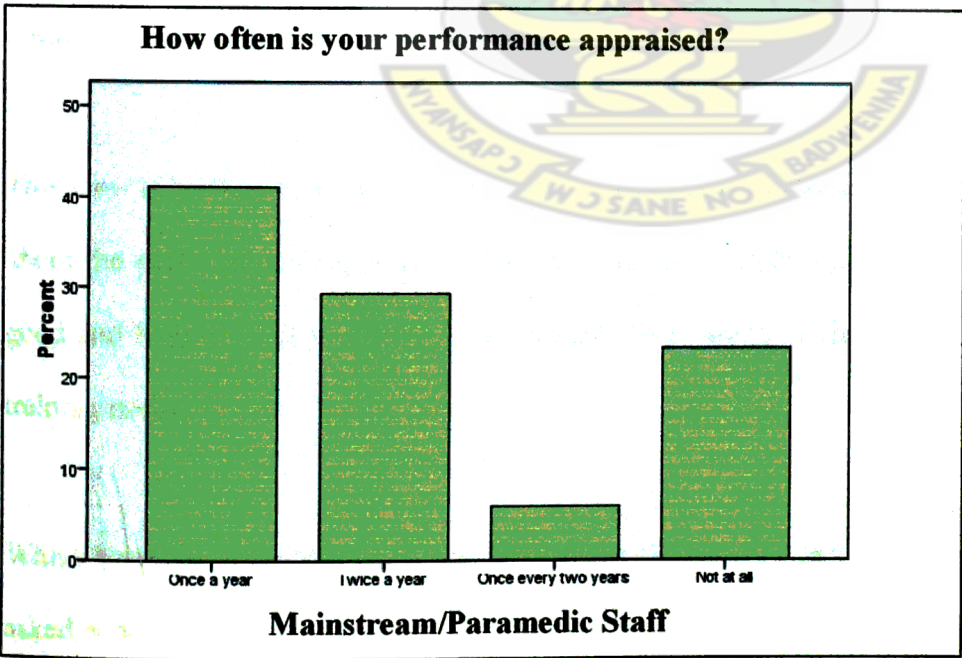
Source: Researcher's own construct (2009)

Figure 4.14: Frequency of Supporting Staff performance appraisal
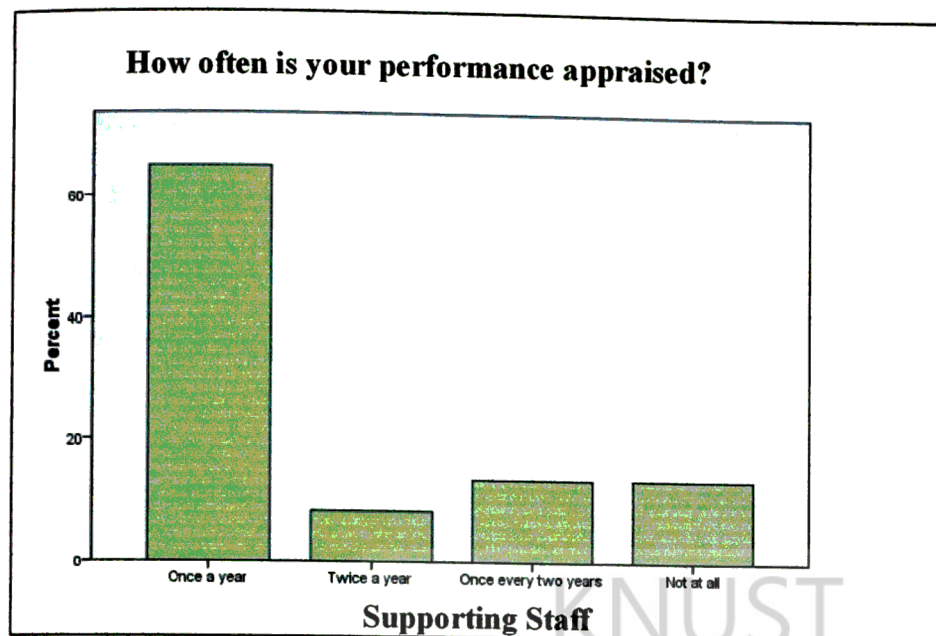
Source: Researcher's own construct (2009)

Rather interestingly, when respondents in the Administrative staff category were asked whether employee performance was appraised 3(50%) answered in the negative whilst the remaining 3(50%) responded in the affirmative. This could only mean that performance appraisal was not strictly done throughout the organization and some units or departments in the hospital may not be doing it.

This view is buttressed by the fact that when the respondents were further asked to give their opinion about the performance appraisal system in place only 3(50%) responded and generally said it was good and helped them to identify the strengths and needs of staff and therefore helped to identify training needs.

When however respondents in the Mainstream/Paramedic and Supporting staff categories were asked how often their performance was appraised 41.2(41.2%) and 28(64.9%) said once a year in the Mainstream/Paramedic and Supporting staff categories respectively whilst 29.4(29.4%) and

51

3.6(8.1%) of respondents in the Mainstream/Paramedic and Supporting staff categories respectively said their performance was appraised twice in a year. Out of the 100 respondents from the Mainstream/Paramedic category 5.9 (5.9%) said their performance was appraised once every 2 years whilst 5.9(13.5%) of the Supporting staff also said same. A sizeable number of 23.5(23.5%) and 5.9(13.5%) of the respondents from the Mainstream/Paramedic and Supporting staff categories respectively however said that their performance was not appraised at all.

Apparently performance appraisal is not rigidly practiced. The figures indicate that whilst majorities of the staff have their performance being appraised once a year, a few are even appraised twice a year which is good. However the fact that quite a number has their performance appraised once every 2 years with a sizeable number (23.5% of Mainstream/Paramedic and 13.5% of Supporting staff) not being appraised at all creates a serious problem which may result in a situation where performance of some staff may go unrecognized and may even affect their promotion and other rewards. Again it may be difficult to identify the training needs of staff whose performance are not appraised and therefore they may not receive any training for skills improvement which may consequently affect their output. Thus HRP may become poor when staff performance is not properly appraised since according to Price (2000), HRP as a process is reflected in planning of skill and competence needs.

4.7 Career Opportunities

Figure 4.15: Identification of career opportunities by Mainstream/Paramedic Staff

Do you identify any career opportunity in this institution?

Mainstream/Paramedic Staff
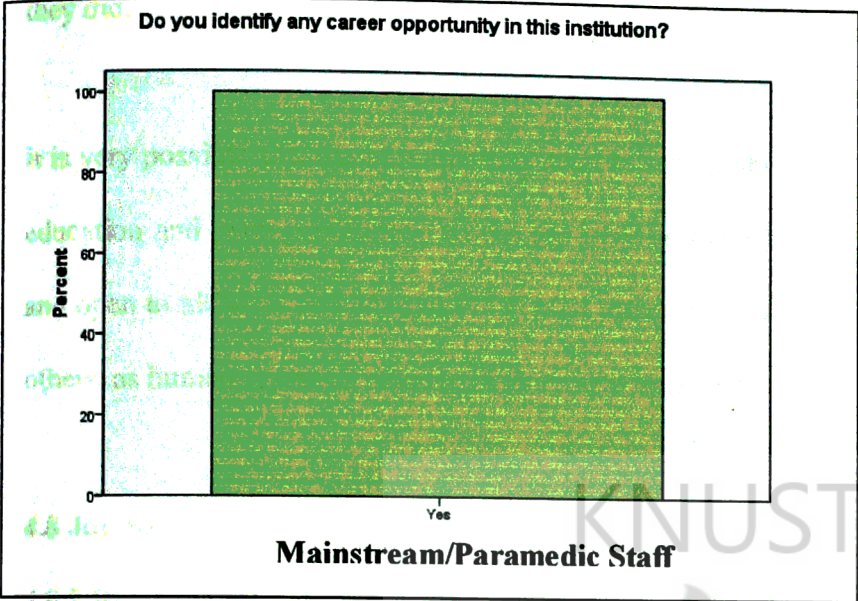
Source: Researcher's own construct (2009)

Figure 4.16: Identification of career opportunities by Supporting Staff

Do you see a viable future for yourself in this institution?

Supporting Staff
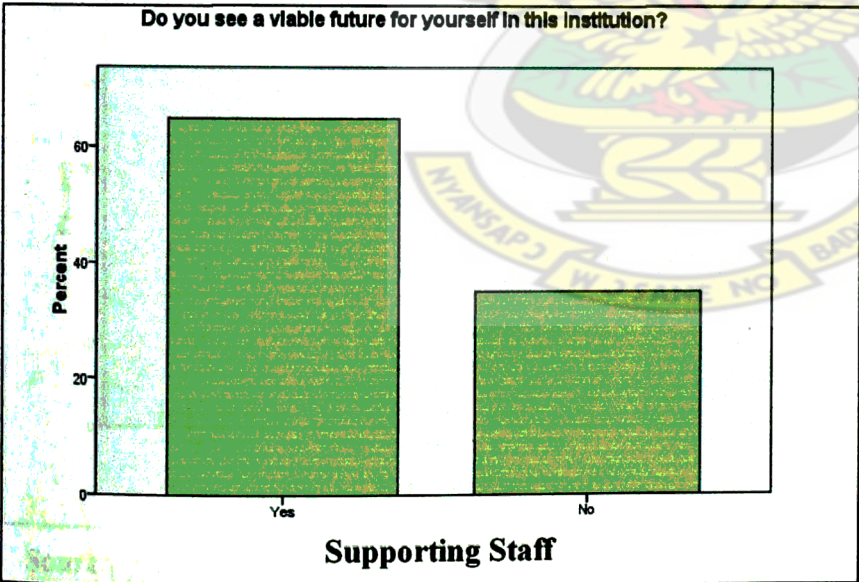
Source: Researcher's own construct (2009)

Interestingly, when respondents in the Mainstream/Paramedic category were asked whether they identified any career opportunities in the organization all 100(100%) of them answered in the

53

affirmative. However when those in the Supporting staff category were asked whether they saw a viable future for themselves in the organization 15.4(35%) said they did not whilst 28.6(65%) said they did.

It is very possible that the opportunities such as scholarships and sponsored packages to further ones education and even promotions to the top may be available but the question is are they accessible and open to all? Lee and Maurer (1997) list training and development and career planning, amongst others, as human resource practices that reduce turnover.

4.8 Job Satisfaction

4.8.1 Relations with supervisors

Figure 4.17: Relationship between Supporting Staff and supervisors
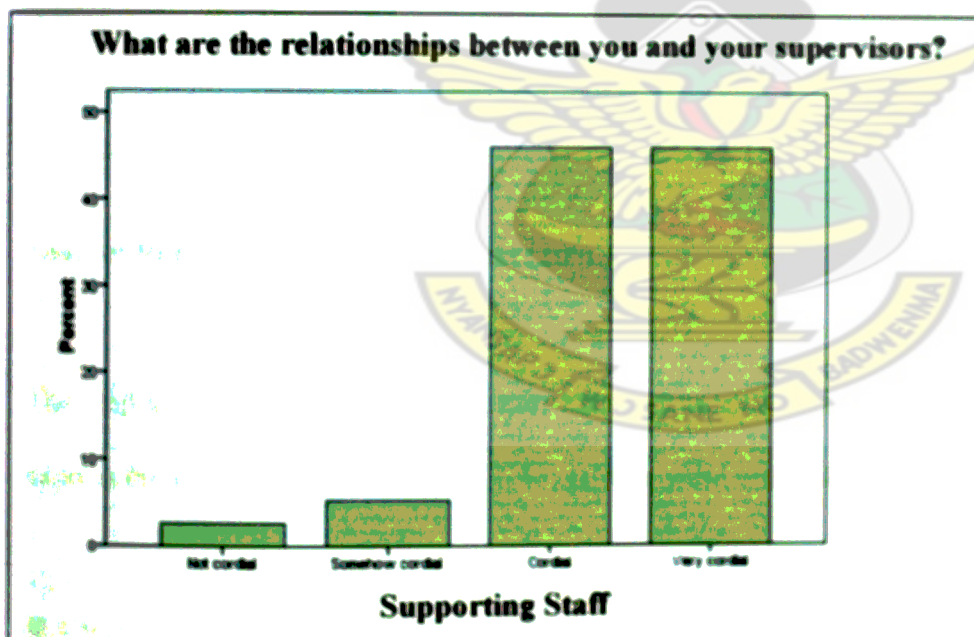
Source: Researcher's own construct (2009)

When respondents in the Supporting staff category were asked how they relate to their supervisors 1.1 (2.6%) said their relationship with their supervisors was not cordial whilst 2.2(5.1%) said it was

somehow cordial. About 20(46.2%) said it was cordial whilst 20.3(46.2%) answered that their relationship with their supervisors was very cordial.

The figures show that about 40.3(92.4%) of the Supporting staff relate well with their supervisors which may help create a healthy environment for staff performance.

4.8.2 Expression of views

Figure 4.18: Opportunity of Supporting Staff to express views
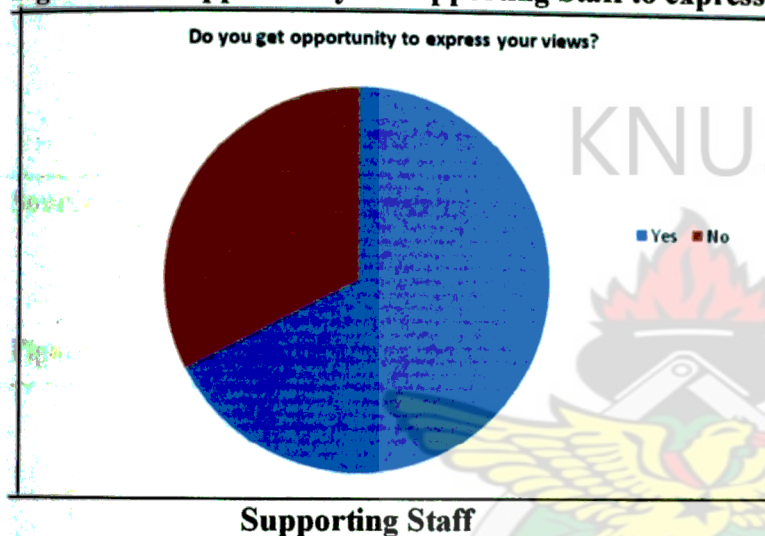
Supporting Staff

Source: Researcher's own construct (2009)

The respondents in the supporting staff category were asked whether they got the opportunity to express their views to which 14.08 (32%) said they did not whilst 29.7 (67.4%) said they did.

In a work environment where staff do not get the opportunity to express their views in an open and candid manner such staff may become emotionally unstable about their jobs and this may breed unhappiness. It is therefore possible from the figures that though the Supporting staff relate well with their supervisors (who may not form part of management) their relationship with management may not be very cordial.

4.8.3 Address of concerns and grievances

Figure 4.19: Address of concerns and grievances of Mainstream/Paramedic Staff
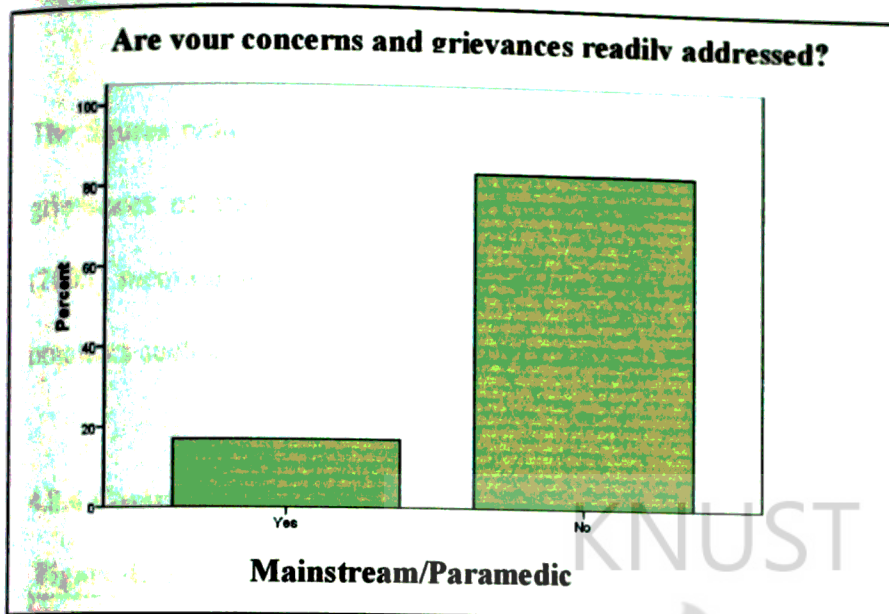
Source: Researcher's own construct (2009)

Figure 4.20: Address of concerns and grievances of Supporting Staff
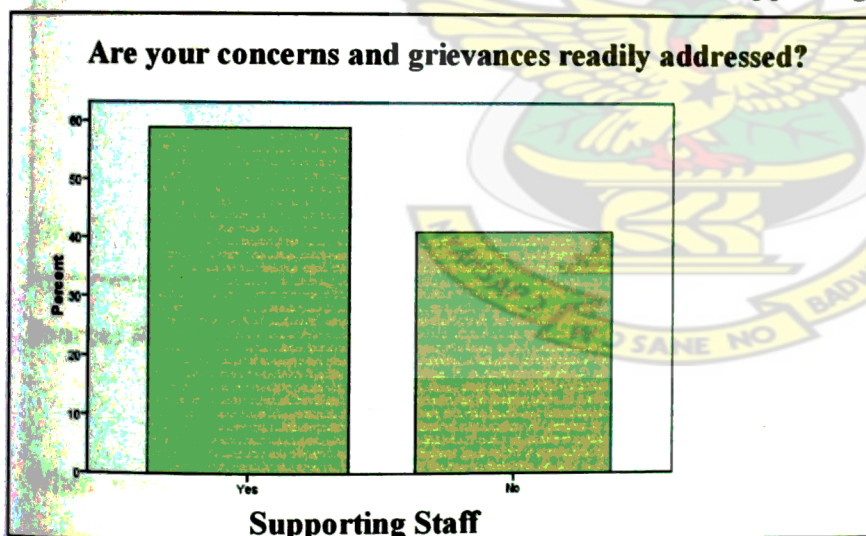
Source: Researcher's own construct (2009)

When the respondents in the Mainstream and Supporting Staff categories were asked whether their concerns and grievances were readily addressed, 83.3 (83.3%) and 18.04 (41%) of respondents in the Mainstream/Paramedic and Supporting staff category respectively said their concerns and grievances

56

were not readily addressed whilst 16.7 (16.7%) and 25.9 (59%) of the Mainstream/Paramedic and Supporting staff category respectively said they were readily addressed.

The figures rather paint a gloomy picture because delays or failure in addressing the concerns and grievances of staff may affect staff commitment and productivity. Marchington and Wilkinson (2005) mention that high levels of labour turnover can indicate problems with human resource practices such as ineffective grievance procedures among others.

4.8.4 Communication with management

Figure 4.21: Mainstream/Paramedic Staff Communication with management
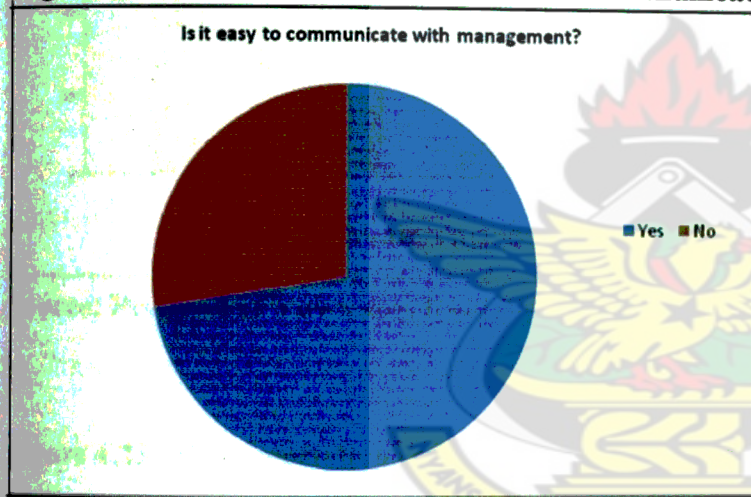
Mainstream/Paramedic Staff
Source: Researcher's own construct (2009)

When respondents in the Mainstream/ Paramedic category were asked whether it was easy to communicate with management 72.4 (72.4%) said it was whilst 27.6 (27.6%) said it was not. It is therefore possible that whilst most of the Mainstream/ Paramedic staff found it easy to communicate with management and express concerns and grievances conscious efforts or effective grievance procedures were not properly laid down to address those concerns.

The 27.6 (27.6%) of the Mainstream/ Paramedic staff who did not find it easy to communicate with management, though they may be in the minority, is still quite a significant number and this has the

57

potential of affecting their output since communication is an emotional need and this can also affect their happiness and decision to remain in the organization.

4.8.5 Met expectations

Figure 4.22: Mainstream/Paramedic Staff opinion of job

Do you view your job here as challenging and exciting?

Mainstream/Paramedic Staff
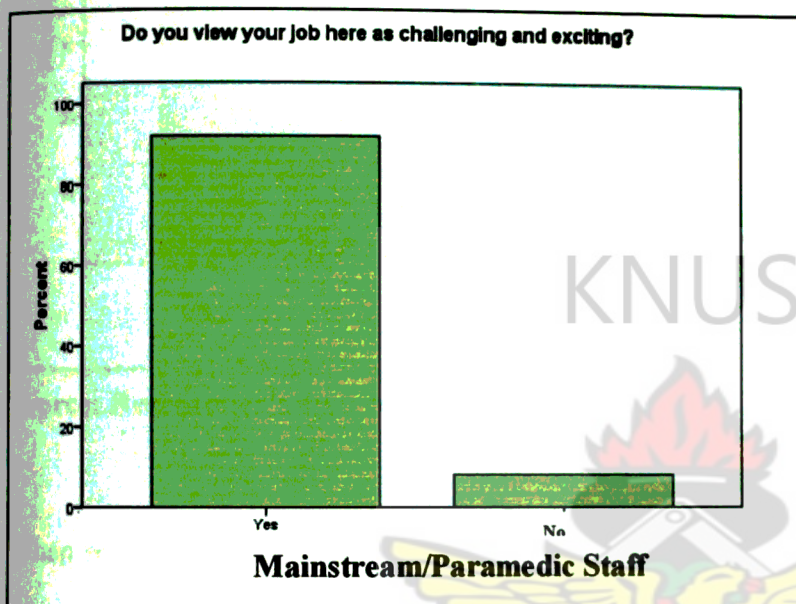
Source: Researcher's own construct (2009)

Figure 4.23: Met expectations of Mainstream/Paramedic Staff

Have your expectations been met since joining this institution?

Mainstream/Paramedic Staff

Source: Researcher's own construct (2009)

58
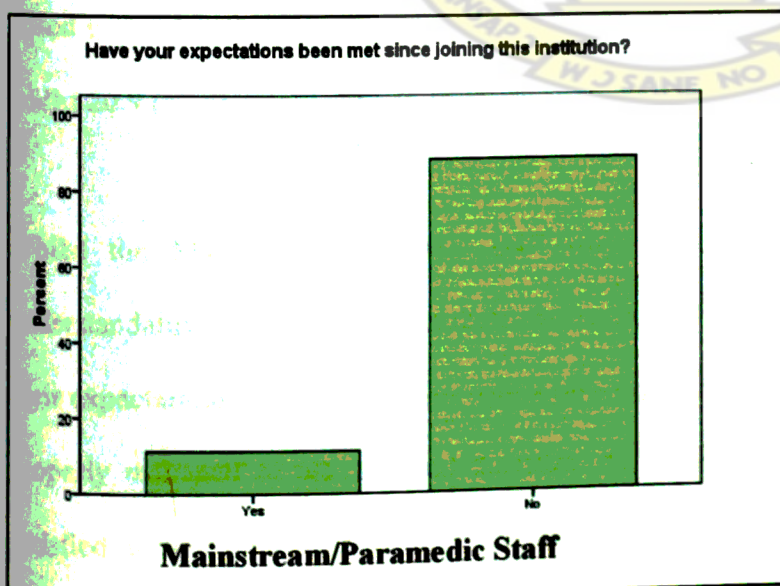
Figure 4.24: Met expectations of Supporting Staff
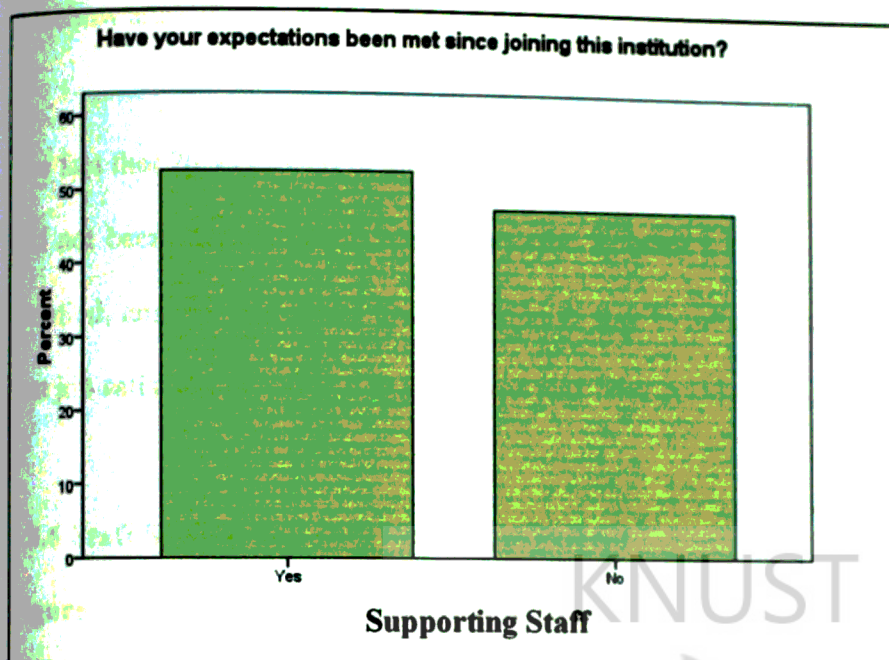
Have your expectations been met since joining this institution?

Supporting Staff

Source: **Researcher's own construct (2009)**

When respondents in the Mainstream/Paramedic staff category were asked whether they found their work challenging and exciting, 92 (92%) said they did whilst 8 (8%) said they did not. When they were further asked whether their expectations had been met only 11.5(11.5%) said their expectations had been met whilst 88.5 (88.5%) said theirs had not. When the question of met expectations was posed to the respondents in the Supporting staff category 23.1 (52.6%) answered in the affirmative whilst 20.9 (47.4%) said their expectations had not been met.

Whilst the Mainstream/Paramedic staff may find their work challenging and exciting and understandably so because that is their chosen profession, a whopping 88.5 (88.5%) clearly saying their expectations had not been met might be a signal that probably the human resources may not be properly managed or planned and therefore the Mainstream/Paramedic staff may not be entirely satisfied in their job owing to the conditions of service. This is buttressed by the fact that when the

59

same respondents were asked how they assessed their condition of service. 75.9 (75.9%) said it was somehow attractive and 6.9 (6.9%) said it was not attractive.

The fact that 20.9 (47.4%) of the respondents in the Supporting staff category said their expectations had not been met also lends credence to the fact that a significant number of the staff may not be satisfied, and this can affect their decision to stay in the organization. Porter and Steers (1973) hint that job satisfaction and met expectations may have some relationship with turnover.

4.8.6 Staff Satisfaction with Staff Management

Figure 4.25: Mainstream/Paramedic Staff Satisfaction with Staff Management
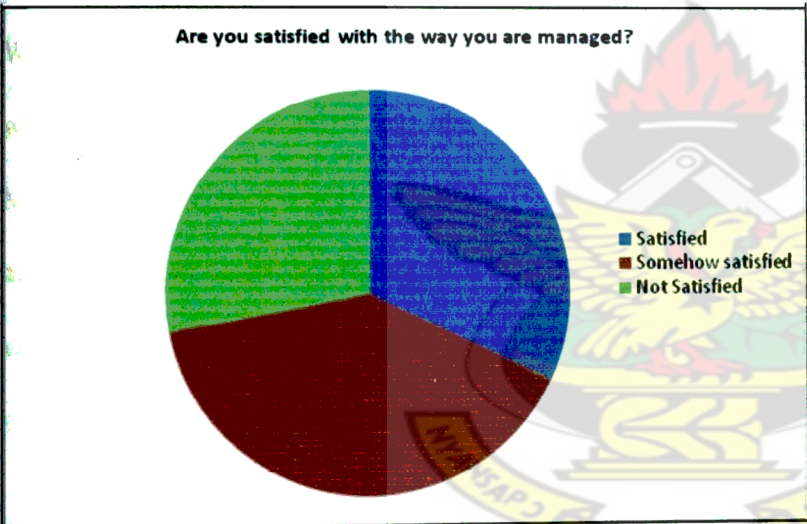
Mainstream/Paramedic Staff
Source: Researcher's own construct (2009)

Figure 4.26: Supporting Staff Satisfaction with Staff Management
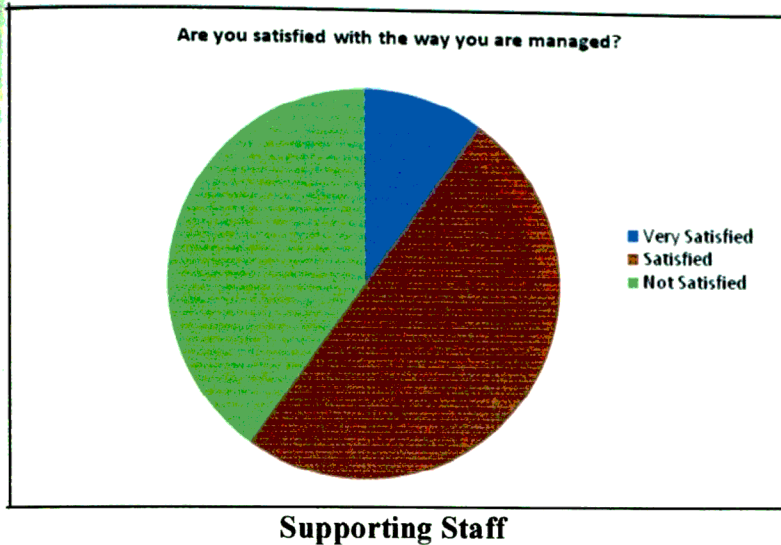
Supporting Staff

Source: Researcher's own construct (2009)

When the respondents in the Mainstream/Paramedic and Supporting staff categories were asked whether they were satisfied with the way they were being managed, 32 (32%) and 22 (50%) of the Mainstream/Paramedic and Supporting staff respectively said they were satisfied whilst 40 (40%) and 17.6(40%) of the Mainstream/Paramedic and Supporting staff categories respectively said they were somehow satisfied. Twenty-eight (28%) and 4.4 (10%) of the Mainstream/Paramedic and supporting staff respondents respectively however said they were not satisfied at all.

Critically, only 32 (32%) of the Mainstream/Paramedic staff and 22 (50%) of the Supporting staff said that they were fully satisfied with the way they were being managed. This may be an indication that the human resources in the organization may not be effectively and efficiently used which may imply poor planning that may culminate into employee dissatisfaction. According to Schuler and Huber (1993) HRP is the base upon which effective human resource management is constructed and as emphasized by Wallace and Fay (1983), the desire to leave a company may be rooted in job dissatisfaction rather than the availability of a more lucrative job elsewhere.

61

4.9 Voluntary exit

Figure 4.27: Mainstream/Paramedic Staff intention about leaving

Would you leave if you had the opportunity?

- Yes
- No
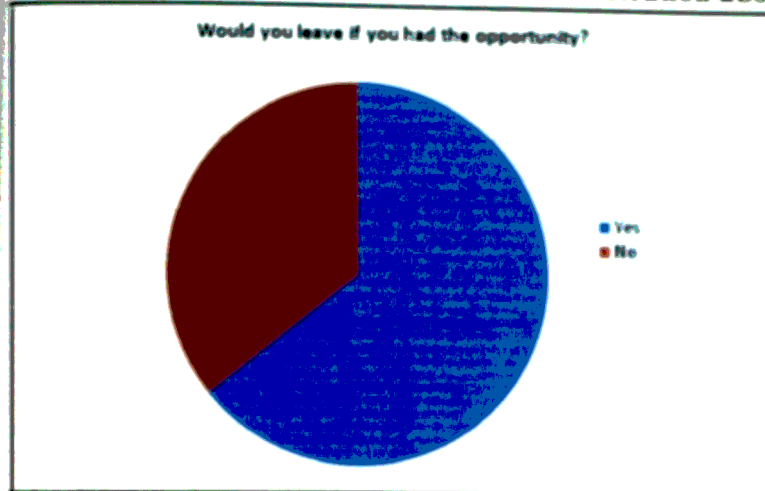
Mainstream/Paramedic Staff

Source: Researcher's own construct (2009)

Figure 4.28: Supporting Staff intention about leaving
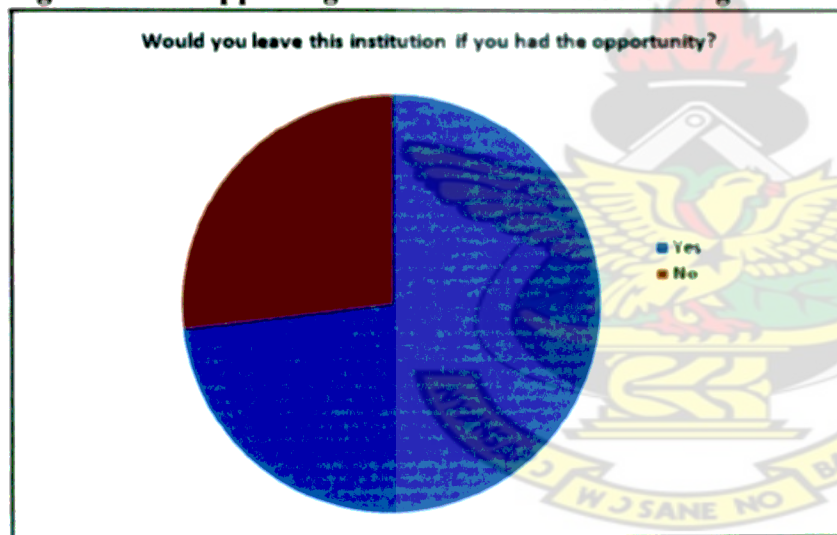
Would you leave this institution if you had the opportunity?

- Yes
- No

Supporting Staff

Source: Researcher's own construct (2009)

When respondents in the Mainstream/Paramedic and Supporting staff categories were asked if they would leave the organization if they had the opportunity 64.3 (64.3%) and 32.2 (73.2%) of the Mainstream/Paramedic and Supporting Staff respondents respectively said they would whilst 35.7 (35.7%) and 11.8 (26.8%) of the Mainstream/Paramedic and Supporting Staff respondents respectively said they would not.

These figures reveal that a majority of the staff are not happy and may leave when the opportunity arises.

4.10 Human resource planning in the organization

Figure 4.29: Formal Planning of the human resources in the institution
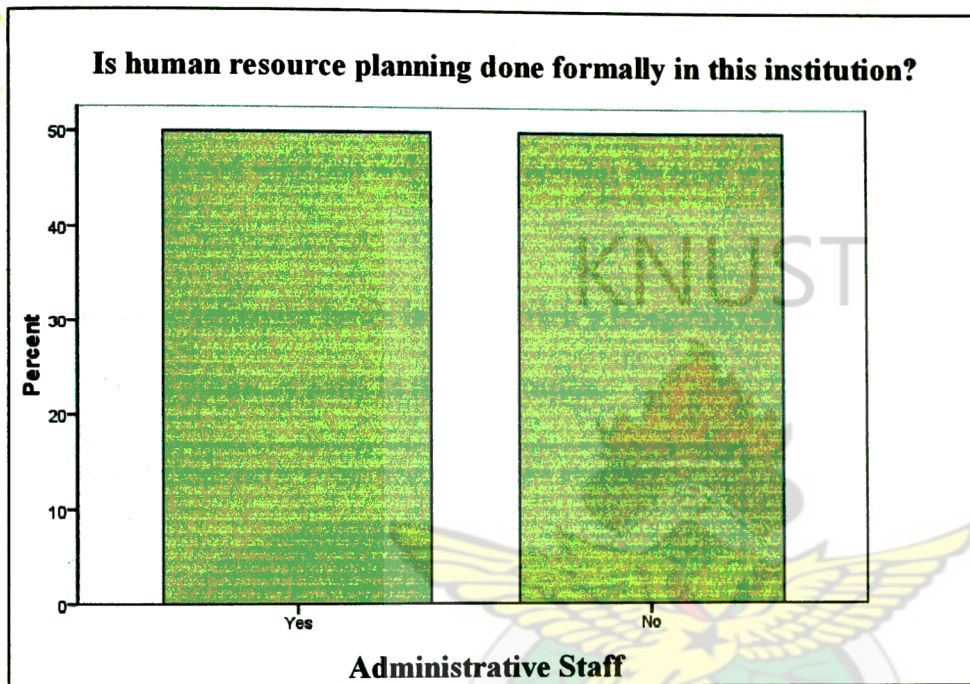
Is human resource planning done formally in this institution?

Administrative Staff

Source: Researcher's own construct (2009)

When respondents in the Administrative staff category were asked whether HRP was done formally in the organization, 3 (50%) said it was whilst 3 (50%) did not make any comment. It is therefore likely that some administrative staff are not aware that it is being done formally and therefore may not be involved in the planning of the human resources in the organization. When the same respondents were asked whether they had in place a programme for recruitment and selection all 6 (100%) said they did but when they were further asked to say something about the programme 3 (50%) said it was the normal advertisement followed by the selection process whilst the remaining 3 (50%) failed to comment. According to Quinn-Mills (1983) HRP is a decision making process that combines 3 important activities which includes the identification and acquisition of the right number

63

of people with the proper skills and this can be made possible when an effective and rigorous recruitment and selection programme is adopted. The organization may be doing recruitment and selection all right but the question that arises is whether post employment human resource management activities are effective.

When the respondents were also asked whether vacancies existed in the organization all 6 (100%) respondents said there did not exist any vacancies in the organization which may be an indication that recruitment and selection is done the moment the need arises.

4.11 Employee turnover levels in St. Patrick's Hospital, Offinso-Maase

Figure 4.30: Voluntary exits in the Institution
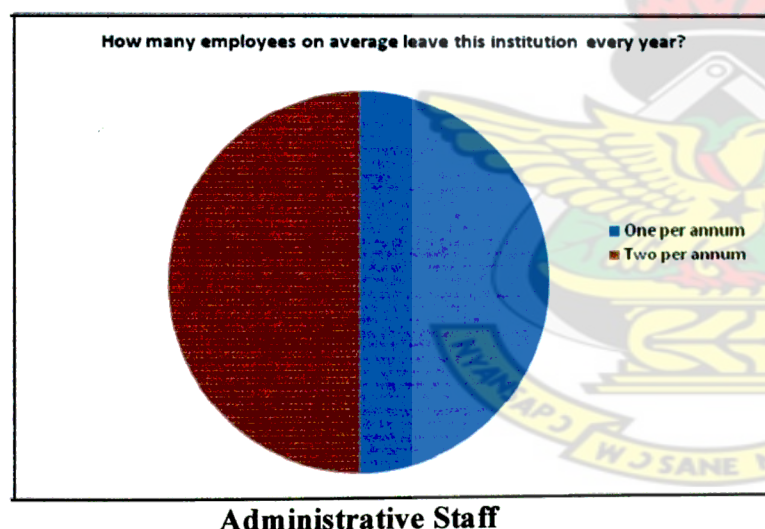
Administrative Staff

Source: Researcher's own construct (2009)

When respondents in the Administrative staff category were asked how many staff on average leave the organization every year 3 (50%) said 1 staff on average leaves every year and 3 (50%) said 2 on average leave every year. It would be recalled that when the question was asked as to whether any vacancies existed in the organization, the response from all 6 (100%) respondents from the Administrative staff category was that there were no vacancies implying that vacancies are filled the

64

moment a position becomes vacant because the information was that on average either 1 or 2 persons leave the organization every year.

Cole (2002) expresses turnover as $\dfrac{\text{Number of employees leaving during the year}}{\text{Average numbers employed during year}} \times 100$

Therefore assuming that either 1 or 2 persons leave the organization every year it is either 1 or 2 persons that would have to be employed so that whichever way you look at it turnover rate is likely to be 100%.

A turnover rate of 25% would be considered perfectly satisfactory by most firms but a turnover rate of 100% would be considered a major problem (Cole, 2002).

An average of one or two persons leaving the St. Patrick's Hospital every year may indicate a problem with HRP.

4.12 Forms of employee exit

Figure 4.31: Highest form of employee exit
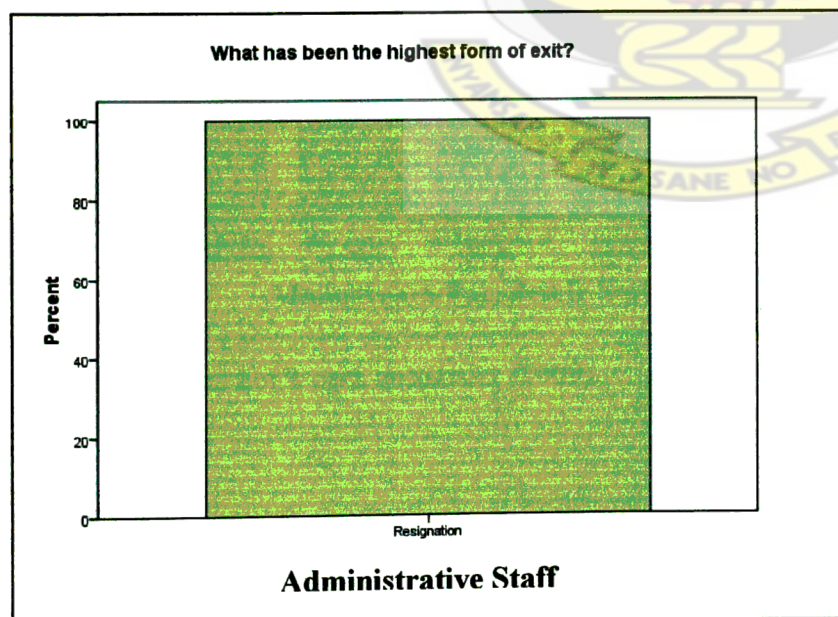
Administrative Staff

Source: Researcher's own construct (2009)

65

When respondents in the Administrative staff category were asked which was the highest form of exit by employees all 6 (100%) mentioned resignations as the highest form of exit and when they were further asked which category of staff topped the exit list, 3 (50%) mentioned Nurses whilst 3 (50%) mentioned the Paramedics. Interestingly both the Nurses and Paramedics fall within the Mainstream/Paramedic staff category and it would be recalled that when they were asked whether their expectations had been met 88.5 (88.5%) said their expectations had not been met so it is not surprising that they top the exit list.

4.13 Exit Interviews

Figure 4.32: Reasons of exit by Mainstream/Paramedic Staff
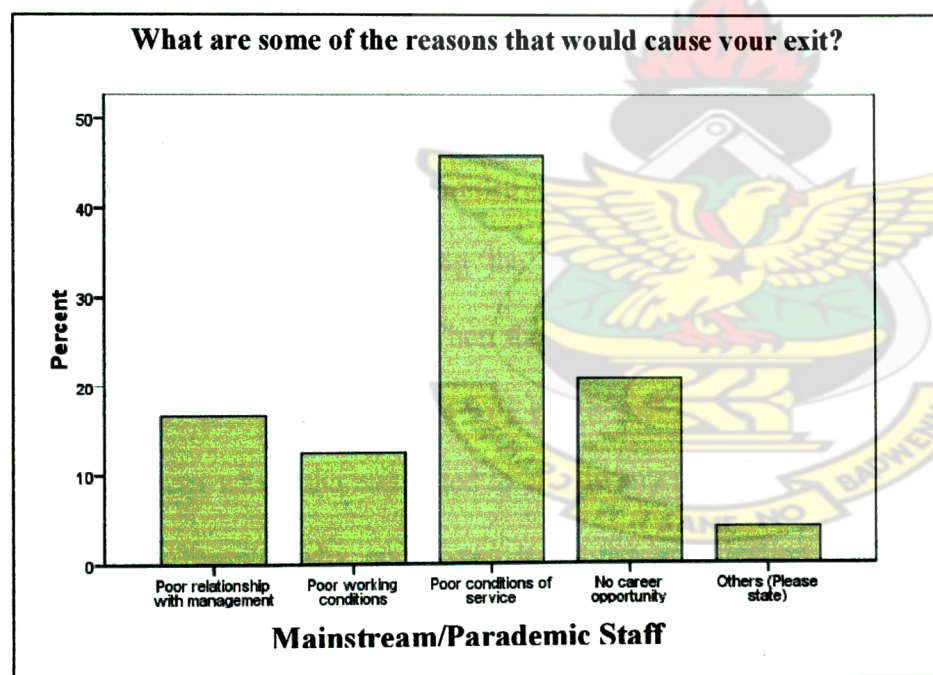
Source: Researcher's own construct (2009)

Figure 4.33: Reasons of exit by Supporting Staff
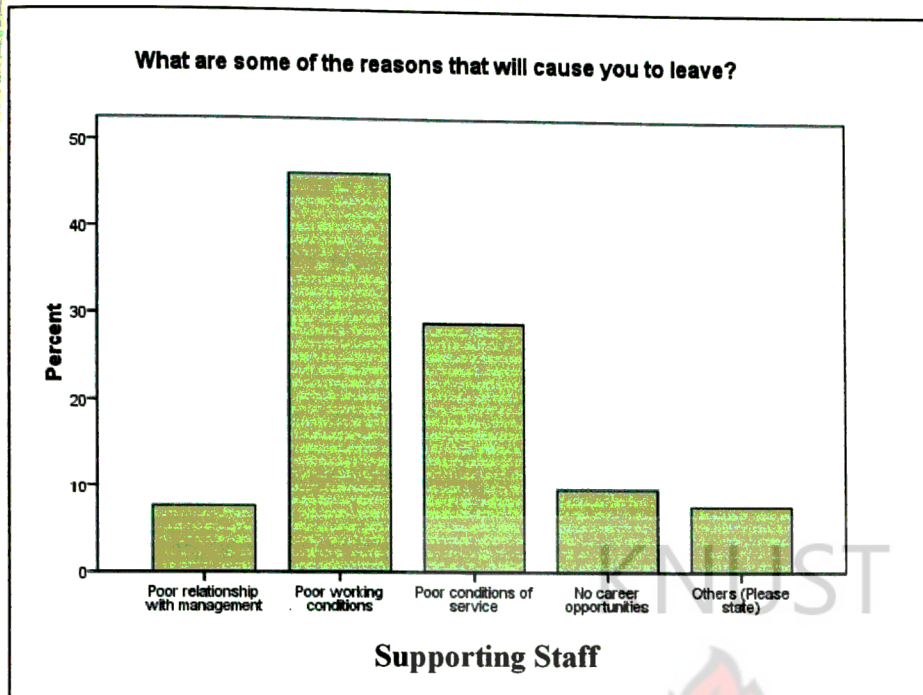
What are some of the reasons that will cause you to leave?

Supporting Staff

Source: Researcher's own construct (2009)

When the respondents in the Administrative staff category were asked whether exit interviews were conducted for employees leaving the organization, all 6 (100%) respondents stated that exit interviews are not conducted. When the respondents were further asked to mention what in their opinion were some of the reasons why employees left, no career development was mentioned by 3 (50%) of them whilst the rest failed to supply any reasons. Perhaps if exit interviews are conducted the various reasons why employees leave the organization could be identified and appropriate measures taken.

Interestingly when the respondents in the Mainstream/.Paramedic and Supporting Staff categories were asked to mention some of the reasons that would cause their exit from the organization 16.7 (16.7%) and 3.4 (7.7%) of the Mainstream/Paramedic and Supporting Staff respondents respectively mentioned poor relationship with management whilst 12.5 (12.5%) and 20.3 (46.2 %) of the Mainstream/Paramedic and Supporting Staff categories respectively mentioned poor working

67

conditions. Regarding poor conditions of service, 45.8 (45.8%) and 12.7 (28.8%) of the Mainstream/Paramedic and Supporting Staff respondents respectively said it could cause their exit whilst 20.8 (20.8%) and 4.2 (9.6%) cited no career opportunity as a reason that could cause their exit. Still 4.2 (4.2%) and 3.4 (7.7%) of the Mainstream/Paramedic and Supporting Staff respondents respectively cited other reasons which they failed to specify as potential reasons that would cause their exit.

From the responses, poor conditions of service appeared to be the major reason that could cause the Mainstream/Paramedic staff to leave whilst poor working conditions appeared to be a major problem for the Supporting staff and therefore could serve as a strong factor influencing their decision to leave the organization.

4.14 Employee retention

Figure 4.34: Availability of employee retention strategies in the institution

Source: Researcher's own construct (2009)

68

When the respondents in the Administrative staff category were asked whether they had any strategies in place to retain employees all 6 (100%) said there were no employee retention strategies in place.

Though the response was negative some retention strategies may informally be in place since management does make some efforts to develop the careers of staff and probably housing is provided for some key staff of the organization. Notwithstanding, this may be a strong indication of poor HRP and this is endorsed by one well-respected definition of HRP which puts it as a strategy for the acquisition, utilization, improvement and retention of an enterprise's human resources (Department of Employment, 1974).

4.15 Problems of poor human resource planning

When the Administrative staffs were asked what in their opinion were some of the problems caused by poor HRP, decreased output, increased operational cost and employees becoming unhappy were mentioned as some of the problems caused by poor human resource planning.
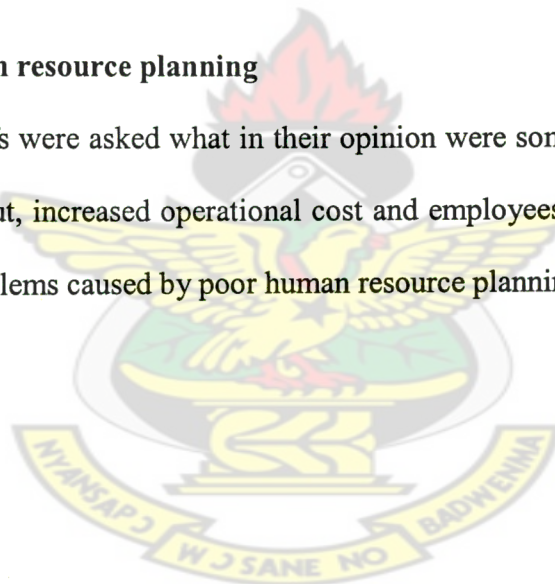
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study, basically, aimed at investigating into the impact of human resource planning on employee turnover. As a case study, the St. Patrick's Hospital at Offinso – Maase was used to determine whether planning the human resources of an organization would have any effect on employees leaving the organization, especially voluntarily.

It was also the aim of this study to make appropriate recommendations in accordance with the findings that may emerge.

5.1 Summary of findings

5.1.1 Poor Human Resource Planning

HRP in St. Patrick's Hospital was poorly done which affected employee job satisfaction. In organizations where HRP is poorly done there is a strong tendency that employees will experience low job satisfaction.

5.1.2 Poor management of staff and career development

A good staff and career development programme was not rigidly followed and therefore some staff did not go through staff and career development programmes to enhance their skills and build their capacity. The proper management of staff and career development programmes can serve as a staff retention strategy. In an organization where staff and career development do not receive any great attention staff commitment becomes low.

5.1.3 Recruitment and selection

It was found out that where HRP is poorly done, recruitment and selection may form the only potent part of the process and post employment HR activities may be weak.

5.1.4 Address of concerns and grievances

When HRP is poor and effective grievance procedures are not properly laid down, easy communication with management and staff ability to express concerns and grievances may not automatically translate into management readily addressing those concerns.

5.1.5 Impact of nature of job on employee satisfaction

It was found out that though employees may find their work exciting and challenging, if HRP is poor in the organization the employees would not be fully satisfied working in the organization.

5.1.6 Consequences of unmet expectations

It was found out that when the expectations of staff are not met an appreciable number of them form the decision to leave the organization when the right opportunity presents itself.

5.1.7 Effect of management of employees on employee job satisfaction

The way employees are managed strongly influences their level of job satisfaction. When employees are managed poorly they become dissatisfied in the work place and may lose commitment.

5.1.8 Employee retention strategies

It was found out that employee retention strategies were not consciously instituted at St. Patrick's which therefore meant that controlling turnovers would be difficult and in the event of more dysfunctional turnovers the organization would stand to lose immensely.

5.1.9 Exit interviews

It was found out that no exit interviews were conducted at St. Patrick's. In organizations where turnovers may be high and exit interviews are not conducted the turnovers may be problematic since management may find it difficult identifying the reasons or causes of the turnovers.

5.1.10 Induction and orientation programmes

Induction and orientation programmes were not conducted for all employees of St. Patrick's Hospital. Induction and orientation of newly employed staff goes a long way in influencing their

71

expectations in the organization and therefore when it is poorly done these expectations may not be met. Failure to properly induct and orientate new employees may in the short term affect their full integration into the organization and even affect their output.

5.1.11 Causes of employee turnover at St. Patrick's

It was found out that no career development, poor working conditions and poor conditions of service were the major possible reasons that cause employees to leave St. Patrick's.

5.1.12 Problems of poor HRP

It was found out that some of the problems caused by poor HRP may include:

- Increased operational cost
- Decreased output
- Unhappy employees

5.2 Conclusion

It is concluded that poor HRP is very instrumental in the causes of high employee turnovers in an organization and may have a direct impact. It is therefore being strongly emphasized that effective HRP has every possibility and advantage of reducing the high levels of turnover in any organization.

5.3 Recommendations

The following recommendations, after a thorough study of the subject matter, are being made to help institutions grappling with problems of high employee turnovers to find a means of controlling them.

5.3.1 Induction and orientation programme

It has been revealed in the study that induction and orientation programmes were not properly organized. It is therefore recommended that every new employee should be taken through a proper and effective induction and orientation programme.

72

5.3.2 Employee career development programmes

It has come to the fore in the study that employee career development programmes were poorly managed at St. Patrick's. It is therefore the recommendation that employee career development programmes should be properly planned and effectively executed.

5.3.3 Employee retention strategies

The study has revealed that employee retention strategies were not in place at St. Patrick's. It is recommended therefore that effective strategies to retain employees and therefore control turnovers must be adopted

5.3.4 Exit interviews

The study has also revealed that exit interviews were not conducted at St. Patrick's. Therefore it is recommended that exit interviews should be conducted, as much as possible, for leaving employees.

5.3.5 Formal and effective HRP

It has clearly emerged in the study that formal and effective HRP was not done at St. Patrick's. It is therefore recommended strongly that management should engage in formal and effective HRP to help control turnovers.

REFERENCES

Ahlrichs, N.(2000) 'Competing for Talent: Key Recruitment and Retention Strategies for Becoming an Employer of Choice', Davies-Black Publishing, pp:2

Allen, D. G., Weeks, K. P. and Moffit, K. R.(2005) 'Turnover Intentions and Voluntary Turnover: The Moderating Roles of Self-monitoring, Locus of Control, Proactive Personality and Risk Aversion', *Journal of Applied Psychology* 90 pp: 980-990

Armstrong, M.(2005) 'A Handbook of Human Resource Management Practice(9th edn) Kogan Page Ltd, London, pp:361-386

Arnold, H.J. and Feldman, D.C.(1982) 'A multivariate analysis of the determinants of Turnover', *Journal of Applied Psychology* 67 pp:350-360

Baird, L. and Meshoulam, I.(1988) 'Managing two fits of strategic human resource management', *Academy of Management Review*, 13:116-128

Banfield, P. and Kay, R.(2008) 'Introduction to Human Resource Management', Oxford University Press, New York, pp:229-230

Beardwell, J. and Claydon, T.(2007) 'Human Resource Management:A Contemporary Approach(5th edn)', Prentice Hall,England, p:12

Beintein, K., Vandenberg, R., Vandenberghe, C. and Stinglhamber, F.(2005) 'The Role of change in the Relationship between Commitment and Turnover: A latent Growth Modeling ,' *Journal of Applied Psychology* 88 pp: 750-759

Benkhoff, B.(1997) 'A test of the HR model: food for employers and employees', *Human Resource Management Journal*, 7(4) pp:44-60

Bennison , M.(1984) 'The Manpower Planning Handbook', McGraw Hill, London

Bloom, N.L.(1988) 'HRM Planning Pays Off: Down-to-Earth Strategies for your System's Success', *Personnel Journal*, pp:66-70

Boxall, P. and Purcell, J.(2003) 'Strategy and Human Resource Management', Pelgrave Macmillan, London, pp:230-240

Bradley, R. E.(1970) 'Labour Turnover Handbook', Merchants and Manufacturers Association, Los Angeles, pg 10

Bramham, J.(1989) 'Human Resource Planning(2nd edn)',Institute of Personnel Management, London, pp:145-155

Bulla, D.N. and Scott, P.M.(1994) 'Manpower requirements forecasting' A case example in Human Resource Forecasting and Modelling edition, T. Ward, T.P. Bechet and R. Tripp, Human Resource Planning Society, New York

Burach, E.H.(1985) 'Linking Corporate Business and HR Planning', *Human Resource Planning*, vol.8, No.3, pp:133-145

Burach, E.H.(1988) 'A Strategic Planning Operational Agenda for Human Resources', Human Resource Planning No.2 pp:63-68

Byars, L. L. and Rue, L. W.(1987) 'Human Resource Management', IRWIN, Illinois, pg 110-119

Byrne, J.A., Reingold, J. and Melcher, R.A.(1997) 'Wanted: a few good CEO's', *Business Week*, pg 41

Cascio, W.F.(1982) 'Costing Human Resources: The Financial Impact of Behaviour in Organisations', Wadsworth Inc. California, pg 3-33

Chen, X.Y., Hui, C. and Sego, D.J.(1998) 'The Role of Organizational Citizenship Behaviour on Turnover: Conceptualization and Preliminary Tests of Key Hypothesis *Journal of Applied Psychology*, 83:922-931

Cherrington, D.J.(1995) 'The Management of Human Resources(4th edn)', Prentice Hall, New Jersey

CIPD (2000) 'Labour Turnover Survey Report', CIPD, London

Cole, G.A.(2002) 'Personnel and Human Resource Management(5th edn)', Biddles Ltd, Guildford and Kings Lynn, England

Cowling, A. and Walters, M.(1990) 'Manpower Planning-where are we today?', *Personnel Review* 19, 3:3-8

Craft, J.(1998) 'Human resource planning and strategy', in Dyer, L.(ed) Human Resource Management: Evolving roles and responsibilities, Washington Bureau of National Affairs, pp:47-87

Davis, T.R.V. and Luthans, F.(1998) 'Organizational Exit: Understanding and Managing Voluntary Departures', *Personnel review* 17 No.4,pp:22-28

Deery, M.A. and Iverson, R.D.(1996) 'Enhancing productivity intervention strategies for employee turnover', in N. Johns(edn) Productivity Management in Hospitality And Tourism. Cassel, London pp:68-95

Deery, M.(1999) 'Turnover culture, internal labour market and employee turnover in the hotel industry; an integrated model', in Banfield, P. and Kay, R.(2008 edn) Introduction to Human Resource Management. Oxford University Press, New York, pp:51-61

Fishman, C.(1998) 'Sanity Inc.', Fast Company 21, New York, p:84

Flamholtz, E.G.(1971) 'A Model for Human Resource Violation: A Stochastic Process with Service Rewards', *Accounting Review* 46:253-267

Foot, M. and Hook, C.(1999) 'Introducing Human Resource Management(2nd edn)', Pearson Education Ltd., England, pp:27-28

Fricko, M.A.M. and Beer, T.A.(1992) 'A Longitudinal Investigation of Interest Congruence and Gender Concentrations as Predictors of Job Satisfaction', *Personnel Psychology* 45 pp:99-117

Fyfe, J.(1986) 'Putting people back into manpower equations', Institute of Personnel Management, October, p:65

Goold, M. (1991) 'Strategic control in the decentralized firm', *Sloan Management Review* 32(2) pp: 69-81

Griffeth, R.W. and Hom, P.W.(1995) 'The employee turnover process', *Research in Personnel and Human Resources Management*, 13:245-293

Hart, S.l. and Banbury, C.(1994) 'How strategy making process can make a difference' *Strategic Management Journal* 15 pp:251-269

Harter, J.K., Schmidt, F.L. and Hayes, T.L.(2002) 'Business Unit Level Relationship between Employee Satisfaction, Employee Engagement and Business Outcomes: A meta –Analyses', *Journal of Applied Psychology*, 87:268-279

Hendry, C.(1995) 'Human Resource Management: A Strategic Approach to Employment', Butterworth-Heinemann, Oxford,p:190

Hodgetts, R.M. and Kroeck, K.G.(1992) 'Personnel and Human Resource Management', Harcourt Brace Javanovich, New York, pp:33-40

Holbeche, L.(2002) 'Alligning Human Resources And Business Strategy', Butterworth-Heinemann, Oxford, pp:294-296

Hom, P.W., Caranicas-Walker, F., Prussia, G. E. and Griffeth, R. W.(1992) 'A Meta-Analytical Structural Equations Analysis of Employee Turnover', *Journal of Applied Psychology* 77 pp:890-909

Ilies, R. and Judge, T. A.(2003) 'On the Heritability of Job Satisfaction: The Mediating Role of Personality', *Journal of Applied Psychology* 88 pp:750-759

Jackson, S.E. and Schuler, R.S.(1990) 'Human Resource Planning: Challenges for Industrial/Organisational Psychologists', *American Psychologist*, pp:223-239

Jackson, S.E. and Schuler, R.S.(1995) 'Understanding human resource management in the context of organizations and their environments', in J.T. Spence, J.M. Darley D.J. Foss(eds), *Annual review of psychology*, vol 46: 237-264

Judge, T. A., Bono, J.E., Erez, A. and Locke, E. A.(2005) 'Core-Self Evaluations and Job And Life Satisfaction: The Role of Self-Concordance and Goal Attainment', Journal of Applied Psychology 90 pp:257-268

Jones, G.R. and Wright, P.M.(1992) 'An economic approach to conceptualizing the utility of human resource management practices', in K. Rowland and G. Ferris(eds) *Research in Personnel and Human Resources Management* vol 10:271-299

Kleiner, M.M.(1990) 'The role of industrial relations in firm performance', in J.A. Fossum and J. Mattson(eds) Employee and labour relations ,4:23-43, BNA Press, Washington DC

Koch, M. and McGrath, R. (1996) 'Improving labour productivity; human resource management policies do matter', *Strategic Management Journal* 17 pp:335-354

Koslowsky, M., Sagie, A., Krantz, M. (1997) 'Correlates of Employee Lateness: Some theoretical Considerations', *Journal of Applied Psychology* 82 pp: 79-88

Leap, T.L. and Crino, M.D.(1989) 'Personnel and Human Resource Management', MacMillan Publishing Company, New York

Lee, T.W. and Mitchell, T.R. (1994) 'An Alternative Approach: The Unfolding Model of Voluntary Employee Turnover', *Academy of Management Review* 19. pp:51-90

Lee, T.W. and Maurer, S.D.(1997) 'The Retention of Knowledge Workers with the Unfolding Model of Employee Turnover', *Human Resource Management Review* 7,

pp: 247-275

Lewis, L., Thornhill, A., Saunders, M.(2003) 'Employee Relations: Understanding the Employment Relationship', Prentice Hall, England, pp:359-361

Liff, S. (2000) 'Manpower or Human Resource Planning: What's in a name?' In S. Bach and K. Sisson's(3rd edn) Personnel Management: A Comprehensive Guide to Theory and Practice, Blackwell, Oxford, p:181

Likert, R. (1997) 'The Human Organization, its Management and Value', McGraw-Hill, New York

Locke, E. A. (1969) 'What is Job Satisfaction?' *Organisational Behaviour and Human Performance* 4 pp: 309-336

Lockwood, P.A.(1986) 'Human resource planning: The role of the practitioner', *Health Services Manpower Review*, vol 12 , No.2

Louis, M. (1980) 'Surprise and sense making: what newcomers experience in entering unfamiliar settings', *Administrative Science Quarterly*, 25 pp:22-51

Lundy, O. and Cowling, A.(1996) 'Strategic Human Resource Management', Thomson Learning, London, pg 192-194

Mackey, C.(1981) 'Human Resource Planning: A Four-phased Approach' *Management Review*, pp:17-22

Mackay, L. and Torrington, D.(1986) 'The changing Nature of Personnel Management', IPM, London

Macy, B.A. and Mirvis, P.H.(1976) 'A Methodology for Assessment of Quality of Work Work Life and Organisational Effectiveness in Behavioural Economic Terms', *Administrative Science Quarterly* 21:212-226

Manzini, A.O.(1984) 'Human resource planning: observations on the state of the art and the state of practice', *Human Resource Planning*, vol 7, pt 2, pp:105-110

March, J. and Simon, H.(1958) 'Organizations', Wiley and Sons, New York

Marchington, M. and Wilkinson, A.(1996) 'Core Personnel and Development', IPD, London

Marchington, M. and Wilkinson, A.(2005) 'Human Resource Management at Work, (3rd edn)'. CIPD, London, p:159

Mathis, R. L. and Jackson, J.H.(2003) 'Human Resource Management', Thomson South-Western, pg 94-95

Mintzberg, H.(1994) 'The Rise and Fall of Strategic Planning', Hemmel-Hempstead: Prentice-Hall, pp: 220-230

79

Mitra, A., Jenkins, D.G. and Gupta, N.(1992) 'A Meta-Analytic Review of the Relationship between Absence and Turnover', *Journal of Applied Psychology* 77 pp:879-889

Morrel, K., Loan-Clarke, J. and Wilkinson, A.(2001) 'Unweaving Leaving: The use of Models in the Management of Employee Turnover', *International Journal of Management Review* 3, pp:219-244

Mueller, F.(1996) 'Human Resources as Strategic assets: an evolutionary resource based Theory', *Journal of Management Studies*, 33(6), pp:757-785

Nankervis, A.R., Compton, R.L. and MaCarthy, T.E.(1993) 'Strategic Human Resource Management', Nelson Australia Pty Ltd, pp:49-83;517-526

Nieto, M.I.(2006) 'An Introduction to Human Resource Management. An Integrated Approach', Pelgrave MacMillan, New York, p:199

O'Doherty, D.(1997) 'Human resource Planning: Control to Seduction', in Beardwell, I. Holden, L.(eds) Human Resource Management; A Contemporary Perspective 2nd edn, Pitman Publishing, pp:118-152

Osterman, P.(1987) 'Turnover employment security, and the performance of the firm' in M.M. Kleiner, R.N. Block, M. Roomkin and B.W. Salsbury(eds) Human resources and the performance of the firms, pp:275-317, BNA Press, Washington DC

Osterman, P.(1994) 'How common is workplace transformation and how can we explain who adopts it? Results from a national survey', *Industrial and Labour Relations Review*, 47:173-188

Pigors, P. and Myers C. H.(1997) 'Personnel Administration: A Point of View and Method', Kogan Kusha Ltd, McGraw Hill, London

Pilbeams, S. and Corbridge, M.(2002) 'People Resourcing: HRM in Practice', Prentice Hall, Harlow

Pratt, K.G. and Bennett, S.G.(1989) 'Elements of Personnel Management', Chapman and Hall

Price, A.J. (2000) Principles of Human Resource Management: An Action-Learning Approach', Blackwell Publishers Ltd, UK

80

Porter, L.W. and Steers, R.M.(1973) 'Organizational, work and personal factors in employee turnover and absenteeism', *Psychological Bulletin*, 80: 151-176

Quinn-Mills, D.(1983) 'Planning with People in Mind', *Harvard Business Review*, pp:97-105

Ross, C.F.(1982) 'Manpower Planning Systems, Part II', *Personnel Journal*, pp:119-123

Rothwell, S.(1995) 'Human resource planning', in Storey, J.(ed) Human Resource Management: A Critical Text, Routledge, London, pp:170-180

Sadhev, K., Vinnicombe, S. and Tyson, S.(1999) 'Downsizing and the changing role of HR', International Journal of HRM Vol 10 No.5 pp:906-923

Schuler, R.S. and Huber, V.L.(1993) 'Personnel and Human Resource Management (5th edn)', West Publishing Company, St. Paul, MN

Sheridan, J.E.(1992) 'Organizational culture and employee retention', *Academy of Management Journal*, 35: 1036-1056

Sisson, K. and Storey, J.(2000) 'The Realities of Human Resource Management', Open University Press, Buckingham, pp:50-60

Sisson, K. and Timperly, S.(1994) 'From Manpower planning to Strategic HRM' in K. Sisson's Personnel Management: A Comprehensive Guide to Theory and Practice in Britain(1996),Blackwell Publishers Ltd, Oxford, UK, pp:153-180

Smith, A.R. and Bartholomew, D.J.(1988) 'Manpower planning in the United Kingdom: An historical review', *Journal of Operational Research Society*, vol.39 pp:235-248

Steel, J.B. and Ward, L.B.(1974) 'MBA'S: Mobile, Well Situated, Well Paid', *Harvard Business*, vol. 52, No.1, Jan-Feb, pp:99-109

Steel, R. P., Reutsch, J. R.(1997) 'The Dispositional Model of Job Attitudes Revisited: Findings of a 10-year study', *Journal of Applied Psychology* 82 pp:873-879

Stewart, G.L. and Brown, K.G.(2009) 'Human Resource Management: Linking Strategy to Practice', John Wiley and Sons, New Jersey

81

Stone, R.J.(1998) 'Human Resource Management(3rd edn)', Jacarando Wiley Ltd, England , pp:48-71

Sturman, M. C.(2001) 'The Implications of Linking the Dynamic Performance of Turnover Literatures', *Journal of Applied Psychology* 86 pp: 684-696

Taylor, F.W.(1911) 'The Principles of Scientific Management', Harper Bros. New York

Teft, R.P. and Meyers, J.P.(1993) 'Job Satisfaction, Organizational Commitment, Turnover Intention and Turnover Path Analysis Based on Meta-Analytic Findings *Personnel Psychology* , 46:259-283

Torrington, D. and Hall, L.(1991) 'Personnel Management: A new Approach', Prentice Hall, New York, pp:48-51

Wallace, M.J. and Fay, C.H.(1983) 'Compensation Theory and Practice', Kent Publishing Co., Boston, pp:78-79
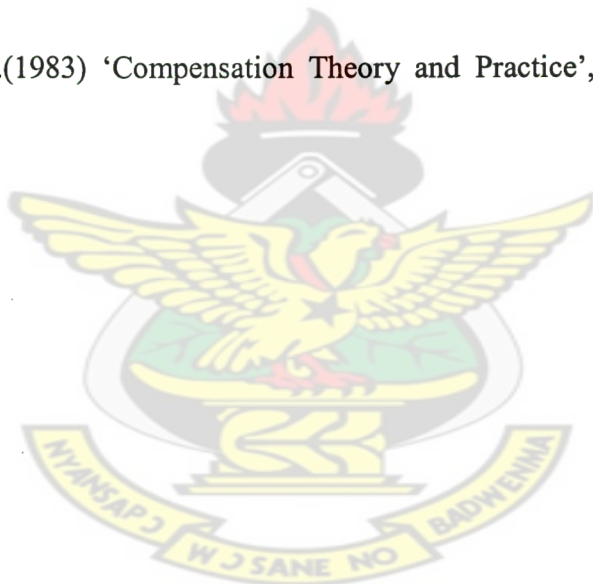
APPENDIX I

QUESTIONNAIRE – ADMINISTRATIVE STAFF

THESE QUESTIONS ARE FOR A THESIS WHICH SEEKS TO INVESTIGATE INTO THE IMPACT OF HUMAN RESOURCE PLANNING ON EMPLOYEE TURNOVER USING THE ST. PATRICK'S HOSPITAL AS A CASE STUDY.

KINDLY RESPOND TO THE QUESTIONS WHICH ARE FOR ACADEMIC PURPOSES.

THE THESIS IS TO BE SUBMITTED TO THE SCHOOL OF BUSINESS, KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY (KNUST) IN PARTIAL FULFILMENT OF REQUIREMENTS FOR THE AWARD OF AN MBA DEGREE

INFORMATION PROVIDED WILL BE TREATED WITH THE HIGHEST CONFIDENTIALITY.

QUESTIONS

1. How long have you been in this institution?

    a) 0-5yrs ( )   b) 6-10yrs ( )   c) 11-15yrs ( )   d) 15yrs and above ( )

2. Have you had the opportunity to attend any training programme or further your education since joining this institution?

    Yes ( )   No ( )

3. Is Human Resource Planning done formally in this institution?

    Yes ( )   No ( )

4. Are scholarships and other sponsored packages available here for workers to further their education?

    Yes ( )   No ( )

5. Is human resource inventorying regularly updated in this institution?

    Yes ( )   No ( )

6. Is employee performance appraised?

    Yes ( )   No ( )

7. If 'yes' what is your opinion about the performance appraisal system in place?

8. Do you have in place programmes for replacement training?

Yes ( )   No ( )

9. If your answer is 'yes' could you please state some of them?

10. Do you have a profile of current staff (in terms of age, gender, race, disability etc)?

Yes ( )   No ( )

11. How is performance recognized?

a) Promotions ( )   b) Awards ( )   c) Praises ( )

d) Others (please state)

12. Does the institution have in place a programme for recruitment and selection?

Yes ( )   No ( )

13. If 'yes' what is the programme?

14. Are there vacancies in this institution?

Yes ( )   No ( )
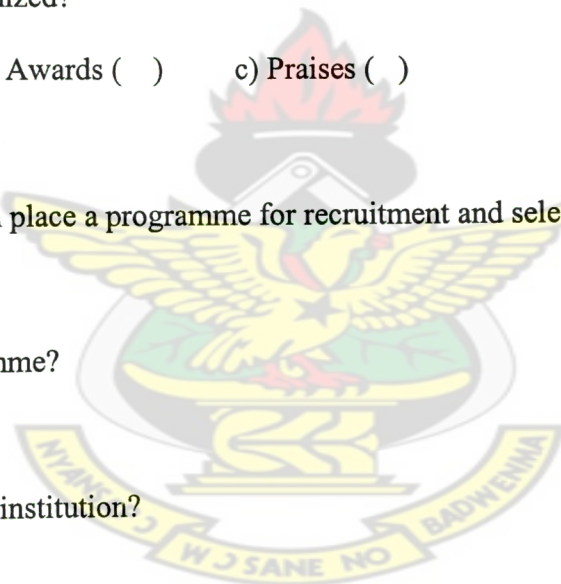
15 .If 'yes' what are these vacancies?

16. How many employees on average leave this institution every year?

17. What has been the highest form of exit?

a) Resignation ( )   b) Retirement ( )   c) Disciplinary lay-offs ( )   d) Vacation

of post ( )   e) Others (please state)

18. Which category of staff top the exit list?

a) Doctors ( )   b) Nurses ( )   c) Paramedics ( )

d) Supporting staff ( )   e) Administration staff ( )

19. Do you conduct exit interviews for leaving employees?

Yes ( )   No ( )

20. What in your opinion are some of the reasons why employees leave?

a) Poor management employee relationship ( )   b) Poor working conditions ( )

c) No career development ( )   d) Poor conditions of service ( )   e) Others (please specify)

21. Does management have any strategies in place to retain employees?

Yes ( )   No ( )

22. If 'yes' can you mention a few?

a) Housing ( )   b) Improved conditions of service ( )   c) Career development ( )

d) Improved work environment ( )   e) Others (please state)

23. What in your opinion are some of the problems caused by poor human resource planning?

a) Poor supervision ( )

b) Increased operational cost ( )

c) Decreased output ( )

d) Unhappy employees

e) Others (please state)

APPENDIX II

QUESTIONNAIRE- MAINSTREAM MEDICAL STAFF/PARAMEDIC STAFF

THESE QUESTIONS ARE FOR A THESIS WHICH SEEKS TO INVESTIGATE INTO THE

IMPACT OF HUMAN RESOURCE PLANNING ON EMPLOYEE TURNOVER USING THE ST.

PATRICK'S HOSPITAL AS A CASE STUDY.

KINDLY RESPOND TO THE QUESTIONS WHICH ARE FOR ACADEMIC PURPOSES.

THE THESIS IS TO BE SUBMITTED TO THE SCHOOL OF BUSINESS, KWAME NKRUMAH

UNIVERSITY OF SCIENCE AND TECHNOLOGY (KNUST) IN PARTIAL FULFILMENT OF

REQUIREMENTS FOR THE AWARD OF AN MBA DEGREE.

INFORMATION PROVIDED WILL BE TREATED WITH THE HIGHEST CONFIDENTIALITY.

QUESTIONS

1. How long have you been in this institution?

 a) 0 – 5yrs ( )   b) 6 – 10yrs ( )   c) 11- 15yrs ( )   d) 15 yrs and above ( )

2. Have you had the opportunity to attend any training programme or further your   education since

  joining this institution?

   Yes ( )   No ( )

3. Did you receive any induction training or orientation when you joined this institution?

   Yes ( )   No ( )

4. Do you identify any career opportunities in this institution?

   Yes ( )   No ( )

5. Is it easy to communicate with management?

Yes ( )   No ( )

6. Do you get the opportunity to express your views?

Yes ( )   No ( )

7. How often is your performance appraised?

   a) Once a year   b) Twice a year   c) Once every two years   d) Not at

   all   e) Others(please specify)

8. Is your work appreciated and recognized?

   Yes ( )   No ( )

9. How would you assess your condition of service?

   a) Unattractive ( )   b) Somehow attractive ( )   c) Attractive ( )   d)   Very

   attractive ( )

10. Are your grievances readily addressed?

   Yes ( )   No ( )

11. Have your expectations been met since joining this institution?

   Yes ( )   No ( )

12. Do you view your job here as challenging and exciting?

   Yes ( )   No ( )

13. Are you satisfied with the way you are being managed?

   a) Very satisfied ( )   b) Satisfied ( )   c) Somehow satisfied ( )   d) Not satisfied ( )

14. Would you leave if you had the opportunity?

   Yes ( )   No ( )

15. If 'yes' what are some of the reasons that would cause your exit?

   a) Poor relationship with management ( )   b) Poor working conditions ( )

   c) Poor conditions of service ( )   d) No career opportunities ( )

   e) Others (please state)

APPENDIX III

QUESTIONNAIRE – SUPPORTING STAFF (ACCOUNTANTS, ENGINEERS, ETC)

THESE QUESTIONS ARE FOR A THESIS WHICH SEEKS TO INVESTIGATE INTO THE

IMPACT OF HUMAN RESOURCE PLANNING ON EMPLOYEE TURNOVER USING THE ST.

PATRICK'S HOSPITAL AS A CASE STUDY.

KINDLY RESPOND TO THE QUESTIONS WHICH ARE FOR ACADEMIC PURPOSES.

THE THESIS IS TO BE SUBMITTED TO THE SCHOOL OF BUSINESS, KWAME NKRUMAH

UNIVERSITY OF SCIENCE AND TECHNOLOGY (KNUST) IN PARTIAL FULFILMENT OF

REQUIREMENTS FOR THE AWARD OF AN MBA DEGREE.

INFORMATION PROVIDED WILL BE TREATED WITH THE HIGHEST CONFIDENTIALITY.

QUESTIONS

1. How long have you served in this institution?

   0 – 5 yrs ( )   6-10yrs ( )   11- 15 yrs ( )   above 15 yrs ( )

2. Did you receive any induction training or orientation when you joined this institution?

   Yes ( )   No ( )

3. How often do you receive in-service training?

   a) Once a year ( )   b) Twice a year ( )   c) Once every two years( )

   d) Not at all ( )   e) Others (please state)

4. Are your concerns and grievances readily addressed?

   Yes ( )   No ( )

5. Do you see a viable future for yourself in this institution?

   Yes ( )   No ( )

6. How would you describe the compensation you receive for your work?

   a) Very adequate ( )   b) Adequate ( )   c) Somehow adequate ( )

   d) Inadequate ( )

7. Do you get the opportunity to express your views?

Yes ( )   No ( )

8. What are the relationships between you and your supervisors?

a) Not cordial ( )   b) Somehow cordial ( )   c) Cordial ( )   d) Very cordial ( )

9. How often is your performance appraised?

a) Once a year ( )   b) Twice a year ( )   c) Once every two years   d) Not at all

e) Others (please state)

10. Is your performance appreciated and recognized?

Yes ( )   No ( )

11. Have your expectations been met since joining this institution?

Yes ( )   No ( )

12. Are you satisfied with the way you are being managed?

a) Very satisfied ( )   b) Satisfied ( )   c) Somehow satisfied   d) Not satisfied

13. Would you leave this institution if you had the opportunity?

Yes ( )   No ( )

14. What are some of the reasons that will cause you to leave?

a) Poor relationship with management ( )

b) Poor working conditions ( )

c) Poor conditions of service ( )

d) No career opportunities ( )

e) Others (please state)