

# Employee retention and organizational performance: Evidence from Ghana Police Service

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## Abstract

**Purpose:** This study examined workplace factors that influence employees' stay, the importance of employee retention practices, and the influence of employee retention on organizational performance.

**Research Methodology:** It study used a quantitative approach and a case study strategy. The study population included selected staff from three (3) departments at the Accra Regional Headquarters of the Ghana Police Service. Participants were randomly selected to complete the self-administered questionnaires. Results were analyzed using descriptive statistics and are presented in tables.

**Results:** The work environment, competitive compensation and benefits, organizational culture, and personal development opportunities are factors that affect employee retention. It was also found that employee retention enhances the stability and continuous progress of employees, improves employee morale, attracts and retains top talent, and increases job satisfaction. Finally, employee retention positively influences organizational performance by increasing efficiency and productivity, knowledge retention, and financial performance.

**Limitations:** This study was limited to employees at the Regional Headquarters of the Ghana Police Service, a government institution.

**Contribution:** Organizations need to create a respectful, inclusive, and supportive workplace that improves retention. Attractive remuneration frameworks that retain skilled officers and personnel should also be adopted. It is also important to explore employee career advancement pathways.

**Novelty:** This study focuses on the influence of employee retention on organizational performance in a service-oriented government institution.

**Keywords:** *employee retention, organizational performance, productivity, retention practices, government institution*

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## 1. Introduction

Recruiting employees is not just a matter of getting people on board; getting the right people on board and retaining them has become very important for any organization (Ahmad, Khan, & Haque, 2020). An array of evolutions, such as globalization, increasing knowledge work, accelerating technological advancement, and rising competition, make it vital for institutions to acquire distinctive human capital for competitive advantage and organizational success (Fahim, 2018). These valuable employees become beneficial resources for companies so that they can effectively provide and serve the organization's survival (Zainee & Puteh, 2020). However, Amarakoon and Colley (2022) argued that a

key challenge faced by organizations worldwide in the 21st century is the attraction and retention of a skilled workforce. According to Milman and Dickson (2014), if human capital is viewed as a sustainable competitive advantage, retaining valuable employees must be one of the top priorities industry leaders must adopt. Therefore, human factors have become fundamental to the achievement of organizational goals (Gberevbie, 2010).

Employee retention is defined as an organization's ability to prevent proficient employees from withdrawing from the organization (Tyagi, 2021). According to Islam et al. (2022), employee retention is a voluntary move by an organization to create an environment that engages employees in the long term. Retention is, therefore, viewed as a logical inverse of turnover, as it indicates the behavior of continue/stay rather than quitting or leaving the organization (Fahim, 2018). Aman-Ullah, Aziz, Ibrahim, Mehmood, and Abbas (2021) further stated that the ways an organization deals with its employees through attraction, recruitment and motivation, keep employees closer or away from the organization. To achieve the best out of retention practices, Buers, Karpinska, and Schippers (2018) argued that managers evaluate various pieces of information and subsequently take a retention decision that they believe will maximize the benefits for the organization. In a study conducted by Islam et al. (2022), the researchers argued that employee retention could be reduced significantly if the organization successfully ensures proper human resource practices. They indicated that employees would be willing to stay if they trusted that the organization would not deprive their cogent training and compensation, allow them to participate in important decision-making, and ensure a safe and secure work environment. Rombaut and Guerry (2020) opined that the main goal of employee retention is to prevent competent employees from leaving the organization. Milman and Dickson (2014) asserted that the retention of employees allows companies to direct their resources for development and performance-enhancing efforts.

Kundu and Lata (2017) added that employee retention is a key parameter for measuring the strength of an organization. This is attributed to the fact that the inability of an organization to keep competent workers will render companies less competitive. Zainee and Puteh (2020), emphasized that employee retention facilitates the maintenance of competitive advantage, which in turn helps them mitigate the direct cost of losing talents and the loss of tacit knowledge. Thus, organizations need to develop strategies encompassing economic, motivational, and environmental or health needs to encourage employees to stay. Employee retention refers to various policies and practices that allow employees to stick to an organization for a longer period of time (Fahim, 2018).

Owing to the advent of a knowledge-based economy, organizations are confronted with the major issue of retaining and managing their core employees with tacit knowledge (Mukherjee, Chandra, & Singh, 2020). Ahmad et al. (2020) added that attracting and retaining skilled employees has become a vital issue for several firms trying hard to be an employer of choice for employees. Zainee and Puteh (2020) in addition argued that many organizations are struggling to keep their competent employees and having difficulties in seeking the best strategies in developing the talents of those employees. Kundu and Lata (2017) further opined that retaining employees has become the biggest challenge faced by most organizations worldwide.

The Graphic Business in Ghana, 2022, organized a study on how companies in Ghana provide fruitful careers that retain employees in the workplace (Business, 2022). The study took two years to work with large organizations and industries in Ghana. Their findings revealed that employers in Ghana frequently struggle to define what they mean by human capital, and few have developed measures to determine whether their employment strategies are effective in retaining their employees. In another study conducted by Dwomoh and Frempong (2017) in Ghana, the results showed that most employers are unable to deal with issues regarding work-life balance, making it difficult to retain their employees. Therefore, this study aims to assess the effect of labor retention on employee performance. Specifically, the study examined workplace factors that influence employees to stay, the importance of employee retention practices, and the relationship between employee retention and organizational performance.

## 2. Literature Review

Employee retention is a key parameter for measuring the strength of an organization. The retention of employees is a priority as organizations compete to attract and retain talented individuals (Dhanpat, Manakana, Mbacaza, Mokone, & Mtongana, 2019). According to Matongolo, Kasekende, and Mafabi (2018), employee retention is the foremost driver of all the factors that can influence the effectiveness of an organization. Employee retention can be defined as the process in which employees are encouraged to remain with the organization for a maximum period of time or until the completion of their objectives (Khalid & Nawab, 2018). Dhanpat et al. (2019) defined employee retention as a way of maintaining employees within an organization.

Fahim (2018) added that retention is the voluntary move by the firm to create an environment that engages employees in the long term. Employee retention refers to various policies and practices that allow employees to stick to an organization for a longer period of time (Arasanmi & Krishna, 2019). Employee retention is also defined as strategies or practices that contribute to keeping employees longer in organizations (Islam et al., 2022). For employee retention management to be effective, it is not only important to create optimal human resource practices but also to manage employees' perceptions regarding what their organization has promised them in return for their loyalty and commitment (Bharath, 2023; Fahim, 2018). This implies that retention practices might be successful only if they are consistent with the value of employees. According to Aman-Ullah et al. (2021), employee retention is not easy to achieve; it is a complex phenomenon that cannot be solved by a single and simple solution but needs to be handled in multiple ways. This means that organizations need to develop strategies encompassing economic, motivational, and environmental or health matters to encourage their employees to stay.

Yamamoto (2011) argued that retention involves all human resource management policies for retaining the current or expected high-performing employees within organizations for long periods of time, enabling them to exercise or develop their capabilities. For this reason, Ferreira and Potgieter (2018) further argued that employer organizations may invest in career development support practices for the organizational commitment and retention of their high-value employees. Employer organizations in an industry with high turnover rates may scope their employee retention factors differently from those in the industry with relatively lower turnover rates (De Sousa Sabbagha, Ledimo, & Martins, 2018).

### 2.1 *Factors that influence employee retention*

The extent to which retention factors lead to the desired result—that is, making employees stay—depends on their impact, called motivational forces (De Vos & Meganck, 2008). These motives drive decisions to stay or leave.

#### 2.1.1 *Advancement opportunities*

One of the primary reasons employees leave an organization is the lack of opportunities for career advancement and personal growth (Milman & Dickson, 2014). Employees who feel that they have hit a ceiling in their current role or are not being challenged may begin looking for other job opportunities. By offering advancement opportunities, organizations can provide employees with a clear career path that shows that they are valued and that their development is a priority. Advancement opportunities create a sense of loyalty among employees. When an organization invests in its employees' development and provides them with opportunities to grow and advance their careers, employees are more likely to feel connected to the organization and have a sense of loyalty (Moncarz, Zhao, & Kay, 2009). This loyalty can lead to increased retention rates as employees feel valued and invested in the organization's success. In addition, advancement opportunities provide employees with a sense of purpose, challenge, and achievement, which contribute to their overall job satisfaction, leading to employee retention.

#### 2.1.2 *Compensation*

Another reason employees leave an organization is a lack of fair compensation (Khalid & Nawab, 2018; Marinakou & Giousmpasoglou, 2019). Employees who feel that they are not paid fairly for their skills, experience, and contributions may start looking for other job opportunities. By offering fair

compensation, organizations can provide employees with a sense of value and recognition for their work, which can lead to increased retention rates (Aman-Ullah et al., 2021; Pandita & Ray, 2018). Compensation also provides employees with a sense of financial security. When employees feel that they are being paid fairly and have access to benefits such as healthcare and retirement plans, they are more likely to feel secure and invest in their current job. This can lead to increased loyalty and retention rates as employees feel that their financial needs are being met (Dwomoh & Frempong, 2017). Compensation can also be a powerful motivator for employees (Bharath, 2023). When employees are fairly compensated and have access to performance-based incentives, they are more likely to be motivated to perform at their best. This motivation can lead to increased productivity, engagement, and retention. Offering competitive compensation can also be a competitive advantage for organizations. In a tight labor market, organizations that provide fair compensation and benefits are more likely to attract and retain top talent. This can lead to a stronger, more talented workforce and a competitive edge in the marketplace.

#### *2.1.3 Supportive Work Environment*

(Bans-Akutey, 2023; Bharath, 2023). When employees feel supported, valued, and engaged in their work, they are more likely to stay with their employer in the long term. A supportive work environment can lead to increased job satisfaction among employees (Bibi, Ahmad, & Majid, 2018). This means that employees are more likely to enjoy their work and feel fulfilled by their roles. When employees are happy with their jobs, they are less likely to leave (Bibi et al., 2018; Kundu & Lata, 2017). Furthermore, a supportive work environment can help create positive workplace culture (Kundu & Lata, 2017). When employees feel respected, included, and supported, they are more likely to have positive interactions with colleagues and managers. A positive workplace culture can foster a sense of community and belonging among employees, which can also contribute to employee retention. A supportive work environment can also help promote work-life balance (Islam et al., 2022). When employees feel that their employer values their time and well-being outside work, they are more likely to feel satisfied with their jobs and less likely to burn out. This could lead to increased employee retention. The environment fosters a flexible atmosphere, and the availability of job and personal resources, flexibility in work schedules, and fun in work environments make workers feel engaged (Bharath, 2023).

#### *2.1.4 Training Practice*

Effective training programs can help employees improve their skills and competencies (Chow and Singh, 2022). When employees feel that they are growing and developing their roles, they are more likely to feel engaged and satisfied with their jobs. Regular employee training increases employee retention, as employees are less likely to seek opportunities elsewhere (Matongolo et al., 2018). Training programs can also provide employees with opportunities for career advancement (Dhanpat et al., 2019; Moncarz et al., 2009). According to Dhanpat et al. (2019), when employees feel that they have a path for growth and advancement within their organization, they are more likely to stay with their employer in the long term. Training programs can also help employees feel more confident in their roles and be more motivated to succeed (Pervin & Zohora, 2023). Islam et al. (2022) further argued that when employees feel like they have the skills and knowledge to perform their jobs well, they are more likely to feel satisfied and engaged in their work. This could lead to increased employee retention.

#### *2.1.5 Social Support*

Satisfactory relationships with colleagues and fellow workers are determining factors for retention (Kossivi, Xu, & Kalgora, 2016). Social support can have a significant impact on employee retention (Bharath, 2023). When employees feel that they are part of a supportive community at work, they are more likely to feel a sense of belonging. This can lead to increased job satisfaction and overall engagement, contributing to employee retention. Social support can also help employees manage their workplace stress. When employees feel like they have colleagues and managers they can turn to for support during stressful times, they are less likely to experience burnout or leave their jobs due to stress-related reasons. In addition, social support can lead to increased collaboration and teamwork. When employees feel that they are part of a supportive community, they are more likely to collaborate effectively with their colleagues and contribute to a positive and productive work environment.

### *2.1.6 Leadership style*

Various studies noted that the way people are managed and the leadership style have direct influence on an organization ability to maintain its workforce (Bans-Akutey, 2021; Kim, McGinley, Choi, & Agmapisarn, 2020; Sanchez & Lehnert, 2019; Tyagi, 2021). Bourini, Jahmani, Mumtaz, and Al-Bourini (2019) argued that the way employees view an organization is particularly dependent on their relationship with their supervisors. The impact of management on employee retention can be viewed from two perspectives: leadership style and management support (Bans-Akutey, Abdullahi, & Afriyie, 2021; Bans-Akutey & Tiimub, 2021). The involvement of employees in decision making motivates them to stay in an organization (Bans-Akutey, 2020). In most cases, participation in decision-making processes makes employees feel that they are part of the organization, which increases their loyalty and retention (Kundu & Lata, 2017).

## **2.2 Importance of Employee Retention**

### *2.2.1 Skilled and Experienced Workforce*

One of the most significant benefits of employee retention is that it helps organizations maintain a skilled and experienced workforce (Farooq, 2023). When employees stay with an organization for an extended period, they become more knowledgeable about the organization's policies, processes, and culture. They also become more familiar with their job responsibilities, which makes them more efficient and effective at their work. Additionally, employees who have stayed with an organization for a long time have the opportunity to develop deep expertise in their field, which can be leveraged to benefit the organization.

### *2.2.2 Reduced Turnover Costs*

High turnover rates can be costly for organizations (Naab & Bans-Akutey, 2021). Every time an employee leaves, the organization must invest resources in finding and training a replacement. This can be time consuming and expensive, especially if the organization needs to hire specialized talent. Additionally, high turnover rates can negatively affect team morale and productivity. By retaining employees, organizations can avoid these costs and maintain a stable and consistent workforce (Aman-Ullah et al., 2021).

### *2.2.3 Increased Productivity*

Employee retention can also lead to increased productivity. When employees stay with an organization for a long period, they are more likely to feel invested in the organization's success (Darko et al., 2022). They are also more likely to have a deeper understanding of their roles and responsibilities, which can lead to increased efficiency and effectiveness. Additionally, when employees are retained, they have the opportunity to build strong working relationships with their colleagues, which can lead to better teamwork and collaboration (Matongolo et al., 2018).

### *2.2.4 Improved Organizational Culture*

Employee retention can also contribute to a positive organizational culture (Tyagi, 2021). When employees stay with an organization for a long time, they invest more in its mission and values. They are also more likely to feel a sense of loyalty and commitment to their organization. This can lead to a more positive and supportive work environment, which can benefit both employees and the organization as a whole. In conclusion, employee retention is essential for any organization that wants to maintain a skilled and experienced workforce, reduce turnover costs, increase productivity, and improve its organizational culture. Organizations that prioritize employee retention are more likely to have a stable and consistent workforce that can contribute to long-term success.

## **2.3 Influence of Employee Retention on Organizational Performance**

### *2.3.1 Employee Retention Leads to a More Skilled and Experienced Workforce*

Organizations that prioritize employee retention are more likely to have a skilled and experienced workforce (Kossivi et al., 2016). When employees stay with an organization for a long period, they become more knowledgeable about the organization's policies, processes, and culture. This knowledge can be leveraged to increase productivity and drive organizational performance.

### *2.3.2 Reduced Turnover Costs Improve Financial Performance*

High turnover rates can be costly for organizations. Every time an employee leaves, the organization must invest resources in finding and training a replacement (Lekwauwa & Bans-Akutey, 2022; Boubacar & Bans-Akutey, 2023). This can be time consuming and expensive, especially if the organization needs to hire specialized talent. By retaining employees, organizations can avoid these costs and improve their financial performance (Bharath, 2023).

### *2.3.3 Increased Productivity Leads to Better Performance*

Employee retention can also lead to increased productivity. When employees stay with an organization for a long period, they are more likely to feel invested in the organization's success (Moncarz et al., 2009). They are also more likely to have a deeper understanding of their roles and responsibilities, which can lead to increased efficiency and effectiveness. This increase in productivity can drive organizational performance.

### *2.3.4 Retention of Key Talent is Critical for Organizational Success*

Organizations rely on key talent to drive their success. When organizations retain these employees, they are better able to maintain their competitive edge (Kundu & Lata, 2017). By retaining key talent, organizations can ensure that they have the necessary skills and expertise to meet their strategic goals and objectives.

### *2.3.5 Positive Organizational Culture Drives Performance*

Employee retention can contribute to positive organizational culture. When employees stay with an organization for a long time, they invest more in the organization's mission and values (Pandita & Ray, 2018). This can lead to a more positive and supportive work environment, which can benefit both employees and the organization as a whole. A positive organizational culture can drive performance and contribute to long-term success.

### *2.3.6 Retention of Customer-Facing Employees Improves Customer Satisfaction*

Customer-facing employees play a critical role in ensuring customer satisfaction. When organizations retain these employees, they are better able to build strong relationships with customers (Rombaut & Guerry, 2020). This can lead to increased customer loyalty and improved customer satisfaction, which can drive organizational performance. Overall, employee retention is a critical factor in organizational performance. By prioritizing employee retention, organizations can maintain a skilled and experienced workforce, reduce turnover costs, increase productivity, retain key talent, foster a positive organizational culture, and improve customer satisfaction. These factors can contribute to improved organizational performance and long-term success.

## **3. Methodology**

The study was conducted using a case study strategy. A case study is a type of research which gives an occasion for one aspect of a problem to be studied in depth within limited time and space (Ackah, Hanson, & Agboyi, 2000). A quantitative approach is adopted in this study. According to Kothari (2011), a quantitative method is used to quantify attitudes, opinions, behaviors, and other defined variables, and generalize results from a larger sample population by generating numerical data or data that can be transformed into usable statistics. The quantitative method was useful because it enabled the researcher to collect data to examine the effect of labor retention on employees' performance. The sampling frame of this study included staff from three (3) department of the Accra Regional Headquarters of the Ghana Police Service. The three departments were selected using a purposive sampling technique.

The departments were criminal investigations, regional orderly rooms, and regional arms and ammunitions. Therefore, the total population of this study was 120 employees. Based on the formula for sample size calculation by Israel (1992), which has been widely used to calculate sample size, 112 respondents were selected to participate in the study. A random sampling technique was used to select the respondents. For this study, each individual from the sampling frame had an equal chance of being selected (Ackah et al., 2000). A 5-point Likert scale questionnaire was used to collect data, with

“strongly disagree” denoting 1 and “strongly agree” denoting 5. The researchers self-administered the questionnaires to the employees. Data were analyzed using descriptive statistics from IBM SPSS 24 and are presented in the tables.

#### 4. Result and discussions

A total of sixty-seven (112) questionnaires were administered to employees of the Ghana Police Service, Accra Regional Headquarters. At the end of the study period, 111 questionnaires were obtained.

Table 1. Background Characteristics of Respondents

Background Characteristics	Frequency (n=111)	Percent (%)
<b>Gender</b>		
Male	74	66.7
Female	37	33.3
<b>Educational level</b>		
PhD	0	0
Masters	17	15.3
Degree	24	21.6
HND	70	63.1
<b>Number of years worked</b>		
Less than a year	0	0
1-2 years	31	27.9
3-4 years	53	47.8
5 years and above	27	24.3
<b>Service Rank</b>		
Constable	47	42.3
Lance Corporal	13	11.7
Corporal	10	9.0
Sergeant	24	21.6
Chief Inspector	17	15.3

Source: Results from Field survey, 2023

From Table 1, none of the respondents had attained PhD. The results indicate that employees employed at the Ghana Police Service have the required knowledge to perform the basic operations of their respective job and understand the questions posed to them with the least qualification being a Higher National Diploma (HND). The number of years that an employee has worked in an organization shows how best the employee is abreast with the current situation on grounds. This is a clear indication that, majority of the respondents understand the current situation of the institution as most of them have been at post for more than 3 years.

Table 1. Summary of results (%)

<b>Factors influencing employee retention</b>	Mean	Standard Deviation
Work Environment	4.40	.529
Competitive compensation and benefits	4.50	.502
Organizational Culture	4.50	.502
Personal development opportunities	4.40	.529
<b>Importance of employee retention practices</b>	Mean	Standard Deviation
Enhance employee stability and continuity	4.39	.527
Enhances employee morale	4.39	.527
Attracting and retaining top talent	4.40	.529
Enhances Job satisfaction	4.39	.527
<b>Influence of employee retention on organisational performance</b>	Mean	Standard Deviation
Increase in Productivity and Efficiency	4.50	.502
Positively impacts knowledge retention	4.40	.529
Improves organizational financial performance	4.50	.502

Source: Results from Field survey, 2023

The majority of respondents strongly agreed or agreed that the current working environment influenced employees' retention. None of the respondents agreed to participate. The result is a clear indication that a positive and inclusive workplace culture in which employees feel valued, respected, and engaged can contribute to higher retention rates. Most respondents strongly agree or agree that competitive compensation and benefits influence employees' stay in the workplace. Competitive salaries, benefits packages (healthcare, retirement plans, etc.), performance-based bonuses, and other financial incentives can play a significant role in retaining employees. The results also clearly indicate that a toxic or negative work environment can drive employees away, coupled with the fact that employees are more likely to stay with a company offering opportunities for skill development, career advancement, and learning. Clear paths for growth within an organization can boost retention.

The results indicated strong agreement that employee retention encourages employee stability and continuity. This means that, in a stable workplace, employees tend to stay with the organization for longer periods. It also became evident from the results that employee retention enhances employee morale, confirming that high morale results from higher employee retention rates. It has also been shown that employee retention helps to attract and retain top talent. The results show that top talent seeks stability and growth opportunities. A low turnover rate suggests that employees are satisfied, and that the company provides a conducive environment for career development. The results showed that employee retention and job satisfaction are closely linked. Employees who are satisfied with their jobs are more likely to stay with the company, leading to higher retention rates. In addition, when employees know that their jobs are secure, they provide employees with a sense of stability and peace of mind. This stability contributes to overall job satisfaction.



These findings indicate that employee retention increases productivity and efficiency. The data clearly indicate that longer-tenured employees have a deeper understanding of company processes, systems, and industry nuances. Therefore, this knowledge translates to quicker decision-making, problem-solving, and a more efficient workflow. It was also shown that employee retention positively affects knowledge retention within an organization. This means that when employees stay with a company over the long term, they accumulate valuable knowledge, skills, and experience that contribute to the overall knowledge base of the organization. Employee retention improves financial performance. The data clearly indicate that retaining experienced employees means a less frequent need for extensive training, reducing training-related expenditures. Organizations that retain employees are more likely to invest in professional development and growth. Investment can result in more skilled and capable employees, leading to improved outcomes.

#### **4.1 Discussion**

The data provided significant insights into staff retention factors. Respected, valued, and engaged employees are more likely to stay with the organization. Competitive salaries, extensive benefits, such as healthcare and retirement plans, and performance-based bonuses can help retain employees. Financial incentives motivate employees (Aman-Ullah et al. 2021; Pandita and Ray 2018). A healthy and inspiring culture that supports employee loyalty and happiness is a reminder for organizations. The results emphasize the importance of company-sponsored skill development, career advancement, and learning. Growth-oriented companies retain more employees. These data demonstrated the complexity of staff retention. As shown in the results, multiple factors were involved. A happy and inclusive workplace, competitive wages and benefits, healthy corporate culture, and personal development opportunities influence employee retention. These factors can help firms retain employees and build loyal and happy staff for long-term success (Bans-Akutey, 2023; Milman & Dickson, 2014; Moncarz et al., 2009).

The findings demonstrate the significant impact of staff retention on key workplace issues. Respondents unanimously agreed that staff retention promotes stability and continuity, emphasizing the need for a consistent workforce. Long-term employees create predictable and reliable workplaces. Such consistency can improve operations, knowledge retention, and teamwork. It also decreases turnover interruptions and costs, allowing a company to focus on growth and development. The strong consensus that retaining employees boosts morale emphasizes the emotional component of job satisfaction. Valued and secure employees have higher morale, which boosts excitement, productivity, and culture. It can generate a virtuous cycle in which increased morale leads to better retention and a happy working atmosphere. Reputation and stability are important because respondents agreed that employee retention attracts top talent. Top applicants are drawn to companies that value and develop their personnel (Bans-Akutey, 2023).

Second, the study revealed that a low turnover rate attracts such talent by demonstrating a company's commitment to employee development and job happiness. The overwhelming agreement that these two characteristics are linked supports the idea that contented employees stay longer in their posts. Job happiness comes from a supportive workplace, opportunities for advancement, and fair pay. Owing to low turnover rates, employees feel comfortable in their positions, which boosts job satisfaction and retention. These findings demonstrate the comprehensive impact of staff retention on organizations. From stability to morale and talent recruitment to job happiness, each piece fits within the workplace ecosystem. Prioritizing employee retention shows that employees are significant assets worth investing in. This increases employee loyalty and dedication, and improves performance, innovation, and success. A successful company culture relies on stability, morale, talent attraction, and job satisfaction. Recognition of these interdependencies and initiatives that promote employee well-being and progress can create an atmosphere in which people and organizations thrive (Aman-Ullah et al., 2021; Farooq, 2023).

Finally, regarding how employee retention affects key organizational performance factors, the findings provide a solid framework for understanding how retaining personnel improves the organization's operational efficiency, knowledge base, and financial success. The strong consensus that staff retention

boosts productivity and efficiency reflects the cumulative knowledge and expertise of long-term employees. This knowledge accelerates decision-making, problem solving, and workflows. These skilled workers can navigate difficult company processes and industry complexities, thereby improving the operational efficiency. The widespread agreement that longer-tenured personnel maintain institutional knowledge underscores their significance as reservoirs of insights, best practices, and historical contexts. When such personnel stay, they share their knowledge, preserve it, and improve the organization's collective competency.

The fact that retaining experienced workers boosts profits proves their cost-effectiveness. Reduced turnover allows firms to focus on strategic activities that boost revenue by reducing their training and onboarding costs. The overwhelming consensus that retaining employees improves financial performance shows a firm's commitment to employee development. When employees are retained, companies are more inclined to invest in their professional growth, skill development, and career promotion, creating a highly competent workforce that improves their results. Companies can gain knowledge, improve efficiency, and build a solid basis for growth by encouraging long-term tenure. These findings also demonstrate the strategic value of keeping people for their immediate and long-term contributions to an organization's performance and success (Bharath, 2023; Kossivi et al., 2016).

## **5. Conclusion**

### **5.1 Conclusion**

This study examined workplace factors that influence employees to stay, the importance of employee retention practices, and the influence of employee retention on organizational performance. It uses a quantitative approach and case study strategy. The study population included selected staff from three (3) department at the Accra Regional Headquarters of the Ghana Police Service. Participants were randomly selected to complete the self-administered questionnaires.

The study concludes that the factors that influence employee retention are the work environment, competitive compensation and benefits, organizational culture, and personal development opportunities. It was also established that employee retention is very important, as it enhances the stability and continuous progress of the employee, improves employee morale, attracts and retains top talent, and increases employee job satisfaction. Finally, employee retention positively influences organizational performance. It increases efficiency, productivity, and knowledge retention and improves the organization's financial performance.

This implies that organizations should aim to improve employee retention in order to improve organizational performance.

### **5.2 Limitations and Future Research**

This study was limited to employees at the Regional Headquarters of the Ghana Police Service, a government institution. Owing to the fact that government institutions are service oriented, results from this study may not be generalized to include private organizations whose focus is profit oriented. In addition, the results of this study do not provide any subjective reasons beyond the figures reported because the study employed a quantitative approach.

### **5.3 Suggestion**

Based on these results, it is recommended that organizations create respectful, inclusive, and supportive workplaces that improve retention. Attractive remuneration frameworks that retain skilled officers and personnel should also be adopted. It is also important to explore career advancement pathways, such as charting out organizational career paths, delivering specialized training, and building mentorship programs. Future research should focus on a comparative study of how employee retention affects the performance of public and private institutions using a mixed methods approach or some other philosophical underpinning that allows a contextual approach.

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