

**EMPLOYEE RETENTION RATE: THE IMPACT OF HUMAN
RESOURCE PLANNING
(CASE STUDY OF SHELL PETROLEUM DEVELOPMENT,
NIGERIA).**



BY

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ABSTRACT

This research examined the impact of human resource planning on employee retention at Shell Oil, Lagos, Nigeria. This study applied Qualitative Research Investigation Approach. Four thousand five hundred (4,500) jobs make up the workforce. Taro Yamane 's formula calculated the response rate. The only approach adopted was systematic and validated questionnaires. The questionnaire was "Human Resources Preparation and Management Questionnaire" (HRPRQ). The reliability of the test was assessed before collecting data. Three hundred and sixty (367) questionnaires were distributed randomly, of which only three hundred and forty-two (342) were obtained and identified. Using qualitative and quantitative analysis techniques , data obtained was analyzed for windows using SPSS software 21.0. Results of this study showed that human resource planning (training and development, benefits and recognition , job progression, health and safety) has a substantial aggregate impact on employee retention. Studies have shown that human resource planning (training and growth, benefits and recognition, career promotion, and health and safety) has a significant relative effect on employee retention. Therefore, the correlation between training and development and employee retention rate is important. Studies, however, have shown a strong correlation between promotion and compensation and employee retention rate. Additionally, the relationship between health and safety was discovered, and employee retention rate is essential. And thus, research findings have shown that growth in jobs has a major impact on employee retention rate. Therefore, based on the outcome of this study , it is suggested that management of this company should aim to take all human resource planning construction as required to remain competitive on the global labor market.

Key Words: Employee Retention, Training & Development. Career Development, Reward & Recognition, Health & Safety

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

One of the most important and critical issues facing employers in today's competitive business world is retaining its employee and most importantly, the most efficient, effective and resourceful one. Retaining the most important and useful employees has become the major priority of many organizations due to factors such as shortage of skilled/dependable employees, increased competition, opportunities across borders, and employee attrition, amongst others (Bandana and John; 2019). Therefore, the only way by which industrial organization or establishment can improve its workforce productivity and enhance retention is to seek to optimize its workforce through comprehensive human resource planning programs (Chepkosgey, Namusonge, and Makokha; 2019). In line with the above, employee retention has been considered germane because it has great advantage on organizational performance, profitability, growth and development amongst others (Ayodo, Namusonge, Ayodo, and Maluti; 2014).

No doubt, employee retention has always been an occurring event in many organizations today, as a result, organization need to device measures such as effective and efficient human resources planning to address this recurring problem. The survival and success of any organization in this regard, rest on employee retention and should therefore be considered when developing strategies and business plans to ensure a competent skilled workforce that will delivers the organization objectives and goals. Turnover of key staff in any

organization according to Armstrong (2006) was said to have drastic impact on the performance of the organization.

Factors such as job dissatisfaction, poor working conditions, poor salary packages and lack of career advancements are some of the problems facing organization when they have high turnover rate (Rawat, 2013). It should be noted that high turnover rates leads to low performance of the organization and therefore, organizations have to come up with policies and practices towards retaining employees to ensure they stay in the organization for a longer duration to have a positive effect on their performance and retention rate (Kahiga, Ogolla and Muema, 2019). To understand the retention practices therefore, it is necessary to look at various human resource initiatives, the important of such initiatives, and its influence on employee's retention. The implementation of such human resources planning, and policies will enable employees to be happy and satisfied with its job. Efficient and effective management of human resource reduces employee turnover. Employee turnover as we all know is dangerous an enemy of productivity, performance, productivity, growth and also leads to increases cost of running a business. Human resources according to Chukwuka and Nwakoby; (2018), is the most valuable asset of any organization. Thus, incessant increase in turnover of skilful human resource in an organization will create a gap that will take time to fill at extra cost.

Recently organizations have realized that balance of power has moved towards employees from employers due to their importance in allowing organization to meet with its target objectives. Excessive turnover can lead to brutal problems within the organizations and hence it is extremely important for organizations to work on retaining the best talent (Sohail, Muneer, Tanveer, and

Tariq; 2011). The triumphant employee retention helps in preservation of knowledge within the firm (Cappelli, 2000). In order to attract and retain employees, organizations need to make tremendous efforts order than huge salary because, handsome salary alone is not a tool to retain employees; instead there are some other factors that play a key role in retaining them. This is why Yusuff (2013) emphasized that employees may decide to stay in an organization due to variety of human resources strategies and factors like family situation, mentoring, career and learning, opportunities, good benefits, networking and the external job market or job title amongst others.

The role of such factors on employee retention rate had been documented. For instance, for instance, Singh, Sharma and Mahendru (2010), indicated that many organizations have witnessed the importance of human resource management practices on employee retention and have concluded that there is a significant relationship between the two variables. In the work of Khan, Yusoff and Khan (2014), there are different human resource practices numerous to be mentioned that can be employed by an organization to increase retention rate. For this study, some key determinant of human resources strategies such as training and development, career development, reward and recognition, health and safety amongst others on how they influence employee retention rate in an organization will be looked into.

It is to be noted also that human resource practice consists of various tasks involved in ensuring effective and efficient use of the people in an organization to meet with its goals and objectives. The process of effective management of people involves cultivating effective work environments and fostering employee participation in contribution to the organization's success

(Begum & Mohamed, 2016). According to Jeet & Sayeeduzzafar, (2014) the concept of human resources is regarded as the management of people within the internal environment of organizations, comprising of activities, policies, practices involved in planning, obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate numbers and skill mix of employees to achieve the organization's objectives. This practice is considered in a way to achieve organizational goals, to have positive relationship between employee and employer of labor and also to create value for the organization (Marescaux, De Winne, and Sels, 2012).

The appropriate use of human resource practices such as, career development, performance appraisal, reward and recognition, health and safety, training amongst others encourage the employees to work better to increase the organizational performance as well as positively influence the level of employer and employee commitment (Purcell, 2003). It is to be noted also that the major reason for an organization being in business is primarily to achieve its pre-determined objectives. These objectives can only be achieved when the organizational resources including personnel, raw materials, machinery and so on are well mobilized, managed and plan for efficient and effective utilization of these resources, make the difference between well managed and poorly managed organizations (Chukwuka; 2016). This is because no matter how good an organizational policy, programs, goals, views and objectives are; they will eventually be executed by human beings. To remain in this contemporary world of workplace competition, every organization must be performance and objective driven hence, the need for human resources planning.

1.2 Statement of the Problem

The growth and development of any organization rest on its manpower because their effort individually and collectively work for the benefit of the organization both in terms of profit maximization, growth and development as well as becoming competitive among other related organization in the same category. This is why workers/employees are regarded as the most important asset to the organization. As important as they are, their individual and collective needs must be met to avoid turnover intention, to perform optimality for better growth and development to take place and also for high retention rate to take place. Often, employee seems to leave one organization or establishment for the other due to some reasons or the other and most importantly due to poor human resource planning.

However, the most important issue that is paramount to the success or any organization is to keep the resourceful personnel rather than employing a new one. This is why industrial organization of any kind must seek for knowledgeable employee in times of need and train them at extra for future benefit. The fact remain that it will be very difficult to weigh the implication of additional cost incurred as a result of turnover intention for such an organization. When an employee departs from an organization, he/she brings out with him all the information about the company, clients, projects and past history, very often to competitors.

Afzal, Mahmood, Sherazi, Sajid, and Hassan (2013) has regarded human resource planning as the core competency in any organization because it would lead towards better organizational performance and high retention rate. In support of the above, Kinyua, (2017) further stressed that the success of an

organization depends largely on its ability to effectively plan its human resources, manage them and utilize them appropriately for long run positive effect.

Buttressing the above, Bandana and John (2019) have also stressed that human resources are the lifeblood of any organization and it is also a major source of existence, growth and excellence. It is therefore expedient and in the interest of the employer and managements of an organization to retain and utilize the expertise of the valuable employees which further adds on to its productivity and profit. In a case where the important constructs of human resources planning such as training and development, reward and recognition, health and safety amongst other were ineffectively plan and manage, there is bound to be a high rate of staff turnover which in effect, has a significant economic impact on the organizations growth and development. For instance, in any organization where one employee is the key master of its unit/department, it will be very costly if nothing is done about such turnover intention because it will affect other unit and department negatively. In contrary, a loss of core and productive members in the same organization will automatically lead to instability of the entire system to function effectively and competitively.

Therefore, it is a high time for the employers to keep regular track of their employees' training and development, remuneration, reward and recognition, career development, health and safety, satisfaction, ambition, commitment, engagement, work-life balance and to modify the policies asper the requirement in order for them to be productive for the success of the organization. Retention of employees is of paramount importance as the success or failure of an organization depends on the quality of employee. Study on the

relationship between human resources planning and employee retention rate abound in literature both local and international. Nevertheless, there is paucity of findings in the petroleum sector most especially shell petroleum, Nigeria. It is based on the above that this study was designed to examine the impact of human resource planning on employee retention rate in Nigeria using shell petroleum development as the case study.

1.3 Objective of the study

The major objective of this study is to examine the impact of human resource planning on employee retention rate in Nigeria using shell petroleum development as the case study. Specifically, this study seeks to:

- i. Find out the composite influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate
- ii. Investigate the relative influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate
- iii. Assess the impact of training and development on employee retention rate
- iv. Established the relationship between reward and compensation and employee retention rate
- v. Assessed the influence of health and safety on employee retention rate
- vi. Investigate the impact of career development on employee retention rate

1.4 Research Questions

- i. Is there any significant composite influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate?
- ii. Is there any significant relative influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate?
- iii. What is the relationship between training and development and employee retention rate?
- iv. What is the relationship between reward and compensation and employee retention rate?
- v. Does health and safety significantly influence employee retention rate?
- vi. Is there any significant impact of career development on employee retention rate?

1.5 Research Hypotheses

- i. There is no significant composite influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate
- ii. There is no significant relative influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate
- iii. There is no significant relationship between training and development and employee retention rate
- iv. There is no significant relationship between reward and compensation and employee retention rate

- v. There is no significant relationship between health and safety and employee retention rate
- vi. There is no significant impact of career development on employee retention rate

1.6 Significance of the Study

The role of human resource planning in employee retention cannot be overemphasized. Thus, this study is one of its kind as the outcome of this research will provide adequate information about human resource planning in shell petroleum development, Nigeria and its impact of employee retention. The study would also be useful to human resources department at the shell petroleum to increase the performance of employees as well as maintaining high retention rates through implementation of its human resources planning and strategies. Also, this study will be helpful in optimizing the abilities of the employees and assigning the tasks accordingly. By implementing the human resources planning and management practices, Shell Petroleum, Nigeria will be able to achieve its target goals by making effective and efficient workforce.

Similarly, this study will provide knowledge on the role of manpower planning in determining significant employee job intention and how they are positively associated with the process of motivation and hence lead to better understanding of problems in achieving job satisfaction. Specific knowledge in how to determine the balance between employee commitment and performance at shell petroleum, Nigeria is needed by management in order to make human resource planning programs more relevant and effective. By doing this, the management can improve planning and delivery and ensure that the importance of human resources planning is properly aligned.

The study will also provide insight on how the management of Shell petroleum can find fresh ways of motivating employees with relevant human resource planning. Also, the findings of this study hopefully will enable academicians and researchers to understand how human resource planning impact employee retention. Consequently, the outcome of this study will add to the existing body of knowledge in this area of study and also serve as reference materials or guide for both future and intending users

1.7 Scope of the Study

This study examines the impact of human resource planning on employee retention rate in Nigeria using shell petroleum development as the case study. The scope of this study will also consist of the selected staff of the organization (shell petroleum Nigeria, a self-deign structure questionnaire, sample size of 367 staffs and the use of regression analysis for data analysis.

1.8 Definition of Terms

Human Resources Planning: This refers to a continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset alongside with quality employees in order to meet with the aim and objective of its establishment. The essence of this is to make sure there is a good linkage between employees and employer relationship as well as taking cognizance of human resources scarcity or excess.

Human Resource: In this context, human resources refers to as the set of individuals that operate in an organization as contrasted with the financial and material resources of that organization. In essence, A human resource is a single person or employee within your organization. Human resources refer to all of the people you employ. Human Resources is also the function in an organization

that deals with the people and issues related to people such as compensation and benefits, recruiting and hiring employees, on boarding employees, performance management, training, and organization development and culture.

Employee retention Rate: Employee retention refers to the ability of an organization to retain its employees. Statistically, employee retention can mean for example a 70% rate of retention which means that an organization retain 70% manpower over a period). Others considered it as the capability of any industrial organization to keep its employee at all cost.

Turnover intention: This is regarded as a measurement of whether a business' or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary.

Employee: In a simple and clear language, an employee is referred to as an individual employed to work in an organization either as a full timer or a part timer. an employee is also, an individual who is hired by an employer to do a specific job. The employee is hired by the employer after an application and interview process results in his or her selection as an employee

Employer: This is an organization, institution, government entity, agency, company, professional services firm, nonprofit association, small business, store or individual who employs or puts to work, a person or group of persons who is called an employee or employees or a staff member or workers for the purpose of achieving a set goal.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents relevant literature in line with the objective, research questions as well as the research hypotheses put forward in the study. Base on this study, the researcher of this study want to know the impact does career development play on employee intention rate. Also, this study will also establish whether training and development influence employee retention rate or not. In addition, the researcher will also be interested in knowing whether health and safety as well as reward and recognition has anything to do with employee retention rate or not. Based on the above, relevant materials were consulted via the internet's and other sources in compiling this chapter.

2.1 Conceptual Review

2.1.1 Employee Retention

Employee retention as a concept had been well documented in literature by scholars locally and internationally. Employee retention according to Badana and Johm (2019), is a strategic strategy for workers to stay with the company for a maximum time depending on his or her tenure in the organization. Nasir and Mahmood (2016) on their own conceptualize employee retention as the act of retaining important and valuable employees that are the key source of integrity and productivity. Similarly, employee retention to Wijesiri et al (2019), Swaroopa and Sudhir (2019) and Mathimaran and Kumar (2017), is the act of keeping or retaining Organizational workers for a sufficient period. Similarly, Francis (2014) defines employee retention as strategies adopted by industrial organisation to compel employee to stay for so long till retirement age. More

so, employee retention also refers to as ways to handle and maintain qualified employees and talented employees using creative retaining programs. (Phillip and Connell; 2002; Kavitha, Geetha and Arunachala,2011). Similarly, Jackson, Schuler and Werner (2009) state that retention contains all tasks performed by an employer to motivate competent and constructive employees to continue to stay in the organization.

In addition Aruna and Anitha (2015) see employee retention as process of teaching and coaching of employees in order to become talented in his chosen career in a way that he or she will be committed in such a way for both the employee and the organization can both be benefited. In this regard, any successful organisation who is interested in minimizing the cost incurred should learn how to minimize turnover of employee by retaining relevant and most important one through application of human resources. Ratna and Chawla (2012) stressed that it is the benefit to an organisation to retain important and competent cum commitment workers instead of employing new one. This is because, employee retention indicate that taking an adequate measure to motivate and encouraged the employees to perform excellently throughout their tenure in the organization.

In line with the work of Kavitha, Geetha and Arunachala (2011), it has become a serious issues and a core subject of discussion to retain competent and resourceful employee in any organization, because many are facing retention challenges due to lack of management that make them lose their employees. It becomes sadden and a great lost to see competent and skillful employee leaving an organization. When this happen, there is bound to be weak loyalty guide in the organisation. Masbigiri and Nienabar (2011) outline some

of the dangers of losing important employees. According to them, more cost will be incurred due to inability of an organization to retain its employees, it can also lead to great financial loss because recruiting of a new set of employees will involve additional cost which will affect the overall performance, growth, profitability and also result in a negative effect on the earnings of continuous actuality. Therefore, it is more profitable to avoid turnover, because retaining those trained workers will minimize additional cost of employing a new set of employees. Similarly, Kavitha, Geetha and Arunachala (2011) stressed that inability of an organization to cope with the trained employees in terms of cost implications make many organizations unable to retain their trained employees. This is because after training they needed to provide with adequate and necessary equipment and resources (both physical and materials) for them to function effectively. We should also not forget that the competitors are waiting and are ready to engage those leaving an organization and are also ready to motivate them more provided they are qualified.

It is to be noted that happiest employees will be willing to stay with the organization as long as possible and will still be dedicated to the organization. When this happens, there is no doubt, that it will positively impact the organization through increase in performances, profitability, loyalty, increase customer satisfaction amongst others (Mathimaran and Kumar (2017)). Similarly, employee retention according to Azeez (2017), has direct impact on the organization because it will bring about smooth operation, image builder, increased productivity, increase performance, as well as sustainability of the organization at the long-term.

To retain employees in any organization, there are lots of important factors to be considered. For instance, work environment family support, rewards, recognition, training and development, Organizational fit, culture, and career development etc all play an important and key factor towards retention of employees (Irshad & Afridi, 2011). In addition to above, De Silva and Chitraranjan (2018) in their study higher education sector in Sri Lankan posit that for sustainable competitive advantage to be experienced in an institutions, top level as well as reputable academicians like professors and other senior academic member should retain at all cost

Most often, employee's turnover intention may be due to annoyance or disappointment and sometimes as a result of disagreement with the superiors or other member of organization (Francis, 2014). Aside from this, inadequate or small wages, redundant growth and other incentives coerce an employee to look for other alternative. In this regard, every organization should make sure they try their best to retain important and resourceful employees in the interest of the organisation. If care is not taken, employee turnover intention in the case of on the job training and development will amount to complete loss for the organisation. The essence of retention therefore is to device the means through various measures so that an employee refuses to leave an organization as long as possible. This measures though human resources goes a long way not only to motivating workers in an organization but also to allow them to enjoy their work and be stable (Francis, 2014).

In essence, the goal of any vibrant retention activities is to minimize the rate of unexpected turnover of employees who are important and useful for their workforce (Mwangi, 2015). In an organization where there is a successful

employee retention practice, it draws more employee to the organization and thereby boost the retention rate of the employee in that organization. Since employee turnover negatively affects the organization in presence of numerous competitiveness, and also affect organization reputation, the practice of retention rate is thus paramount. This is because of its added advantage in the areas of productivity, reduction in the cost of labour to cost of employee turnover, and also staying competitive in the marketplace (Mwangi, 2015).

2.1.2 Human Resource Planning

The term “Human Resource Planning” is conceptualized as an approach or policy for the acquisition, employment, manpower training and safeguarding the organization’s human resources (George, 2017). Similarly, it is also refers to as the process of accomplishment an approach or task, in order to meet organizational goal and objective. In addition, it is also refers to as the procedure put in place by an organization, so that qualified individuals are given the opportunity and place to function effectively and efficiently in accordance with the stipulate guideline to meet with the aims and objectives of the organization establishment(Afzal et al 2013; Aslam et al 2013 and George, 2017).

Human resources planning according to Mursi (2003), is a process of by which an organization direct the affair related to the organizational growth and development. In general term, human resource planning is an ongoing process of regular and structured planning through identifying the required quantity of individuals an organization need in terms of high quality and quantity. Walker (1980) defines human resource planning as the process of evaluating organization’s manpower needs under changing conditions and developing the

activities needed and necessary to gratify the needs. Vetter (1967) also defines human resource planning as the process by which an organisation devise the means to move from its present position to a better one.

Since the establishment of human resource planning, many industrial are now at the edge of managing their employee compared to the era of no human resources planning and strategies. It was through the implementation and practices of human resource management that the key personnel such as chief executive officers, manager etc realised that the effectiveness of operation star to increased which resulted into increased organizational performance. One of the key aims of human resource planning is to ensure that all workers have mutual relationship and understanding with their jobs”.

Human Resource Planning is an elongated practice that was designed and structured in such a way that the manpower in the system were properly employed and catered for (Jonathan and Rice;2011). One of the crucial elements that any successful organization should no jettison is what is refers to as human resource planning; because of its enormous importance in generating and upholding mutual relationship within the organisation. There are three key construct of human resource planning process in an organization. This includes forecasting labour demand, analyzing present labour supply, and balancing projected labour demand and supply (Jonathan and Rice;2011). Human resource planning is one of the most important elements in a successful human resource management program. Therefore, every organization must be familiar with the number of manpower they require and the position each must occupy to meet present and future business necessities (De cenzo & Robbins, 1988). Hence, the so call “Human resource planning” is the hub of human resource

management because it enables qualify people who have sense of direction to occupy key position at a given time in any organization.

Consequently, it enables establishment to plan ahead, engage and keep knowledgeable personnel to meet the aim and objectives of the organizational. Organization need some key component of human resources planning to retain most of its resourceful and other important employee. This includes; career development, health and safety, training and development, reward and recognition, performance appraisal amongst others.

2.1.3 Career Development

According to Allen et al (2010), employee retention is among the challenges facing many today's organizations. In this regard, career development is found to be one of the human resource management strategies that organization needs, to tackle with the issue of turnover intention among employees. Therefore, career development is one of the key components of human resource personality that give rise to continuity of employee in any organisation (SHRM, 2012). Career development according to Rivai and Sagala (2009), is the modality adopted by organisation to increasing work abilities of an employee so as to achieve excellently in line with the desire career goal. In a nutshell, career development is a different concept that denote the procedure by which employees and employers take charge of various routine and task within the organization over time, with expectation for optimal productivity as it related to employee work (Zacher, Rudolph, Todorovic, and Ammann, 2018). Similarly, Priyono (2008) stressed that career development is a pre-designed effort put in place by organization that resulted into collective development between workers and management of organizations. From the

organizational point of view, understanding and appreciating the world career development from what its personnel activity that helps employees plan their prospect careers within the organisation, is to help individuals accomplish utmost self-development (Mangkunegara,2011). In line with the above, career development can further be explained to mean the process of escalating employee work related talent that will help will in planning their future careers within the organization. This could be in variety of attaining individual goals or actual benefits in different task applicable to the organization.

Career development focuses on how employee cum individual and other related factors can influence change in employee's careers over a period of time. In literature, as pointed out by Wang & Wanberg (2017) studied were focused of the topic career development and subjective and objective career successes. Which means the ability to achieve personal objective that are related to employee positive outcome that are related to welfare and promotions. In different occupational status, career development in line with the work of Meyer and Smith (2003) is refers to ability to create ways for promotion among employee within an organization and also providing opportunity for manpower education and skill development that allows employees to improve their employability in the labour. It is believed therefore that any establishment that need to build positive relationship with its workers must be interested in its manpower development (Woodruff;1999), He further argues retention of employees will be strengthen when employers devote more training and development of its workers. In this regard, most employee will be committed to the organization they are most especially when they are being trained from such establishment.

Intention to quit an organization was contented by Ongori & Agolla (2009). According to them, career variation in an organization associated with increased employee intention to leave for other organization. Ongori & Agolla (2009) further affirmed that it is not in the interest of an employee to be in a place or organization where they are not progressing, but situation at times put them in such condition. Career variation is seen as one of the contributing factors that lead to turnover or intention to leave among employee. Therefore, human Resource personnel/expert has a greater responsibility to play managing career variations among employees and also minimize employee turnover intention. This can only be done through career development of employee in an organization. According to Lee-Kelley, Blackman, and Hurst, (2009), higher labour turnover is likely to happen in any organization because most employee want to experience the benefit other are enjoying in other organization with the same career prospect. Studies by Yamamoto (2006), have shown that individuals of high caliber and standard have a high degree of leaving one organization to another due to reduction of opportunity in the present establishment

To Broadbridge (2007), SHRM (2012), Day and Harisson 2007) and Baruch and Peiperl (2000), Career development activities includes succession planning, talent management, leadership development, structured career management and self-assessment respectively. The outcome of a progressive organizational planning was meant for growth and development, vocation surveillance, career revolution within the organization and promotion leading to retention of employee (Broadbridge,2007). In any organisation or establishment where there is planned career management, there is bound to be sporadic

commitment and positive behavior among employees (Baruch & Peiperl, 2000). When this happens, there is the tendency of constant and regular retention of employee in that organization. More so, to enrich the skill of functionality of employee in addition, self-assessment enable commitment to perform better in the organization and enriches the skills of functioning in the workplace (Baruch & Peiperl, 2000).

In any organization, career development is one of the construct/elements that bring about of lifetime learning, because the experience gathered through training in that vocational skills will become larger overtime for the benefit of others. According to Zheng and Kleiner (2001), career development is an approach put in place by an organization to make sure that qualifies and right people with required experience are engaged. One of the importance and advantage of career development is that it helps organizations to shun the dangers of an outdated and deplorable workforce. In addition to the above, Zheng and Kleiner (2001) stressed that career development also provides a future direction to human resource advancement in an organization. Due to change, growth and development of employee in an organization, work schedule also changes. Thus, the kind of assistance needed by employers to its employees, therefore, will go a long way in making positive decisions towards growth and development of the organization in the nearest future. This will in one way or the other enhance and motivate workers to be efficient in whatever task assign to them. In a case there is some level of understanding between employer and employees in terms of decision making, there will be a better job and planning for their human resource requirements (Zheng and Kleiner 2001). In regard to the present study therefore, it thus interfered that career

development has a positive impact on employee retention rate. This is the more reason why the researcher of this study deem it fit to consider career development as an important element of human resources planning that every organization should considered to retain resourceful employees with the organization over a period of time.

2.1.4 Health and Safety

Another important human resource management strategy that can aid retention rate among employees in an organization is “Health and safety”. According to Hughes (2007), health is referred to as guidance or security of workforce from any occupational hazard. On the other hand, safety is the protection of employees’ job-related damage that is mental in nature. Invariable, Hughes (2007) therefore conceptualized health and safety as the wellbeing of employees as well as maintenance of facilities and resources that make up a workplace. In related to the above, Chemirmir, Nassiuma (2017) conceptualized health and safety as the encouragement and protection of workplace both in terms of physical, mental and social well-being.

The practice of health and safety in an organisation include occupational health programs, health and safety management, health and safety training, and health and safety inspection. By implementing proper health and safety standard in an organization, there will be improves in the performance of both the organization and employee alike because there is the tendency for the reduction in accidents, illness, absenteeism among others (Gaceri, 2015). One of the ingredients of human resource management practices is preserving the social, economic, and psychological well-being of employees in conjunction with secured working atmosphere. This is because, it is a function that is directly

connected to performance of the organizational, profitability, and effective service delivery (Mearns & Reader, 2008). Similarly, such health program helps industrial organization to reduce occupational stress among employees towards achieving a higher productivity and make them determined not to be absent from work (Armstrong, 2006). According to the Author, the aftermath effect will result into drastic reduction in employee turnover intention. In any organisation where training on Health and safety is taking place, such organization will have employees who are proactive and more conscious of occupational hazard, therefore take necessary precautionary measures to deal with any safety problems. The above make employees to be committed and also fabricate some level of the confidence among them towards the which cause an improvement employee retention rate (Armstrong, 2006). In addition, organizational health and safety management helps in reducing excessive cost, and the occupational risk employees are likely to face in the workplace. This will bring about increased productivity because these incentive gestures make employees happy, motivates them, as well as keeping them in good strength thereby reducing labour turnover (Health and Safety Executive, 1997). Health and safety monitoring, practice and management in an organization prevent any form of damage and hazard in the workplace thereby build a significant positive health and safety culture, that do not only result into high productivity but also enhance performance, commitment and cause a reduction in labour turnover (Armstrong, 2010).

In the work of Asiedu-Appiah, Kontor and Asamoah (2013), a healthy environment does not only mean cleanliness, safety, ergonomics, improved health and wellness of employee, but also associated with high retention rates

which in turn contribute to the attainment of organizational objectives. In any organization therefore, health and safety are paramount towards growth and development. Not only that as one of the ingredients of human resources strategy, no employee will last for a period of time in any organisation where there is no safety. Safety in this essence could be in terms of occupational safety, live and properties among others. The researcher therefore considered health and safety as important to this study because it is when one is alive that one can be talking and productivity, commitment, performance or even retention rate.

2.1.5 Training and Development

The word “Training” is referred to as an orderly method put in place in an organization or establishment to enable employees or workers gain more understanding and expertise to perform individual and specific tasks optimally, effectively and efficiently with the consequential progress in their actions (Armstrong, 2006). Also, Dessler (2008) define training as the process adopted by organization to educate employees to be more skillful so as to perform the required job assigned to them with less or no supervision. This implies that every employee wants growth and development in terms of training on the job. This is because; such training will not only help them to function effectively on the job, it will also improve them intellectually and add to their retention capability. Training is an important tool that increases the performance of an employee through knowledge and skills acquisition over time. Training can also be referred to as an attempt put in place by organization to bring out additional competencies that employee need to function efficiently and effectively, in order to increase organizational performance (Jackson and Schuler, 2000; Cook and Hunsaker, 2001).

Training & development therefore conceptualized as a logical expansion of information knowledge task, understanding of such knowledge task as well as the skills and attitude needed to execute such job-related task (Olaniyan & Ojo, 2008). Different models have been developed to design effective training programs. In the work of Wijesiri et al (2019), Kirkpatrick level is one such model that positively affect training program. According to them, the model has four main stages which include reaction, leaning, behavior and result. The essence of such training programs is to increase worker competency, growth, effective organization's operations (Olaniyan & Ojo, 2008).

There are lots of element or construct that make up training and development. This includes on-the job training, off-the job training, job rotation, coaching & mentoring, and employee development. On-the-job training according to Hanif (2013) improves work efficiency, develops interest in work, gives satisfaction and reinforces the commitment towards the organization leading to employee retention. Off-the-job training, it is a type of training and development whereby employees dedicated more time and attention to training activities without interruption in order to gain novel skills and knowledge (Elnaga, & Imran, 2013). Job rotation on the other hand, enables workers to gain more skills that will increase and enrich their skill set and has positive effect on employee motivation and retention (Kaymaz, 2010). Similarly, one of the most vibrant training and development method is coaching and mentoring. This is considered as that which gives employees opportunities of person to person discussion in the training procedure.

This process of training (coaching and mentoring) give rise to high performance among employees, cause an increase in organizational

productivity, speed up training process in the organization and increase retention rate over time (Ameeq & Hanif, 2013). Furthermore, employee development activities have a significant and positive impact motivation, loyalty and employee retention (Sinha & Sinha, 2012). According to Montgomery, (2006), training and development programs when adequately monitored and practice without any biased, will boost retention rate as well as meeting employee's needs. Meeting employee needs through training programs therefore take place when the idea and necessary requirement put in place is seems useful, appropriate, applicable and wanted by employees. Montgomery, (2006) go forward by saying that competence of management, skill development financial and psychological rewards are major solution retention.

In essence, organizations therefore must invest more in training and development and pay serious attention to it to avoid turnover intention so that the most important skillful employees could be retained. This is why Roberts and Outley (2002) mentioned that retention strategy that must triumphant must include training. This is because training influence employee positively to remain in the organization for so long. The important of training and development to this study no far fetch. First and foremost, as employee received training and development, they are bound to develop in capacity, skill and efficiency. Hence, because of huge cost of training, no employer will be willing to let go of such important employee. Secondly, training and development of employees will not only improve their work efficiency but will also make employee have positive interest in his job, make them to be committed and satisfy with the job. Hence, as this occur through training and development the rate of employee retention will also be increases without any doubt.

2.1.6 Reward and Recognition

According to Jack and Adele, (2003) and Cox (2008), aside from training, health and safety, career development among others, for employees to be happy and satisfy with his/her job, money and reasonable income is needed. This is because the worth of any employee in an organization depends on income level. In another dimension, it means that the higher the income, the higher the recognition and worth. Reward of employees refers to everything that is related to money that employees collected as a result of their employment. Zigon (1998) define rewards as anything that organization put in place to improve the efficiency and frequency of its employee's action towards attaining organizational goals and objective. Manus and Graham (2003) referred to that rewards as direct and indirect, intrinsic and extrinsic for the satisfaction of employee. Scholars all over the world both local and international have indicated that reward offers to employee in an organization serve as motivation that drive employees for positive behaviors and better outcomes. Patricia and Shuster (2001), indicated that a unique and fast moving organization that love the want growth and development take place both in form of productivity, performance or profitability will total rewards important to make work more interesting and fulfilling by the employees.

According to Sabir (2016), reward and recognition is referred to as an organizational program design to create positive work environment, attracting and retaining employees, creating a culture of recognition, supporting the organization's mission and values amongst others. Reward and recognition are reasonable financial benefit an employees receive from an organization which are in different form. Different form of reward and recognition include but not

limited to rewards based on employee performance, monetary and non-monetary incentives, extrinsic rewards, and intrinsic rewards. Most importantly in any organization, performance based reward make employee to perform beyond expectation and also motivating them not to leave the organization (Nazir, et al., 2013).

Employee recognition according to Sabir (2016) is nothing but the judgment of employees input to the organization. Such input is related to the work process as well as dedication and motivation. In addition, employee recognition according to Brun and Dugas (2002) is a genuine feedback receive from employer to employees in terms of its positive and constructive support towards organizational growth. Recognition is also mean the process of according due regard to the result of employee task and action. Similarly, employee recognition is also referred to as the process of commending an employee for a successful work done. This is because it is what will make employee to put in more effort which will result into increases individual productivity, loyalty, retention and high employee satisfaction (Danish & Usman , 2010). Non-monetary incentives attract, retain skillful employees and also motivate them to see the organization as part of them (Fogleman & McCorkle, 2013). According to Saeed, Mussawar, Lodhi, Iqbal, Nayab and Yaseen (2013) Extrinsic rewards make employee to be satisfied, motivate them and also boost their level of job performance. On the other hand, Intrinsic rewards is also important because it serve as agent for employees motivation (Saeed, et al., 2013). This mean that taking in terms of the two reward , one can therefore deduced that extrinsic rewards are more powerful ingredient for

retention than the intrinsic rewards in terms of employee retention.(Edirisooriya, 2014).

Reward practice in organization today become important because if managed in accordance with the policy of the organization and efficiently it will not only lead to commitment among employee but also, it will motivate them to perform extraordinarily as expected. Though money, income or benefit alone is not enough to satisfy employees but without them, it will be difficult, satisfaction employee as well as perform job satisfaction evaluation. This is the more reason why Noel (2007) indicated that majority of employee work majorly because of income and financial security because money is paramount in our society.

According to Huang & Kleiner (2005), reward and recognition can also be explained as an ingredients adopted by organization to rewards employees for better job performance. Reward and recognition in general according to Hsieh & Kleiner (2003), have three major constructs which includes : reward based on compensation, Reward based on indirect compensation and reward based on incentives. Any organization or establishment operated under structured and open reward system will not only attract employee but also , retained important employees in order to ascertained higher organizational financial performances (Lardner, 2015). In any organization, both the monetary and non-monetary benefits are important to employees . This is the more reason Coffey (2013), stressed that in chosen any organization , employees do not considered only monetary benefit but also the other benefits because all are important in retention. Implementing good reward and compensation policies allows to retain talented employees within the organization (Chiekezie,

Emejulu, & Nwanneka, 2017). To be factual, the need of every employees are not the same. Hence, for organizations to retain their employees their need must be understood so that effective compensation and reward system needed to satisfy them can be established.

In line with the present study, though every individual prefers one organisation to the other for one reason to another. This indicated that people can be motivated by money, awards or even just public praise. It thus inferred that when talking about reward and recognition, we are talking about reward in form of income or money as well as due regard accorded to employees as a result of job well done. Hence, as this is taking cognizance about, the rate of retention of employee will increases.

2.2 Theoretical Review

This study anchored on supper theory of career development, expectancy theory of motivation, equity theory and employee turnover intention theory.

2.2.1 Super's Theory of Career development

Super theory of career development is one theory that is related and has an association with super career development propounded by Parson, (1950). This theory stressed that mutual relationship exist between the interest of an employee in an organisation and their aptitude to make thing work for good. This theory further posits that employee's interests and aptitudes go a long way in influencing career development. The Most important point of call when talking about super theory of career development is the choice of career among employee which is depend on individual trait and capability. Career choice of employees in one way or the other effect changes in them. To achieve the career

goal an employee have decided on, they need to work harder to achieved and sustained career development goals. According to this theory, employee's mindset and capacity are influence by physical, economic, environmental and social factors, which in-turn affect their nationality in such establishment. This theory occurs at every growing stages of employee in an organisation in such a way that they make choices(Shaf, 2002). Consequently, the roles of each developmental stages influence career development.

Researchers like Krumboltz (2009), Zunker(2002), Skorikov (2007) among others have widened scope of the original Super's assertion on career development stages and career development theory. According to them, the roles in life, values and cultural context influence employee's career development. Super theory of career development has relationship with this study in the sense that career development of an employee goes a long way in making an employee to decide either to stay or leave. This is because employee interest and ability pave way for them in order to make the desire decision.

2.2.2 Expectancy Theory of Motivation

This theory was developed by Vroom (1964), which is related to what motivate employees to perform as well as allowing them to make decision to stay or leave the organization. This theory is in two dimensions, to organization, this theory relates to what motivates an organization to attain the desire goals and objective efficiently and effectively through employee's actions and reactions. This theory suggest that employee's motivational level influence their intention to leave, increase their retention rate and make them to be commitment towards achieving that set goals. Expectancy in this sense indicates the perception of employees of the possibility that their efforts will resulted into

attainment of organizational performance goal which will be preceded by favorable outcome (Ezigbo 2011). The implications of this theory to management of organizations are not hiding. For instance, high expectancy is like a catalyst that propels organization for work environments that facilitates better performance, encourages training support, sets realistic attainable performance, and encouraged employees. These build employees confidence to the extent that they can perform at the levels least expected. We should also note that employees or individuals in an organization are ready to set for work every day, but one thing that further encourage them the perform better is what they will provide and what have not presently obtained but could be obtained in the nearest future (Ezigbo 2011). The relationship of this theory was that as the need of employee are met in a positive direction as expected by the management of the organization; their intention to stay will be higher. The need of employee in this sense will include but not limited to health and safety at work, on the job training and development, career development among others.

2.2.3 Equity Theory

The rule of equity and fairness has been introduced in organizational management to ensure that employees rewards are inconsonance with their groups or individual inputs, hence the theory of equity. Wehrich and Cannice (2008) contends that an important factor in motivation is whether individuals perceive the reward structure as being fair or not. The equity theory which addresses this issue refers to an individual's subjective judgment about the fairness of the reward he or she gets, relative to the inputs in comparison with the rewards of others. This input, is a function of Individual's educational level, years of work experience and effort of such employee in that organization .

McCormick (2006) have therefore stressed that equity theory is essential and important in that , it has received an important recognition for its evolution. The theory further posit that a balance is expected in terms of outcome/input association among individuals and across many group of peoples. In a common sense, unevenly rewarded among employee in the same organization will resulted into dissatisfaction. The outcome of such dissatisfaction is nothing but reduction in the magnitude or worth of output, or they may even leave the organization. Also, if people think that the rewards are greater than what is equitable, they may work harder(McCormick,2006).

At last, when employees notice equitable in the level of reward they receive in an organization, there is no doubt they will put in their best to be at the same level with others (Wehrich and Cannice, 2008). Equity theory therefore, lay emphasis on the fact that employee remuneration should be positively related with input/output relationship. Equity theory of Stacy Adams (1963) has been seen as a good motivational tool for employee, which leads to organizational performance. The rule of equity and fairness has been introduced in this study to help organizational management to ensure that employees rewards are inconsonance with their groups or individual inputs. Employee's perception of fairness in an organization is a motivation to perform. The researcher of this study make use this theory because it based on organizational retention rate, since employee judgement whether to stay or leave an organization has relationship with equity and fairness they receive from the organization.

2.2.4 Employee Turnover Theory

Employee turnover theory was propounded by March and Simon (1958). According to them, employees intention to leave an organisation can be motivated by job satisfaction and perceived availability to move to another job. According to this theory, an employee is more likely to leave an organization if they were not satisfied with their job or believed there were better opportunities elsewhere due to some human resources strategies that may be lacking and that the employee needed. According to Porter and Steers (1973), in this theory employee may be influence by factors such as reward, supervision, training and development , relationship amongst other to voluntary leave the oprganisation turnover(Bowen and Siehl, 1997). Furthermore, studies by Ismail (2016), Liu, Wu, Chou, Chen, Yang, and Hsu (2016) also supported that voluntary turnover among employees can be predicted by the intentions of employees to leave the organization due to the above factors. When this happen, it will influence retention rate of employees in the organization. Therefore, the turnover influencing factors that can influence turnover intention and hence retention rate include training satisfaction, Reward and Recognition, health and safety , supervisor satisfaction, compensation satisfaction, job satisfaction, job stress, social integration, parent company commitment and local operation commitment, and intent to leave. This theory is important and related to this study in that since human resource factors have been found to influence employee retention, it them means that when such factors are not in place or not management effectively, it will lead to turnover intention (i. e intention to leave).

2.3 Empirical Review

Studies have been carried out locally and internationally of causal relationship between employee retention and human resources planning. For instance, Rotich (2020) in his study on the effects of reward management practices on employee retention in Telecommunication firms in Kenya adopted survey research design where 226 respondents constitute the sample for the study out of the target population of 519 employees. Data collection was done through self-administered questionnaires. The data analysis was carried out using both descriptive (mean and Standard Deviation) and inferential statistics (Regression analysis). It was gathered that reward management significantly influences staff retention. Similarly, it was also gathered that a positive and significant relationship exists between reward management practices and employee retention. Based on the above findings, it was suggested that the telecommunication industry should pay more attention to such rewards like shorter working week, employee work life balance amongst others that will enable them not to be weak or tired while at work.

Kahiga, Ogolla, and Muema (2019) examined the relationship between career development and employee retention among 384 selected supermarkets in Nairobi. Descriptive survey study design was adopted and Stratified sampling methods were implemented similarly using reliability of the data collection. Data collected was analysed using correlation and regression at 0.05 level. Findings established that employee retention is significantly influenced by employee's career development. Employers should therefore deem it fit to consider other non-monetary rewards that can influence employees' intention to stay rather than just focusing on monetary reward.

Similarly, Imna and Hassan (2015) assessed the influence of human resource management practices on employee retention. Descriptive and explanatory research design was adopted in the study likewise cross sectional survey methods was also adopted 5 point likert scale rating questionnaire was adopted for data collection through convenient sampling techniques 254 employees from 14 retail outlets in capital city of Maldives participated in the study. Data collected questionnaire was analysed using descriptive statistics and regression. Both career development, reward and recognition, and health and safety significantly related to employee retention.

More so, in Malaysia, studies on the impact of human resource practices on employee retention was successfully carried out by Haider, Rasli, Akhtar, Yusoff, Malik, Aamir, Arif, Naveed, and Tariq (2015) through the use of survey research design and structured questionnaire as instrument for data collection. The study was conducted among 250 employees at the telecommunication companies in the study area. The results of the regression analysis revealed that human resource practice significantly influence employee retention. In addition, it was gathered that training and development negatively impact staff retention while employees' culture and compensation positively related with employee retention rate. Therefore, effective human resource management like culture and compensation should be adopted to improve retention rate among employees.

Furthermore, study conducted at Deloitte Kenya by Abbas (2014) on the perceived influence of career development on retention in conjunction with training and development as moderating variable showed that employee were satisfied with training and development practices in the company. It was further

revealed that employees are ready to work in the company through the stipulated coaching and job training adopted and put in practice by management of the organization. In addition, Jangua and Gulzar (2014) surveyed the impact of human resource practices on employee retention and commitment at the telecommunication sector in Pakistan. The result of regression and sobel tests revealed that different human resource practices in one way or the other significantly influence commitment and retention rate among employee.

Francis (2014) assessed the influenced of human resource management practices on employee retention among 184 employees across manufacturing sector in the Southern Region of Nigeria. Survey research design was adopted, and the only method adopted for data collection was a structured and validated questionnaire. The outcome of the quantitative test showed that the compensation and benefits is certainly related to employee retention rate related to employee retention rate.

Duah and Danso (2017) conducted a study using capital bank in Ghana on the impact of training & development on employee retention. The research adopted quantitative analysis where one hundred (100) employees at the capital bank were selected by means of through structure questionnaire and. The qualitative data analysis indicated that majority of employees stressed that training they receive is of great impact and significant to their work. It was also gathered through quantitative analysis that there is a significant impact of training and development of employee retention.

Ahmed (2014) examined the impact of the impact of training practice on employees' retention. Survey research design was adopted in the study. One hundred employees in both public and private were selected through convenient

sampling techniques and structured questionnaire to participate in the study. Data analysis was carried out using both the descriptive statistics, correlation and regression analysis at 0.05 level. Findings indicated that a positive significant relationship exist between training and employee's retention. Therefore, it was concluded amongst others that taking right decision to continue working for and organization for as long as possible has a lot to do with training practice employee received over time from the organization.

Terera and Ngirande (2014) examined the impact of rewards on job satisfaction and employee retention among nurses. In their study, the author makes sure of quantitative research design method. The study employed 180 nurses who were randomly selected to participate in the study through self-designed questionnaire. It was gathered that employee rewards have great impact on employee retention. Also, it was gathered that employee rewards do not necessarily make employees to be satisfy with the job. In and Insurance Companies in Kenya, Mwangi (2015) investigated the relationship between reward management practices and employee's retention. The researchers make use of descriptive survey design, structured and validated questionnaire for data collection in the study. Descriptive statistics (simple percentages as well as means and standard deviation) were employed for data analysis. Findings indicated that at the insurance company in Kenya, there exist a significant relationship between reward management practices and employee retention.

At the logistics industry in Sri Lanka, Mendis (2017) investigated the impact of reward system on employee turnover intention through survey research design. 97 (ninety-seven) non-executive staff in the logistics industry of Sri Lanka participated in the study. Self-administrated structured and

validated questionnaire was the only instrument use for data collection. It was gathered that all the tested variables (work life balance, remuneration, cash supervisor support, incentives, and employee recognition) were significantly and negatively correlated with turnover intention. Nevertheless, it was further revealed that reward system (financial and non-financial) has a positive impact on turnover intention among employees. Therefore, the management need to make sure that there is a balance between financial and non-financial reward put in place for employee in their organization

Ali (2014) assessed the impact of safety and health on employee's retention. Survey research design was adopted in the study and data used was collected through questionnaires from two hundred employees. Data collected was analyzed through correlation using SPSS software. Findings indicated that both health and safety, job satisfaction and employee retention were significantly and positively related. Also, Chemirmir, Nassiuma, and Musebe (2017) examined the contribution of health and safety practices to employee turnover intention at flower farms in north rift Kenya. The researcher adopted the use of survey research design through questionnaires. It was gathered that there is a significant influence of health and safety on employee turnover.

Amponsah-Tawiah, Ntow and Mensah (2016) examined link between Occupational Health and Safety Management and Turnover Intention in the Ghanaian Mining Sector. The study make use of a cross-sectional survey design where qualitative data were collected from 255 mine workers that were conveniently sampled from the study area. The data collection tools were structured questionnaires. Findings indicated that negative significant correlation existed between dimensions of occupational health and safety

management and turnover intention. Findings further revealed that in all the independent variables under study, safety leadership and safety facility mostly predict employee turnover intention (p 's < 0.05). It is also find out that employee turnover intention is greatly affected by the commitment of safety leadership so that healthy workplace can be ascertained trough policy formulation and effective supervision.

Rahman and Syahrizal (2018) assessed the effect of compensation and career development on employee turnover intention using job satisfaction as a moderating variable. It was revealed that compensation and career development have a positive and significant influence on job satisfaction. On the other hand, all the independent variables negatively related to employee turnover intention ($P < 0.05$).

In Rural Public Secondary Schools in Tanzania, Sikawa, Waiganjo and Otieno (2015) examined the effect of Career Development Strategy on Employee Retention. Positivism paradigms along with descriptive survey research design were adopted in carrying out the study. The target population comprised of 3497 public secondary schools in Tanzania. The researchers adopted Stratified sampling technique and 358 public secondary schools in the rural area of Tanzania constitute the sample for the study. The method used to gather data in the study includes: focus group discussion, structured questionnaire amongst others. Findings revealed that career development strategy significantly influence employee retention in rural public secondary schools in Tanzania.

Consequently, Kwenin (2013) explored the link between work environment, career development opportunities and employee retention.

Sample size for the study is 142, which represent 10% of the total population of 1,420. The study employed survey research design and data collected was carried out through questionnaire. The result of the correlation analysis indicated that work environment significantly influence employee retention. In the like manner, findings also showed that career development opportunities also has a significant positive relationship with employee retention. In conclusion therefore, work environment and career development significantly influence employee intention to stay.

In essence, employee has a role to play in either to stay or leave and organization. The level of their career development in such organisation could motivate them based on their motivation and interest in such establishment. Another important theory that affect retention rate is turnover intention theory. this theory is related to the empirical finding in that, employees intention to leave an organisation can also be motivated by job satisfaction and perceived availability to move to another job. According to this theory, an employee is more likely to leave an organization if they were not satisfied with their job or believed there were better opportunities elsewhere due to some human resources strategies (training and development, career development, health and safety) amongst other that may be lacking and that the employee needed.

2.4 Conceptual Model

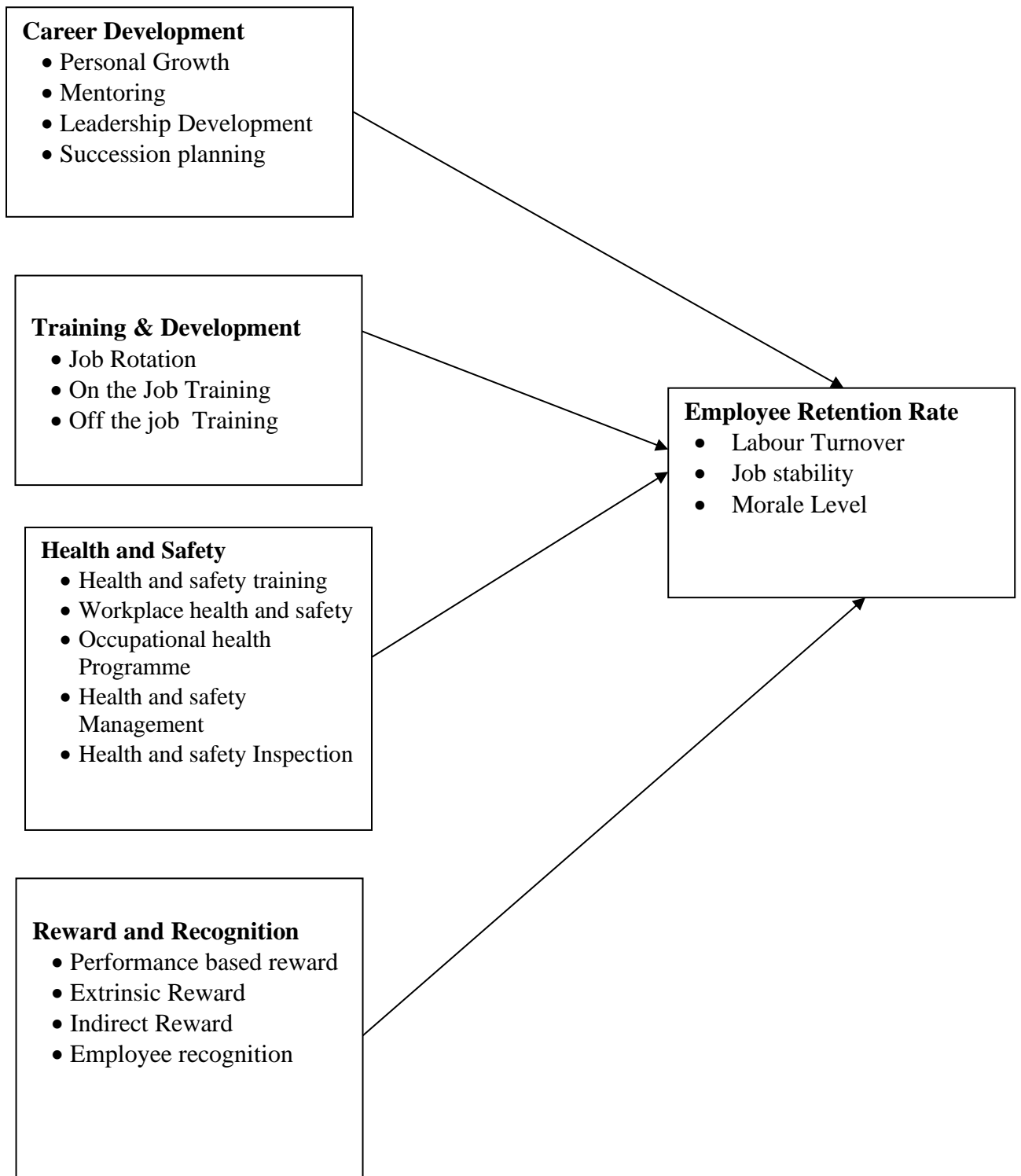


Figure 1 – Conceptual Framework of HR practices and employee retention rate

Source: Author (2020)

In developing the conceptual framework for this study, effort was made by the researchers through relevant literature in accordance with research objectives and research questions formulated for testing in this study. In the first instance, it was revealed from the model that that a relationship (positive or negative) career development (personal growth, mentoring, leadership development and succession planning) and employee retention rate which was measured using some indicators of retention such as labour turnover, job stability and morale level. For instance, as personal growth of an employee in an organization is increasing, there is the tendency for increase job stability , high moral and reduction in labour turnover intention

In addition, in any establishment, health and safety goes a long way towards building strong relationship among employee and employer. Health and safety is a form of human management strategies that helps organization to reduce costs, reduce risk among employees in organization and thereby increasing their productivity. This is because health and safety practice will not only motivates employees but will also make them sound health wise. Through this, labour turnover reducing and lead to increase retention rate. From the model above, it was revealed that relationship (positive or negative) exist between health and safety (Health and safety training, workplace health and safety, occupational health programme, health and safety management and health and safety Inspection) and employee retention rate which was measured using some indicators of retention such as labour turnover, job stability and morale level. In this regard, as employee health and safety increases, there is the tendency for increase job stability, high moral and reduction in labour turnover intention. The aftermath effect is high retention rate.

Similarly, in terms of training and development, employees who value acquiring new skills and polishing the existing one for their career growth maybe more willing to work for an organization who equips them with well-run knowledge. Aside from on the job training and development, rotation of staff or employee from one department to another is also a form of staff training and development because as employee move from one unit of the other, he/she gather more knowledge and skill . As a result of this, such employee will be willing to continue working for such organization or establishment. Therefore, organizations skills can this be refined through job rotation, on the job training and off the job training and development. This means that there could be positive or negative effect of training and development on employee retention depending on the intensity of training and skill gathered after training and development of employee.

Reward and recognition is another important human resource strategies adopted in this study. Rewards in this essence, is based on performance based reward, extrinsic and indirect, recognition and other financial rewards amongst others. This in this study is representing the independents variable in which the dependents variable (labour turnover, job stability and morale level) of employee rely on. In essence, the level of reward and recognition employee received from its employer goes a long way in influencing employee retention rate. Notwithstanding, the effect could be positive or negative depending of such level.

2.5 Summary of Literature

In this chapter, relevant literature has been reviewed on various theories related to this study. Also, concept related to the study such as concept of retention, human resources planning, career development, training and development, health and safety as well as rewards and recognition have been death with. Empirical studies on the influence of these practices on retention in various sectors have also been reviewed which show a positive relationship between these practices and employee retention rate.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

This chapter discusses the research design, target population, sampling frame, sample and sampling techniques, research instruments, data collection procedure, validity and reliability of the instruments, data processing and analysis.

3.1. Research Design

Zikmund (2003) conceptualized research design as plans of action that brings about techniques and measures needed for data collection as well as evaluating the desired information. In this study, the researcher would adopt the use of survey research design to investigate the influence of human resources planning on employee retention rate. This research design involved the use of structured questionnaire to gathered relevant information that would guide the study towards solving a particular problem. This research design (Survey) entails asking questions from a sample of respondents who are representative of the group or groups being studied. Such investigation may have a variety of purposes such as describing, comparing, and correlating. The survey research design is also a type of descriptive research in which information is obtained from a sample of respondents or answering research questions concerning the status of some educational problems. According to Marczyk et al., (2005), this is a type of design in which the investigator gathers data from a large number of people on their behavior, attitudes and opinions.

3.2 Population for the Study

According to Kombo and Tromp (2006), a study population is refers to as a subset of entire population. It is also refers to as a minute measurement of individuals or substance in form of measurement that a take to represent the whole population. Sommer & Sommer (1997) on the other hand defined target population as all members of a real or hypothetical set of subjects, people or events in which a researcher wishes to generalize the results of a study. The researcher targeted all the staff both the junior, senior, intermediate and management staff within shell petroleum development office Lagos, Nigeria. The population of staff is about 4, 500. The major reason for chosen this study area was that the two research assistants that would assist in data collection for this study were not far and were also familiar with the organization. This aid data collection exercises.

3.3 Sample and Sampling Techniques

Orodho (2005) & KIM (2009) conceptualized sample as element of a population that can be used to represent the entire population. On the other hand, the process entails in picking a number of persons or substance as an element to represent the group of population is known as sampling or sampling techniques (Orodho and Kombo, 2002). Researcher of this study therefore makes use of probability and non- probability techniques to select participant that participated in the study as a sample. Sampling in this study was necessary to minimize costs and time of the research. In probability sampling, the researcher make use of random sampling techniques to create a sample which could include, simple random sampling techniques, cluster, stratified, systematic amongst others etc. In these techniques, researcher is sure that the

entire population is represented well because the researchers were able to estimate the confidence interval for the statistics.

On the other hand, for the non-probability techniques, the researcher adopted the use non-random processes like researcher judgment or convenience sampling. To some extent, this method might be necessary where it is not feasible, practical or theoretically sensible to do random sampling. To this regard, the researcher considered a wide range of non-probabilistic alternatives. In research, nonprobability sampling methods can be group into two broad types: accidental or purposive. In some cases, researchers adopted the use of purposive techniques because of one's mindset. The sample in this study consist of 367 staff of shell petroleum development office Lagos, Nigeria derived from the Taro Yamene formula as presented below:

The equation for sample size selection (Taro Yamene (1973) Formula) is given thus:

S = Where N= Total Number of students,

e= Sample error (0.05) and

S = Sample size

S = 367

3.4 The Research Instrument

For the purpose of this study, a self designed and validated structured questionnaire was the only instrument used for this study. The questionnaire was divided into different sections based on the objectives and research questions as well as the hypotheses formulated for testing. The first section was based on demographic characteristic such as gender, age, religion, level of education, status, and work experience. This section, was structured in form of close ended question where respondents were allow to tick optioned applied to them among alternatives supply.

The second section, was based on five likert scale rating ranging from Strongly Agree (4 point), Agree (3 point), Disagree (2 point), Strongly Disagree (1 point) to Undecided (0 point). This was used to measure all the independent variables (Training and development, reward and recognition, health and safety and career development) used for the study. The reasons for adopting this method is because of its varying degree that other method of rating lack . In this scaling method, “strongly agree” (SA) was assign with 4 point as the one with greater strength to “strongly disagree” (SD) which is assigned 1 point as the one with lowest strength in the rating scale. This will help in eliminating the element of doubt and unnecessary vacuum, which are often caused by other method of rating score from respondents.

The third section was also based on five likert scale rating ranging from Highly Satisfied (5 point) , Moderately Satisfied (4 point), Satisfied (3 point), Dissatisfied (2 point) to Highly Dissatisfied (1 point). This was used to measure the dependent variable (employee retention strategies). In this scale also,

“Highly Satisfied ” (HS) being the highest in intensity was rated five (5) point to “ Highly Dissatisfied” (HD) , being the lowest in intensity of response with one (1) point. This section was therefore split into three to clearly distinguished between the demographic, independents and the dependent variable used for the study.

3.5 Validity of the Research Instrument

According to Nachmias and Nachmias (2008), validity of research instruments referred to as the extent to which the research instrument design for a study measures exactly what it was design for in line with the objective of the study. Similarly, Mugenda (2011), stated that validity is the accuracy, truthfulness and meaningfulness of inferences that are based on the data obtained from the use of a tool or a level that represent individual element of the study. To this regard, research instrument is said to be valid when it measures what it is intended to measure and for the purpose in which it was designed (Patten, 2004; Wallen & Fraenkel, 2001).

Research instrument for this study was first of all examined by the project supervisor and other experts in the college to ensure that, the phrasing of the words in the questionnaire are correctly warded to determine the research questions set for the study. This was to ensure face and content validity of the instrument. In addition, relevant literature, monograph, journals, past thesis and dissertation on similar study were also consulted online, in the library and other sources in designing this research instrument. This among others ascertained the true validity of the research instrument.

3.6 Reliability of the Instrument

To ascertain the reliability of the research instruments, test-re-test method of reliability was employed. In doing this, 30 questionnaires was administered to staff at Oando Oil Nigeria PLC who are not part of the sample for this study but have similar characteristics. After time lag of two weeks, another administration was carried out and the obtained scores were calculated using cronbach alpha at 0.05 level of significant. The result of reliability test were presented in table 3.1.

Table 3.1: Result of Reliability Coefficient

S/N	Variables	Cronbach Alpha	N of Items
1	Reward and Recognition	0.611	13
2	Training & Development	0.762	11
3	Career Development	0.859	11
4	Health & Safety	0.700	13
5	Employee Retention	0.810	17
6	Overall Reliability	0.899	67

3.8 Method of Data Analysis

Data was collected personally with the help of two research assistants. In doing this letter of introduction was collected and sent to the research assistants who took it to the organization in question to seek for permission to administered questionnaire meant for the purpose of this research. The questionnaire were distributed on probability based on simple random sampling

techniques. Also clarification were provided where necessary and for easy data collection, the questionnaire were given to the respondents and allow them to fill it at their own convenient time . The researcher therefore drop the questionnaire and wait for the collection some other day. Thereafter, data collected were grouped based on each research questions and hypotheses formulated for testing in this study. Data collected were therefore analysed using simple percentages , and least square method(regression analysis at 0.05 level) through the SPSS tool to determine the coefficients of the multiple or linear equation in order to estimate the regression parameters.

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where: Y_i is the dependent variable retention

$\beta_0, \beta_1, \beta_2, \beta_3$ and β_4 are coefficients of the model

Y_i = Retention rate

X_1 = reward and Recognition

X_2 = Career Development

X_3 = Health and safety

X_4 = Training and development

e is error term representing omitted variables

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the result of data analysis in line with the objectives, research questions as well as the research hypotheses. Six (06) research questions cum hypotheses were formulated and tested using Ordinary Least Square Method (OLS) as mentioned earlier in the previous chapter. Some of the researcher questions raised includes: Is there any significant composite influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate?, Is there any significant relative influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate?, What is the relationship between training and development and employee retention rate?, What is the relationship between reward and compensation and employee retention rate, Does health and safety significantly influence employee retention rate? and whether there is any significant impact of career development on employee retention rate?. In this study also, three hundred and sixty seven (367) questionnaires were distributed to respondents that constitute the target audience for the study where only three hundred and forty two (342) were return valid. This accounted for 93.2% rate of return. Therefore, the data analysis was based on the valid questionnaire.

4.1 Demographic Information

Table 4.1.1: Distribution of respondents by gender

Gender	Number of respondents	Percentage (%)
Male	210	61.4
Female	132	38.6
Total	342	100.0

Table 4.1.1 present the distribution of respondents according to their gender. According to the result of the analysis, 210(61.4%) of the respondents were male while 132(38.6%) were female. This showed that majority of the respondents were male gender. This result was expected as it were because in oil company such as Shell Petroleum, more men are needed compared to the female counterpart. This does not mean female are not equally needed or relevant in such an organization.

Table 4.1.2: Distribution of respondents by Age group

Age	Number of respondents	Percentage (%)
Less than 25 years	24	7.0
25-30 years	36	10.5
31-35 years	72	21.1
36-40 years	81	23.7
Above 40 years	129	37.7
Total	342	100.0

Table 4.1.2 present the distribution of respondents according to their age group. According to the result of the analysis, 24 representing 7.0% of the respondents surveyed were below 25 years of age, 36 representing 10.5% were between 25-30 years of age, 72 representing 21.1% were between 31-35 years of age and 81 representing 23.7% were between 36-40 years of age while 129 representing 37.7% were above 40 years of age. This indicated that majority of the respondents were above 40 years of age. This is not surprising as expected in the table above because as people progress with experience in an organization, they are also expected to advance in age group. When this happen older one will retire giving room for younger and more capable employee o fill in the position so as to be more resources and efficient. This will also increase the employee retention rate.

Table 4.1.3: Distribution of respondents by Religious Affiliation

Religious Affiliation	Number of respondents	Percentage (%)
Islam	114	33.3
Christianity	228	66.7
Total	342	100.0

Result in table 4.1.3 present the distribution of respondents according to their religious affiliation. Findings revealed that 114(33.3%) of the respondents were practicing Islamic religion while 228(66.7%) were practicing Christianity religion. This indicated that majority of the respondents were practicing were practicing Christianity religion. The implication of the above only point out to the fact as the time of conducting this study, there are more

Christian that occupy one seat or the other than thus the Muslim counterpart. It has no positive or negative implication at all. Over the years depending on individual they recruit or those that retired, it can be vice versa.

Table 4.1.4: Distribution of respondents by Work Experience

Work Experience	Number of respondents	Percentage (%)
<5 years	33	9.6
5-10 years	93	27.2
Above 10 years	216	63.2
Total	342	100.0

Table 4.1.4 present the distribution of respondents based on work experience. Result indicated that 33(9.6%) of the respondents had below 5 years of work experience, and 93(27.2%) had between 5-10 years of work experience while 216(63.2%) had above 10 years of work experience. By implication, majority of the respondents were experience in their chosen career/professions. This point to the fact that in any organization, the higher the experience of an employee the better its performance and productivity. As a result of this, employee retention will increase thereby make the organization to be more competitive nature.

Table 4.1.5: Distribution of respondents by Educational Qualification

Qualification	Number of respondents	Percentage (%)
SSCE or less	24	7.0
NCE/OND	45	13.2
HND/bachelor's degree	57	16.7
Master's degree	144	42.1
Others	72	21.1
Total	342	100.0

Result in table 4.1.5 indicated that 24(7.0%) of the sample respondents had SSCE or less, 45(13.2%) had NCE/OND, 57(16.7%) had bachelor's degree or equivalent and 144(42.1%) had master's degree while 72(21.1%) had other qualification. This indicated that majority had master's degree. Without any doubt, training and development is an important construct for any successful organization. The purpose of education is gain knowledge and experience over time towards successful accomplishment. Therefore, it is expected that in such an establishment there is need or reputable individual who had undergo training and development overtime to quality as efficient and important employee that can move the organization forward. This afterward, is o no doubt will influence employee retention rate.

Table 4.1.6: Distribution of respondents by Status

Status	Number of respondents	Percentage (%)
Junior Staff	59	17.3
Intermediate Staff	69	20.2
Senior Staff	123	36.0
Management Staff	91	26.6
Total	342	100.0

In terms of work status, 59 representing 17.3% of the respondents were junior staff, 69(20.2%) were intermediate staff, and 123(36.0%) were senior staff while 91(26.6%) were management staff. This indicated that majority of the respondents were senior staff. By implication every employee of different cadre is important towards upliftment, growth and development. Notwithstanding, employee who are in the high care are more needed compare to lower cadre.

4.2 Research Hypotheses

One: There is no significant composite influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate

Table 4.2.1: *Coefficients of the Linear Regression Analysis for composite influence of human resource planning on employee retention rate*

Analysis of Variance						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17867.971	4	4466.993	951.928	.000 ^b
	Residual	1581.397	337	4.693		
	Total	19449.368	341			

a. Dependent Variable: Employee Retention Rate $R = .958^a$; $R^2 = .919$; $F = 951.928$; $p < .05$

b. Predictors: (Constant), Health & Safety, Reward & Recognition, Training and Development, Career Development

With all this predictor variables entered into the regression model at once, there was a significant prediction of employee retention rate social media utilization among the students ($R = .958^a$; $R^2 = .919$; $F_{(4,341)} = 951.928$; $p < .05$). This showed that the exogenous variables (training and development, reward and recognition, career development and health and safety) altogether accounted for 91.9% of the total variation in the endogenous variable (employee retention rate). This indicated that there is a composite influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate

Two: There is no significant relative influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate

Table 4.2.2: *Coefficients of the Linear Regression Analysis for relative influence of human resource planning on employee retention rate*

Coefficients^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.125	1.227		3.362	.001
	Reward & Recognition	.293	.023	.213	12.661	.000
	Training and Development	1.125	.039	.808	29.124	.000
	Career Development	.640	.111	.535	5.757	.000
	Health & Safety	-.577	.088	-.538	-6.570	.000
R = .958^a; R² = .919; F= 951.928; p < .05						

a. Dependent Variable: Employee Retention Rate

The results in Table 4.2.1 indicated that reward and recognition is a potent contributor to employee retention rate among staff at the shell petroleum limited, Nigeria ($\beta = 0.293$; $t = 12.661$; $p < .05$). In addition, findings above also showed that training and development is another potent contributor to employee retention rate ($\beta = 1.125$; $t = 29.124$; $p < .05$). Also, career development is another major and important potent contributor to employee retention rate ($\beta = 0.640$; $t = 5.757$; $p < .05$). Similarly, health and safety also indicate a significant contribution to employee retention rate ($\beta = -0.577$; $t = 6.570$; $p < .05$). Nevertheless, with all this predictor variables (career development, training and development, reward and recognition, and health and

safety), entered into regression equation at once, there was a significant prediction of employee retention rate among employee at the shell petroleum limited. ($R = .958^a$; $R^2 = .919$; $F_{(4,341)} = 951.928$; $p < .05$). This showed that career development, training and development, reward and recognition, and health and safety altogether accounted for 91.9% of the variation in employee retention rate. The hypothesis of no significant relative influence of human resource planning (training and development, reward and recognition, career development and health and safety) on employee retention rate was buy this finding rejected. In effect, training and development, reward and recognition, career development and health and safety will combine to predict employee retention rate of shell petroleum personnel, Nigeria.

Three: There is no significant relationship between training and development and employee retention rate

Table 4.2.3: *Coefficients of the Linear Regression Analysis for relationship between training and development and employee retention rate*

Coefficients^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	9.750	.858		11.360	.000
	Training and Development	1.299	.027	.933	47.706	.000

a. Dependent Variable: Employee Retention Rate

$R = .933^a$; $R^2 = .870$; $F = 2275.910$; $p < .05$

Results in Table 4.2.3 indicated that training and development is a potent contributor to employee retention rate among staff of shell petroleum development, Lagos Nigeria ($\beta = 1.299$; $t = 47.706$; $p < .05$). In the same vane,

the result of the F-value of 2275.910 whose probability is significant at 5% level showed statistically that there is a significant relationship between training and development and employee retention rate among staff of shell petroleum development , Lagos Nigeria. Hence , the null hypothesis is hereby rejected. In effect, there is a significant relationship between training and development and employee retention rate among staff of shell petroleum development , Lagos Nigeria. The above further implies that the higher the training and development better higher the retention rate.

Four: There is no significant relationship between reward and compensation and employee retention rate

Table 4.2.4: *Coefficients of the Linear Regression Analysis for relationship between reward and recognition and employee retention rate*

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	24.397	3.055		7.986	.000
	Reward & Recognition	.575	.068	.418	8.473	.000

a. Dependent Variable: Employee Retention Rate $R = .418^a$; $R^2 = .174$; $F = 71.783$; $p < .05$

Results in Table 4.2.4 indicated a significant outcome. This outcome implies that reward and recognition explain about 17.4% of the total variation in employee retention rate . This indicated also that reward and recognition is a potent contributor to employee retention rate ($\beta = 0.575$; $t = 8.743$; $p < .05$). In the same vein, the result of the F-value of 71.783 whose probability is significant at 5% level showed statistically that the model above is highly significant and has high forecasting power. This , the hypothesis of no

significant relationship between reward and compensation and employee retention rate is by the above rejected. Therefore, it can be deduced statistically that at 5% level, there is a significant relationship between reward and compensation and employee retention rate.

Five: There is no significant relationship between health and safety and employee retention rate

Table 4.2.5: *Coefficients of the Linear Regression Analysis for relationship between health and safety and employee retention rate*

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	34.022	2.081		16.346	.000
	Health & Safety	.420	.054	.392	7.848	.000

a. Dependent Variable: Employee Retention Rate $R = .392^a$; $R^2 = .153$; $F = 51.597$; $p < .05$

Results in Table 4.2.5 indicated that health & safety is a potent contributor to employee retention rate among staff of shell petroleum development, Lagos, Nigeria ($\beta = 0.420$; $t = 7.848$; $p < .05$). Nevertheless, the result of the F-value of 51.597 whose probability is significant at 5% level showed statistically that health & safety has a significant influence on employee retention rate. Hence, the null hypothesis is rejected. Therefore, there is a significant relationship between health and safety and employee retention rate. This revealed that as health and safety of employee increases, there is a significant tendency of an increased in employee retention rate in that organization/establishment

Six: There is no significant impact of career development on employee retention rate

Table 4.2.6: *Coefficients of the Linear Regression Analysis for impact of career development on employee retention rate*

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	30.041	1.746		17.208	.000
	Career Development	.641	.055	.536	11.715	.000

a. Dependent Variable: Employee Retention Rate $R = .536^a$; $R^2 = .288$; $F = 137.231$; $p < .05$

Table 4.2.6 present a regression test trying to established whether there is an evidence of a linear relationship between provision of career development and employee return in the form of employee retention rate . The regression equation for the data which is represented by $y=30.041+0.641x$ indicated that for every single career development opportunity, the retention rate has been increased by about 0.641. This showed that career development has a significant positive impact of employee retention rate. The constant term in this equation is 30.041 indicated the horizontal(y) intercept which suggest that provided nothing happen at all cost, the value of the retention rate will remain the same i. e 30.41.

Similarly, the R Square value is 0.288; explain the fact that the variation in the values of the employee retention rate can be explained due to change career development. It is to be noted that the value of R Square values vary between 0 to 1. Hence, the R Square values of 0.288 means that 28.8% of

the variation in employee retention rate is due to provision of career development to employees in organizations. The remaining 71.2% of the variation has been supposed to be due to other human resource practices such as compensation, training and development, performance management system, health and safety, working environment amongst other that is outside the model. The F ratio of 137.231 indicated that the regression model is statistically significant at $p < 0.05$. The above indicated that there is a significant impact of career development on employee retention rate. Therefore, null hypothesis is rejected and the alternative hypothesis is accepted. The value of t-statistics of 11.715 that is higher and greater than 1.96 shows a significant outcome (i. e. $t = 11.715$; $P < 0.05$). This signifies also that there is significant impact exist between career development practice and employee retention rate. This t-stat value of 11.715 also indicated that that the independent variable (career development) has a greater impact on retention rate among employees.

In line with literature review, the above findings were not in isolation. For instance, Rotich (2020) revealed that reward and recognition significantly influence employee retention. By implication, any employee or worker who were rewarded for either job well-done or accorded recognition as a result of his or her contribution to overall growth and development towards attaining the overall objective, such an employee will find it difficult to leave before retirement. This thus suggest that reward and recognize as a construct is an important human resources planning strategies towards attaining high employee retention rate. Equally, Kahiga, Ogolla, and Muema (2019) affirmed that importance of career development towards enhanced employees retention rate. According to the authors, a career developer always progress positively thereby

promoting resources efficiency. Therefore, without any doubt, the above were in line with what the finding of this study tend towards.

More so, Findings also corroborate with that of Imna and Hassan (2015) who asserted that human resources management practice is significantly related to employee retention rate. The author significantly pointed out that training and development, reward and recognition, health and safety, performance appraisal amongst others predict employee retention rate.

In addition, findings above negate with that of Haider, Rasli, Akhtar, Yusoff, Malik, Aamir, Arif, Naveed, and Tariq (2015) who pointed out that training and development decrease employee retention rate. But the authors further concluded that when adequately conducted in conjunction with culture and recognition, there is tendency for a significant improvement in employee retention rate. Findings also went in line with the works of Chemirmir, Nassiuma, and Musebe (2017). According to them, aside from other important construct o human resources management strategies, the role of health and safety towards employee retention rate cannot be overestimated. According to the author, it was revealed that health and safety is significantly correlated with employee retention rate.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Discussion of Findings

Findings revealed that there is a significant impact of manpower planning on rate of employee retention. Theoretically, employer/workers revolutionized as a result of motivational factors they received. Notwithstanding, the revolution could either be positive or negative depending on the nature of motivation. In this regard, a satisfied and motivational employee as a result of some human resources strategies will be willing to progress along the organization. The findings above corroborate the earlier findings of Imna and Hassan (2015). According to the author in a regression analysis, career growth, reward and safety significantly related to rate of retention of employee. In addition, findings agreed with that of Haider, Rasli, Akhtar, Yusoff, Malik, Aamir, Arif, Naveed, and Tariq (2015) who posited that manpower planning and practice significantly influence employee retention. Furthermore, findings above also correlate with the work of Francis (2014) who assessed the influenced of manpower management practices on rate of retention employee in the Southern Region, Nigeria. It was gathered that human resources strategies were significantly related to rate of employee retention. Findings further correlate with that of Jangua and Gulzar (2014) whose regression and sober tests revealed that different human resource planning significantly influence commitment and retention rate among employee.

Similarly, findings also indicated that there a significant correlation between training and development and employee retention rate. Theoretically

learning through education lead to growth. Therefore, such experienced gathered over years will enable employee to be refers to as resourceful and therefore know serious minded employer would want to lose a serious minded and resourceful personnel. In that case, the employer or management will try all that is within their reach and capacity to considered such employee first and take him or her as priority in case of any opportunity. At the same time, they will be willing to train and re-train such employee because his an asset to the organization. The findings were in accordance with the work of Duah and Danso (2017) who find out in their study training and development on employee retention rate The authors therefore make a hypothetical submission that says “Is there even any significant correlation between training and development on employee retention rate”. Not only that, findings of the above were also in conjunction with the work of Ahmed (2014) who equally reported a significant outcome.

Furthermore, in line with the fourth hypothesis, it was gathered that there is a notable correspondence between career development and employee retention rate. Findings above were related to the earlier findings by Kahiga, Ogolla, and Muema (2019). Also, the findings of Abbas (2014) went in line with the findings of this study. According to him, career development significantly influence employee retention solely and also in conjunction with training and development been a moderating variable. Moreso, findings correlate with the work of Sikawa, Waiganjo and Otieno (2015) whose findings revealed that career development strategy significantly influence employee retention. Kwenin (2013) also discovers a significant positive relationship between career development opportunities and retention of employees.

Consequently, the result of the fifth hypotheses showed that there is a significant relationship between reward and recognition and employee retention rate. This is true and it goes in line with the earlier theoretical findings. For instance, aside from satisfaction, and other motivational strategies needed by employee for continuity, monthly reward otherwise known as income is equally important. This will in one way enable employee to meet immediate and future need as well as being categorise as an important personality to reckon with in that organization. The above assertion and findings from this study in this regard corroborate with the work of Rotich (2020) who in his study revealed that reward management significantly influence staff retention . Similarly, it was also gathered reward management practices correlated appropriately with retention of employee. Not only that, findings also goes in line with that of Mwangi (2015) who find a significant relationship between reward practices and rate of retention among employee. In addition, findings by Mendis (2017) also related with the findings of this study. Mendis (2017) further affirmed that financial reward as well as non-financial reward has a strong influence on turnover intention among employee.

Lastly, also revealed an important connection between health and safety and the retention rate for employees. Findings were in accordance with the work of Ali (2014). According to the author, organizational safety and rate of employee retention were significantly related to one another. Findings also corroborate with that of Chemirmir, Nassiuma, and Musebe (2017) who pointed out the connection between health and safety and the retention rate for employees.

5.2 Limitation of this study.

This study examined the impact of human resources planning on employee retention rate. Using shell petroleum as a case study. Based on the above, the study is limited to the following:

- i. Structure Questionnaire
- ii. Staff of Shell petroleum Lagos headquarter,
- iii. Descriptive analysis (Simple percentages) and Regression Analysis (OLS)

5.3 Suggestion for further study.

Based on the limitation above it is thus suggested that further study could carried out taking into account other construct of human resources planning. Not only that, it also suggested that two or more company of similar characteristics could also be considered for further study. Equally, sample size could also be improved upon for further study.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.0 Conclusion

In the literature review and theoretical position identified in this study, researchers both local and international have affirmed that all the construct of manpower planning and strategies used in this study have been found to be good indicators toward enhancing rate of employee retention. It is therefore concluded for any organisation to succeed in this competitive about market, they need to be mindful of such strategies in order to progress competitively.

6.1 Recommendations

In line with the above, the following recommended were made:

1. The management of shell petroleum, Lagos Nigeria should build up and implement a comprehensive career development training programs for all staff irrespective of their status or position in the organization. This will assist in making practical, flexible, and effectively policies for enhanced retention rate.
2. The management of shell petroleum development should initiate training employees' programs to build the capacity of the staff and the employees
3. Considering high cost of living in Nigeria, the authority govern shell petroleum should review the remunerations rates and payment structure so as to accommodate the needs of the changing economic dynamics.
4. It is also recommended that the management of shell petroleum should take a proactive measure at rewarding it manpower accordingly and such reward be improved on regular basis

5. Salary of staff need to be improved upon or regular interval
6. Employee need to be given due recognition as at when due

The bone of contention and what can be drawn from this study was the fact that, Shell Petroleum Nigeria Plc is progressing because the management of the organization utilizing human resources management strategies towards their successful accomplishment. It is therefore an eye opener to other similar organization or establishment to emulate this approach for better performance, efficiency, productivity and at the overall to gain employee high rate of retention.

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APPENDIX 1: QUESTIONNAIRE

Dear respondents,

This questionnaire is designed to examine the impact of human resources planning on employee retention rate. This is purely for academic purpose. Therefore, any information provided will be treated as strictly confidential.

Section A

Please tick and fill the column correctly

1. Gender : (a) Male (b) Female
 2. Age Group: Less than 25 yrs 25-30 yrs c) 31-35 yrs (d)
36-40 yrs Above 40 years
 3. Religious Affiliation: (a) Muslim (b) Christian (c) others -----
 4. Work experience (a) < 5 yrs (b) 5-10 yrs (c) Above 10 yrs
-

5. Educational Qualification (a) SSCE or less (b)
NCE/OND/Diploma (c)HND/BSC/BA/BED (d)
M.Sc/MA/MED (e) Others Specify -----
4. Status: (a) Junior Staff (b) Intermediate Staff (c)
Senior Staff (d) Management Staff

Section B (Questions on Independents Variable)

Note: SA = Strongly Agree, A = Agreed, D = Disagree, SD = Strongly Disagree

<i>S/N</i>	<i>Statements</i>	4	3	0	2	1
	Reward and Recognitions	4	3	0	2	1
1	The reward system facilitates the implementation of strategy by attracting and retaining the right kind of people	4	3	0	2	1
2	The pay I received from this organization in form of salary encouraged me to stay with this organization	4	3	0	2	1
3	As an employee from this organization, I am satisfied with some allowances and other reward received on regular basis	4	3	0	2	1
4	Organizational policy regarding salary increments and other benefit is fair enough for continuity	4	3	0	2	1
5	The promotional opportunity in this organization is in good other	4	3	0	2	1
6	In this organization, all employees are given due recognition of good performance without biased	4	3	0	2	1
7	In terms of recognitions from staff contributions to the organization, I am well pleased and satisfied	4	3	0	2	1
8	Reward system for this organization is being followed genuinely	4	3	0	2	1
9	Superior offices and management of this organization cares about all staff as a team member	4	3	0	2	1
10	I am always feeling that this work is valued and appreciated	4	3	0	2	1
11	I prefer monetary reward to non monetary rewards	4	3	0	2	1
12	I prefer non-monetary reward to monetary rewards	4	3	0	2	1
13	All form of reward, both monetary and non-monetary are well appreciated	4	3	0	2	1

<i>S/N</i>	<i>Statements</i>	4	3	0	2	1
14	As a person, I have received rewards and recognition in the past for good and outstanding performance from this organization	4	3	0	2	1
15	The support and guidance of superiors is important for employees to get Rewards and Recognition from an organization	4	3	0	2	1
	Training and development	4	3	0	2	1
1	My organization provide training for both new and existing staff	4	3	0	2	1
2	Training program adopted by this organization is helpful to my career	4	3	0	2	1
3	There is provision for both on the job training and off the job training in this organization	4	3	0	2	1
4	Availability for job rotation has helped employee to develop and be skill full on the job	4	3	0	2	1
5	Training programme is conducted regularly in this organization	4	3	0	2	1
6	Training policy is favourable to all stat irrespective of status or level	4	3	0	2	1
7	Most time training is dome on seniority in this organization	4	3	0	2	1
8	In this organization, performance of employee determine whether he or she will enjoyed training benefit or not	4	3	0	2	1
9	Training receive from this organisation so far is useful to my job situation	4	3	0	2	1
10	The training and development strategies adopted in this organisation increase my retention capacity	4	3	0	2	1
11	Training program has improve my knowledge skill and my attitude towards better performance and positive thinking	4	3	0	2	1

<i>S/N</i>	<i>Statements</i>	4	3	0	2	1
	Career development	4	3	0	2	1
1	I always enjoy my present career	4	3	0	2	1
2	A am confidents with my chosen career	4	3	0	2	1
3	In one way or the other, I have influence my choice of career goal	4	3	0	2	1
4	I am able to get my work done well through managing other people effort	4	3	0	2	1
5	I was able to contribute new idea to this organization which help build hope for the future	4	3	0	2	1
6	I was able to balance my work with other areas of my life	4	3	0	2	1
7	I poses the capacity to lead a team towards the success of a key project in the organization	4	3	0	2	1
8	I am part of this organization	4	3	0	2	1
9	I was able to show that I have more to offer this organization than any of my colleague	4	3	0	2	1
10	I was able to make meaningful decision without being control by organization bureaucracy	4	3	0	2	1
11	The excitement of the successes of creating something new was depend on me	4	3	0	2	1
	Health and safety	4	3	0	2	1
1	The is provision for pure drinking water for staff in this organization	4	3	0	2	1
2	Male and female toilet are maintain hygienically	4	3	0	2	1
3	Safety and Health instruction courses conducted by the organization are good	4	3	0	2	1
4	There is provision for health and safety policy for all staff ion this organization	4	3	0	2	1
5	Standby security are available at in major entrance in this organization	4	3	0	2	1
6	First aid box maintained at work place are good.	4	3	0	2	1

<i>S/N</i>	<i>Statements</i>	4	3	0	2	1
7	Fire Fighting methods followed by the organization are good.	4	3	0	2	1
8	This organization take responsibly of health challenges of all cadre of staff.	4	3	0	2	1
9	In case of any occupational hazard , this organization take sole responsibility	4	3	0	2	1
10	Rest rooms and canteen are provided for staff and are well maintained.	4	3	0	2	1
11	This organization have tie ups with hospitals.	4	3	0	2	1
12	Health camps facilities provided for employees and family members.	4	3	0	2	1
13	Insurance schemes provided by the organization are good and favourable	4	3	0	2	1

Section C (Questions on Dependents Variable)

Please, rate your level of satisfaction with the following based on retention strategies adopted in your establishment/organization

<i>S/N</i>	<i>Statements</i>	<i>Highly Satisfied</i>	<i>Moderately Satisfied</i>	<i>Satisfied</i>	<i>Dissatisfied</i>	<i>Highly dissatisfied</i>
	Retention Strategies					
1	Organizational support for continuing education	5	4	3	2	1
2	Employee participation in organizational activities	5	4	3	2	1
3	Reward and Recognition	5	4	3	2	1
4	Fringe benefit	5	4	3	2	1
5	On the job program	5	4	3	2	1
6	Job rotation	5	4	3	2	1
7	Transfer employee to one location to another with promotion and other benefit	5	4	3	2	1

<i>S/N</i>	<i>Statements</i>	<i>Highly Satisfied</i>	<i>Moderately Satisfied</i>	<i>Satisfied</i>	<i>Dissatisfied</i>	<i>Highly dissatisfied</i>
8	Job security	5	4	3	2	1
9	Promotion Criteria/opportunities	5	4	3	2	1
10	Conducive working environment	5	4	3	2	1
11	Hazard allowance	5	4	3	2	1
12	Career development	5	4	3	2	1
13	Welfare measures	5	4	3	2	1
14	Performance based reward	5	4	3	2	1
15	Health and safety training	5	4	3	2	1
16	Leadership Development	5	4	3	2	1
17	Mentoring	5	4	3	2	1

THANK YOU.

APPENDIX I: RELIABILITY TEST

RELIABILITY

```

/VARIABLES=R1 R2 R3 R4 R5 R6 R7 R8 R9 R10 R11 R12 R13 R14 R15
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE.
    
```

Reliability

[DataSet3] C:\Users\user\Documents\Employee retention Work.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.611	15

Item Statistics

	Mean	Std. Deviation	N
R1	3.4000	.81368	30
R2	3.0667	1.14269	30
R3	2.1333	1.33218	30
R4	3.4000	.89443	30
R5	1.7333	1.08066	30
R6	2.2000	.99655	30
R7	3.4000	.72397	30
R8	2.2667	1.01483	30
R9	3.3333	.71116	30
R10	2.7333	1.08066	30
R11	3.1333	.97320	30
R12	3.2000	.99655	30
R13	3.3333	.80230	30

R14	3.6000	.81368	30
R15	3.7333	.44978	30

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
44.6667	31.126	5.57911	15

RELIABILITY

```

/VARIABLES=T1 T2 T3 T4 T5 T6 T7 T8 T9 T10 T11
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE.

```

Reliability

[DataSet3] C:\Users\user\Documents\Empoyee retention Work.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.762	11

Item Statistics

	Mean	Std. Deviation	N
T1	3.0000	1.05045	30
T2	2.6667	.95893	30
T3	2.2667	1.01483	30
T4	2.2667	.86834	30
T5	2.8667	.89955	30
T6	3.3333	.71116	30
T7	2.9333	1.01483	30
T8	2.9333	.94443	30
T9	3.4000	.72397	30
T10	2.5333	1.04166	30
T11	2.8667	.97320	30

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.0667	31.237	5.58899	11

RELIABILITY

```

/VARIABLES=C1 C2 C3 C4 C5 C6 C7 C8 C9 C10 C11
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE.
    
```

Reliability

[DataSet3] C:\Users\user\Documents\Employee retention Work.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.859	11

Item Statistics

	Mean	Std. Deviation	N
C1	2.0667	1.01483	30
C2	2.8000	.84690	30
C3	2.5333	1.04166	30
C4	2.6667	.95893	30
C5	3.0667	1.01483	30
C6	2.8667	.97320	30
C7	2.8667	.89955	30
C8	3.0000	.90972	30
C9	3.2000	.84690	30
C10	3.0000	.83045	30
C11	3.2000	.76112	30

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.2667	42.685	6.53338	11

RELIABILITY

/VARIABLES=H1 H2 H3 H4 H5 H6 H7 H8 H9 H10 H11 H12 H13
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA
 /STATISTICS=DESCRIPTIVE SCALE.

Reliability

[DataSet3] C:\Users\user\Documents\Employee retention Work.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.700	13

Item Statistics

	Mean	Std. Deviation	N
H1	2.8667	.81931	30
H2	3.0667	.69149	30
H3	3.0667	.69149	30
H4	3.4000	.81368	30
H5	3.0667	1.14269	30
H6	2.1333	1.33218	30
H7	3.4000	.89443	30
H8	1.7333	1.08066	30
H9	2.2000	.99655	30
H10	3.4000	.72397	30
H11	2.2667	1.01483	30
H12	3.3333	.71116	30
H13	2.7333	1.08066	30

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
36.6667	24.368	4.93638	13

RELIABILITY
 / /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.

Reliability

[DataSet3] C:\Users\user\Documents\Employee retention Work.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
	Valid	30	100.0
Cases	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.810	17

Overall Reliability
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.

Reliability

[DataSet3] C:\Users\user\Documents\Employee retention Work.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
	Valid	30	100.0
Cases	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.899	67

APPENDIX II: REGRESSION RESULTS

Regression

[DataSet1] C:\Users\user\Documents\Employee retention Work. data.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Reward & Recognition ^b	.	Enter

a. Dependent Variable: Employee Retention Rate

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418 ^a	.174	.172	6.87256

a. Predictors: (Constant), Reward & Recognition

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3390.478	1	3390.478	71.783	.000 ^b
	Residual	16058.891	340	47.232		
	Total	19449.368	341			

a. Dependent Variable: Employee Retention Rate

b. Predictors: (Constant), Reward & Recognition

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.397	3.055		7.986	.000
	Reward & Recognition	.575	.068	.418	8.473	.000

a. Dependent Variable: Employee Retention Rate

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Training and Development ^b	.	Enter

a. Dependent Variable: Employee Retention Rate

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933 ^a	.870	.870	2.72673

a. Predictors: (Constant), Training and Development

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16921.458	1	16921.458	2275.910	.000 ^b
	Residual	2527.910	340	7.435		
	Total	19449.368	341			

a. Dependent Variable: Employee Retention Rate

b. Predictors: (Constant), Training and Development

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.750	.858		11.360	.000
	Training and Development	1.299	.027	.933	47.706	.000

a. Dependent Variable: Employee Retention Rate

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Career Development ^b	.	Enter

a. Dependent Variable: Employee Retention Rate

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.536 ^a	.288	.285	6.38393

a. Predictors: (Constant), Career Development

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5592.807	1	5592.807	137.231	.000 ^b
	Residual	13856.562	340	40.755		
	Total	19449.368	341			

a. Dependent Variable: Employee Retention Rate

b. Predictors: (Constant), Career Development

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.041	1.746		17.208	.000
	Career Development	.641	.055	.536	11.715	.000

a. Dependent Variable: Employee Retention Rate

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Health & Safety ^b	.	Enter

a. Dependent Variable: Employee Retention Rate

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.392 ^a	.153	.151	6.95917

a. Predictors: (Constant), Health & Safety

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2983.137	1	2983.137	61.597	.000 ^b
	Residual	16466.231	340	48.430		
	Total	19449.368	341			

a. Dependent Variable: Employee Retention Rate

b. Predictors: (Constant), Health & Safety

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.022	2.081		16.346	.000
	Health & Safety	.420	.054	.392	7.848	.000

a. Dependent Variable: Employee Retention Rate

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Health & Safety, Reward & Recognition, Training and Development, Career Development ^b		. Enter

a. Dependent Variable: Employee Retention Rate

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.958 ^a	.919	.918	2.16624

a. Predictors: (Constant), Health & Safety, Reward & Recognition, Training and Development, Career Development

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17867.971	4	4466.993	951.928	.000 ^b
	Residual	1581.397	337	4.693		
	Total	19449.368	341			

a. Dependent Variable: Employee Retention Rate

b. Predictors: (Constant), Health & Safety, Reward & Recognition, Training and Development, Career Development

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.125	1.227		3.362	.001
Reward & Recognition	.293	.023	.213	12.661	.000
Training and Development	1.125	.039	.808	29.124	.000
Career Development	.640	.111	.535	5.757	.000
Health & Safety	-.577	.088	-.538	-6.570	.000

a. Dependent Variable: Employee Retention Rate

Frequency Table

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	210	61.4	61.4	61.4
Female	132	38.6	38.6	100.0
Total	342	100.0	100.0	

Age Group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 25 years	24	7.0	7.0	7.0
25-30 years	36	10.5	10.5	17.5
31-35 years	72	21.1	21.1	38.6
36-40 years	81	23.7	23.7	62.3
Above 40 years	129	37.7	37.7	100.0
Total	342	100.0	100.0	

Religious Affiliation

	Frequency	Percent	Valid Percent	Cumulative Percent
Islam	114	33.3	33.3	33.3
Valid Christia	228	66.7	66.7	100.0
Total	342	100.0	100.0	

Working Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
<5 years	33	9.6	9.6	9.6
5-10 years	93	27.2	27.2	36.8
Valid Above 10 years	216	63.2	63.2	100.0
Total	342	100.0	100.0	

Educational Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
SSCE or less	24	7.0	7.0	7.0
NCE/OND	45	13.2	13.2	20.2
HND/Bachelor	57	16.7	16.7	36.8
Valid Degree	144	42.1	42.1	78.9
Masters Degree	72	21.1	21.1	100.0
Others				
Total	342	100.0	100.0	

Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Junior Staff	59	17.3	17.3	17.3
Intermediate Staff	69	20.2	20.2	37.4
Valid Senior Staff	123	36.0	36.0	73.4
Management Staff	91	26.6	26.6	100.0
Total	342	100.0	100.0	