The Impact of Human Resource Management Practices on Labour Turnover in Ghana

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Abstract

The human resources of every organization are considered as the most vital resource required for her growth. Consequently, most organizations have adopted Human Resource Management (HRM) practices and policies to ensure quality human resources are attracted, engaged and retained. Labour turnover on the other hand refers to the movement of individuals in and out of jobs over a particular period. The HRM practices adopted in an organization can go a long way to influence the rate of labour turn over and subsequently affect productivity and growth of the organization. The study therefore assessed the impact of the HRM practices and labour turnover at Cocoa Research Institute of Ghana (GRIG). Both primary and secondary data were collected for the study. Questionnaires were administered and semi-structured interviews conducted to collect data from management and staff of CRIG. The data collected was presented and analysed using frequency tables and graphs. The study revealed a labour turnover rate of 11.9% of which only 0.43% left voluntarily over the five-year period under study. Sixty four percent (64%) of respondents rated their level of satisfaction with the HRM practice as good which confirms why about 29% percent of the workforce have been working with the institution for twenty years and above. To assess whether employees would opt for other organisations aside of CRIG or other divisions inside of CRIG, some of the employees sampled responded positively with the comment that workers of the research divisions are treated better than those of the other units. It is therefore recommended that all employees are treated fairly no matter the division or unit. Notwithstanding the low turnover rate and the desire of majority of employees to remain with the institute until retirement, there is the need for some level of labour turnover to allow new ideas, technology and changes to be introduced into the organisation to help bring dynamism into the operations of the organisation.

Keywords: Human Resource Management; Labour Turnover; Training and development.

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1. Background of the study

Human resources management is an essential part of any organisation encompassing a wide range of activities and functions including staffing and recruiting, training and development [1, 2]. Most employer – employee relations in any organisation involves some aspect of human resources.

It is therefore evident that people are the most valuable and essential assets of any organization. Indeed, irrespective of the organizational goal of companies, success or failure of the setup is a measure of the effectiveness and efficiency of the human capital of the organization. Human Resource Management (HRM) is concerned with the contribution it can make to improving organisational effectiveness through people [3, 4]. This is aimed to build a relationship based on trust, openness and personal fulfilment. However, the reality is the contrary: in most institutions and organizations the human resource is under-valued and under-trained and in most cases disrespected and disregarded by management even though it is the only active factor of production.

Ironically, and as if that is not enough, management insatiably expect labour to perform effectively, efficiently and flawless all the time. The cumulative effect of management's poor regard for labour and attendant low level of labour satisfaction is low productivity, high labour unrest and high labour turn-over. The unfortunate aspect of labour satisfaction is that, it is within the human resource itself and, therefore, highly subjective. Productivity, in general, is the summative effectiveness of labour satisfaction as conditioned by the prevailing human resource management system in place and the other factors of production. But where productivity cannot be easily quantified into tangible items, then labour unrest and labour turn-over independently or interactively measure labour satisfaction as is the case with the research institutions.

1.1 Statement of the problem

The opposition, challenges and frustrations in managing organizations are mostly people related issues that arise between employers and employees. Since organization cannot function without people, institutions put in place many practices and policies (human resource Practices) to manage its workforce. This is to help recruit, motivate and retain the highest quality labour force to help maximize productivity.

The mechanisms used by management in the implementation of these policies determine the success of the policies formulated by management. The desire of employees to remain with such organizations which reduce the rate of labour turnover and induce commitment from employees is also influenced by how the policies and practices are administered.

The cost associated with replacing people who have left proves to be too expensive and time consuming. Other losses include results of poorer performance on the part of less experiences employees. People who leave also represent a loss of resources in which the organization has invested. The damage is even greater when the high quality labour force trained and developed by the organization decide to work for your competitors.

In Ghana, most people familiar with the research institutions have the impression that workers of the Cocoa Research Institute of Ghana (CRIG) never leave for another establishment once employed by CRIG. This is

believed to have resulted in low labour turnover and high level of commitment and loyalty from its employees.

The aims of this study is to determine the truth or otherwise of the impression of the Ghanaian public that the human resource management system at CRIG is so good that there is high labour satisfaction leading to low labour turn-over and absence of industrial unrest for the past five (5) years. It will also investigate the human resource management practice in place and how they are implemented.

1.2 Objective of the Study

The research is to assess the impact of human resource management practices on labour turnover and determine the level of satisfaction of employees on the human resource management practices of CRIG.

Specific Objectives

The study aims to:

1. Identify the Human Resource Management practices that are in operation at CRIG.
2. Evaluate the effectiveness of the HRM practices in use at CRIG.
3. Determine the level of satisfaction of the workers of CRIG with the HRM   practices.
4. Assess the impact of HRM practices on labour turnover at CRIG.

1.3 Research questions

1. What HRM practices have been put in place at CRIG to manage the Human   Resources?
2. How effective are the HRM practices at CRIG?
3. To what extent are employees of CRIG satisfied with the HRM practices in place?
4. What are the reflections of HRM practices on Labour Turnover/Retention at   CRIG?

1.4 Relevance of the Study

It is the utmost desire of every organization to attract, recruit, motivate and retain their human capital in a manner that will ensure that they obtain maximum commitment and productivity from them. They, therefore, do all they can to achieve this. Yet strikes and industrial unrest are rampant in some public and private organizations and establishments. If the research findings indicate that indeed labour turn-over and industrial unrest are negligible in CRIG, then the labour management practices of CRIG could be adopted and implemented by Ghana government for all state owned institutions and establishment.

The findings of the study will provide the basis for confirming or rejecting the perception that employees of CRIG do not leave the institution once employed until retirement or death and formulation of new and improving upon the existing HRM policies in CRIG as well as other state-owned organizations in Ghana.

Subsequent to the findings, various recommendations directed towards labour stability and enhanced productivity will be made for adoption and implementation at CRIG and other related organizations.

1.5 Scope of the Study

This study focuses on the research organizations in Ghana but CRIG was specifically selected from the spectrum of its kind, like the thirteen research institutes of the Council for Scientific and Industrial Research (CSIR), The Savannah Agricultural Research Institute (SARI) Forestry Research Institute of Ghana (FORIG) among others.

The study will focus on CRIG as an institution and its HRM practices from 2011 to 2016 and evaluate the impact of such practices on the labour turnover rate within the organization.

2. Literature Review

Reference [3], penned that Human Resource Management is a strategic and coherent approach to the management of an organization's most valued assets. The working people in an organization who individually and collectively contribute to the achievement of the objectives of the business are an important asset to every business.

Reference [5], has determined that every organization must deal with the following basic human-oriented functions: human resource planning, staffing, maintaining HR information systems, training and development, organizational culture, development, change management, employee performance, compensation and benefits, legal compliance, labor relations, health, safety, and security

Based on a strategic perspective, [6], proposed a menu for HRM practices which included six major practices: planning, staffing, appraisal, compensating, training and development choices. Similarly, Reference [7] developed a model based on four interrelated HRM functions: staffing, rewards, training and appraisal. The model called "human resource cycle" is depicted in Figure 1. Reference [7], stated that human resource cycle represents sequential managerial tasks and performance is a function of all human resource components. While the concept of HRM seems very broad, it is possible to distinguish some generally accepted practices. As a matter of fact, most of organizations are concerned with main HRM practices as described by [7].
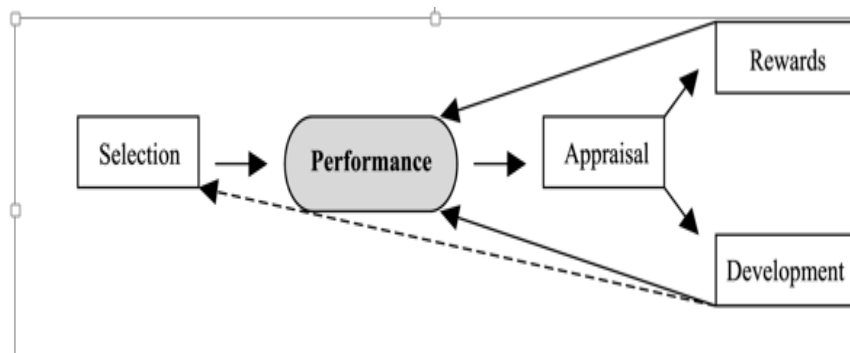
Figure 1: Human resource cycle and its practices [7]

When opportunities arise to hire new personnel, most organizations advertise job vacancies and conduct

professional interviews to select the best candidates, but the results are generally affected by networking and recommendations [8]. During selection process, employers consider many credentials such as experience, professional skills, education and personal conduct of the candidate in his previous positions [9]. Among different criteria, education and university diploma receive a good deal of attention even if they are not directly related to job requirements. Most developing countries have a high regard for university diploma and generally they continue their education as far as possible even though sometimes they have not clear objectives in continuation of their studies. The emphasis on education may be related to high power distance and a strong sense of class culture [9].

Health and safety policies and programmes as explained by [10] that they are concerned with protecting employees – and other people affected by what the company produces and does – against the hazards arising from their employment or their links with the company. He further explained that occupational health programmes deal with the prevention of ill-health arising from working conditions.

A number of HRM practices have been suggested as potential solutions for turnover, such as investment in training, offering organizational support, adopting innovative recruitment and selection processes, offering better career opportunities [11, 12, 13, 14 and 15] and adopting measures to increase job satisfaction and commitment [16].

Providing employees with sufficient training opportunities is an investment strategy for job stability [17]. Such actions by the organization constitute a crucial part of its fulfilment of the informal contract between itself and employees. These practices deepen employees' sense of attachment to the organization, and therefore enhance retention [18].

3. Research methodology

3.1 Research design

This is an explorative research which aims at finding out the human resource management practices in place, the satisfaction level of employees and how these practices impact on labour turn over. The research designed questionnaires for employees and management. Unstructured interviews were also employed to gather more data from the human resource management department, the union executives and some of the employees. This enabled the research to sample and evaluate the views of management, union and employees to be able to draw reasonable conclusions from the qualitative and quantitative data gathered.

3.2 The study population

The population for the study comprised of members of management (including the human resource manager), human resource officers, the union secretary and all permanent employees from the various divisions of the institute. CRIG has 35 well-trained professionals in various scientific disciplines and 112 technical staff with an overall population of 1154.

3.3 Sampling techniques

Purposive sampling was used to select members of management, the human resource officers for interview and stratified sampling was also employed to ensure that the sample size covered employees from the various divisions.

3.4 Sample size

The sample size is arrived at from the total population of the study. This depends more precisely on the desired precision from the estimate.

In all, 92 employees from the various divisions that is, members of management, human resource officers and union executives were sampled for the study. In all Seventy Five (75) employees responded to the questionnaires and interviews.

3.5 Data analysis tools

Qualitative and quantitative methods of analyzing data were employed by the research to extract relevant information from the data collected. Data that could not be analyzed quantitatively was analyzed qualitatively with the use of statement whiles tables, charts were used to analyze the qualitative data. Software like Statistical Package for Social Sciences (SPSS) and Chi Square were used for the analysis.

4. Data presentation, analysis and discussion

4.1 Introduction

The section presents the findings of the study and is tailored along finding solutions to the research questions in order to achieve the objectives of the study. It begins with the profile of responding individuals. The main subject of discussion includes the human resource practices at CRIG, staff's satisfaction level of the human resource practices and the impact of human resource practices on labour turnover.

4.1.1 Profile of the Respondents

The response rate for the study was 81%. To gather background information about the employee, the respondents were asked to indicate their gender, educational level, current rank and the number of years they have been working with the organisation. The detail of the outcome is given below.

Gender of Respondents

Fifty six of the respondents, representing 74.7%, were males with nineteen (25.3%) being females. The resulted proportion demonstrates the number of male staffs is likely to be higher than female staffs.

4.1.2 Educational Level

All the respondents have had some form of formal education. Three of the respondents representing (4%) had Postgraduate Degree while Thirty representing (40%) of the respondents were First Degree holders. Six of the respondents representing (8%) and Fifteen of them which represent (20%) had Higher National Diploma and Post-Secondary education respectively. Twenty One of the respondents representing (28%) had secondary /technical/ other education. The modal category of the educational level of the respondents was degree.

4.1.3 Current Rank of Staff

Thirty of the respondents representing 40% are technical officer whiles Twenty One of them representing 28% are senior technical officer. There were three respondents each who were accounts officers, human resource officers, secretaries and managers representing (4%) four percent for each of the categories. Six of the sampled respondents were clerks while Six of the respondents also indicated others as their rank with each representing (8%) eight percent of the respondents.

4.1.4 Length of Service at CRIG

Thirty three of the respondents representing 44% have spent 5 years or less years at the CRIG while 6 of the respondents each representing 8% have spent 6-10 years, 11-15years and 16-20years at CRIG. The modal category of the number of years at CRIG is 5 years or less years. This implied that in recent five years CRIG has recruited more staffs to help the institution achieve its objectives. Those with more than Twenty years of experience at CRIG were 24 which represent 32% of the respondents. Table 4.4 shows the detail of the result.
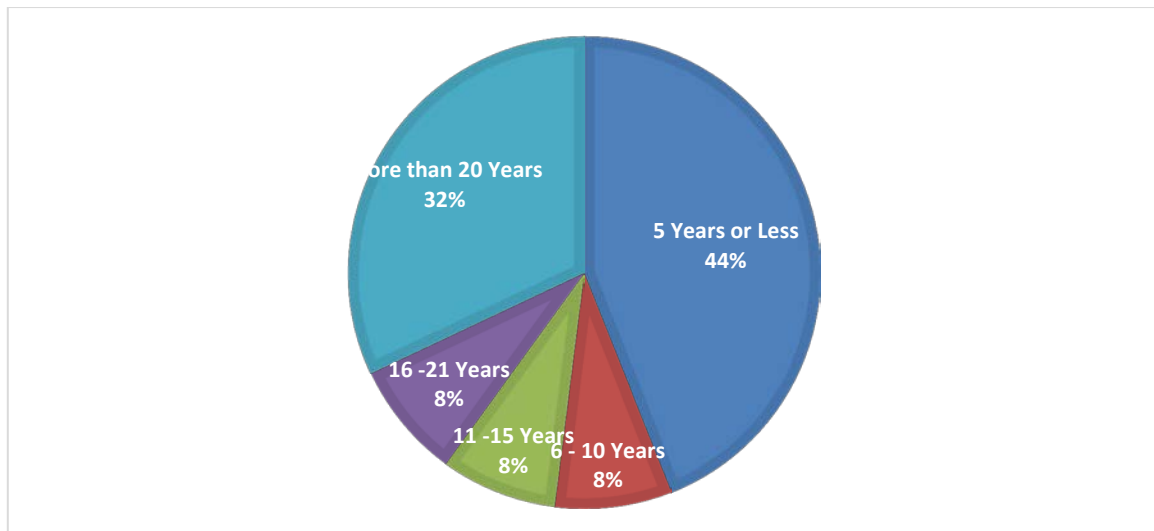
Figure 2: Length of Service at CRIG

Source: field work, 2016

4.2 Human resource management practices at CRIG

To ascertain the human resource management practices at CRIG, the researcher had a face to face interview

with the human resource manager and came out with the following findings.

According to the Management, human resource practices at CRIG are categorized as follows:

(1) Recruitment and Selection

(2) Education, Training and Development

(3) Compensation and Rewards

(4) Health, Safety and Security

(5) Welfare

(6) Labour Management Relations

4.2.1 Recruitment and Selection

Recruitment for selection is normally through the following sources of recruitment.

Internal Advertisement (CRIG and all subsidiaries of COCOBOD)

External Advertisement– Graphic and Times

Institutions of Learning

Unsolicited Applications

For the selection stage shortlisted applicants are taken through both oral and written interviews. The choice of type of interview is based on the kind of job applied for. [19], emphasises that organizations that want to reduce labour turnover should pay particular attention to recruitment and selection, induction, job training, pay and other benefits.

The sources used to employ staff form the employee perspective.

At least one fifth of the respondent indicated that they were recruited through internal source. This represents 22.7%. Staffs that were recruited from institution of learning represent 21%. The modal recruitment source is from unsolicited application. Forty-two out of the Seventy-Five of the respondent representing 56.3% indicated that they were recruited through unsolicited application.

4.2.2 Rating of recruitment and selection process

To establish the perception of employee about the recruitment and selection process at CRIG, the respondents were asked to rate the recruitment and selection process. Seventy-six percent of the respondent indicated that the

process is very good. This shows that majority of employees at CRIG were recruited through unsolicited applications.

4.2.3 Education, Training and Development

From the opinion of management the kind of education, training and development implemented at the work place has had significant influence on labour retention in that well trained, highly specialised labour normally remain loyal to the organisation . This assertion is relevant to what is affirmed by [18]. They indicated that providing employees with sufficient training opportunities is an investment strategy for job stability and such practices deepens employees' sense of attachment to the organization, and therefore enhance retention.

Training and development is a pre requisite for retaining labour, especially highly specialized labour. CRIG recognizes this and therefore has elaborate system of training its labour force without undue fear of losing them to other allied research institutions.

An interview with management further revealed that successful applicants from recruitment and selection process are placed on the job; the human resource department offers induction to help them settle down quickly and feel comfortable to work. It is also indicated that regular in-service training is offered to the employees when and where the need arises. Seminars are organized within and without (outside) to help employees to obtain new skills, knowledge and ideas to help them adjust to changes that arise at the workplace.

Study leave with pay is granted to employees who desire to further their education after working with the institute for at least five years. Approval is however based on the relevance of your course to the attainment of organizational goals and budgetary allocations for study leave.

From the employee perspective, 20% of the respondents have had opportunity to further their education. Table 1 shows the result in details.

Table 1: Pursuit of further studies

	Frequency	Percent	Valid Percent	Cumulative Percent
YES	15	20.0	20.0	20.0
NO	60	80.0	80.0	100.0
Total	75	100.0	100.0	

Source: field work, 2016

On the issue of on-the-job training, majority of the respondents (88%) indicated that they have had on-the-job training. Table 2 shows the outcome. This indicated that CRIG considers training and development as an

investment strategy for job stability and also a way of improving organizational performance.

Table 2: Receipt of on-the-job-training

	Frequency	Percent	Valid Percent	Cumulative Percent
YES	66	88.0	88.0	88.0
NO	9	12.0	12.0	100.0
Total	75	100.0	100.0	

Source: field work, 2016

Almost all staffs at CRIG see the selection process for pursuit of further study as fair. Table 3 below shows the detail. At least 52% see the selection process as very fair/good while 44% see the process as good.

Table 3: Rating of selection process for further studies

Rating	Frequency	Percent	Valid Percent	Cumulative Percent
EXCELLENT	3	4.0	4.0	4.0
VERY GOOD	36	48.0	48.0	52.0
GOOD	33	44.0	44.0	96.0
NOT APPLICABLE	3	4.0	4.0	100.0
Total	75	100.0	100.0	

Source: field work, 2016

4.2.4 Compensation and rewards

In an interview with management the salaries of CRIG workers are managed by the Ghana Cocoa Board (COCOBOD) of which CRIG is a subsidiary. There are two categories of workers under COCOBOD (CRIG), Senior Staffs and Junior Staffs.

The Junior Staff forms part of unionized labour which in consultation with other subsidiaries of COCOBOD negotiates for conditions of service and salary increments. The salaries of all staff are based on what is agreed upon between unionized labour and COCOBOD. Unionized labour goes to the negotiation table every two

years. The salaries of management are adjusted based on the level of increment placed on the salaries of the junior staff. The significance of this approach to salary issues is that workers do not agitate for salary increases but rather exercise restraint with the believe that they will be given the opportunity to express their views on their salaries after every two years.

4.2.5 Allowances

All categories of employees receive various kinds of allowances due them during the course of discharging organizational duties. Allowances are remuneration packages used to induce workers to perform effectively. The allowance system available and the ease of assessing it normally distinguish one establishment from another. Salaries may not be enough but allowances paid may make the "take home" significant. Management indicated that in CRIG, there is an effective checks and balance system existing to ensure that the system is not abused. The following allowances were found to exist at CRIG.

Car/motor maintenance allowance

Over-time allowance

Travelling allowance

Night allowance

To ascertain the level of satisfaction with the remuneration package at CRIG from the employee perspective, respondents were asked to indicate their satisfaction level. Table 4 indicates the outcome of the satisfaction level. At least 36% of the sampled respondents indicated that they are very satisfied with the level of remuneration while 64% indicated that the salary level is good.

Table 4: Rating of remuneration

	Frequency	Percent	Valid Percent	Cumulative Percent
EXCELLENT	6	8.0	8.0	8.0
VERY GOOD	21	28.0	28.0	36.0
GOOD	48	64.0	64.0	100.0
Total	75	100.0	100.0	

Source: field work, 2016

4.2.6 Health, safety and welfare

In an interview with the human resources department, CRIG consider employees health, safety and welfare issues as one of the top priority of the organization. On the basis of this, COCOBOD the parent company of CRIG have provided a Health Centre, "Cocoa Clinic" on the premise of the organization to meet the health needs of the employees and their spouse as well as their children below 18 years of age (and up to 21years in cases where these wards are students).

Management also indicated that employees who need specialist attention on ailments like Infertility, Hypertension, Diabetes, Ears, Nose and Throat (E.N.T.) and others, are referred to see these specialists at the Cocoa Clinic in Accra, some are further referred to the Korle-bu Teaching Hospital also in Accra.

On the issue of safety, Management mentioned that all employees of CRIG are provided with safety gadgets like gloves, wellington boots, leather boots, overalls and cover coats. All these provisions are made based on your job description.

Concerning the welfare of employees, 86% of the respondents indicated that CRIG has a General Welfare Association which is opened to all employees. The welfare caters for bereavement, death and engagement/weddings. Other associations that exist include Senior Staff Association, CRIG Club, Consumer Co-Operative Union and CRIG Credit Union.

From the employee perspective, 80% of the respondents agree that health, safety and welfare facilities available at CRIG are adequate while 20% were not sure.

These indications confirmed the assertion by management that the health, safety and welfare issues at CRIG are one of the important issues at CRIG. The provision of health service is aimed at protecting employees and other people affected by what the company produces against the hazards arising from their employment or their links with the company as suggested by Armstrong (2003).

Table 5: Presence of adequate Health, safety and welfare facilities

	Frequency	Percent	Valid Percent	Cumulative Percent
AGREE	60	80.0	80.0	80.0
NOT SURE	15	20.0	20.0	100.0
Total	75	100.0	100.0	

Source: field work, 2016

To ascertain employees' liberty to join or form association the respondent were asked to indicate their agreement or disagreement to the statement. Sixty-Nine of the respondents representing 92% agree to the statement that employee are at liberty to join or form association. However, 8% said they are not sure. Table 6 shows the result.

Table 6: Freedom of association

	Frequency	Percent	Valid Percent	Cumulative Percent
AGREE	69	92.0	92.0	92.0
NOT SURE	6	8.0	8.0	100.0
Total	75	100.0	100.0	

Source: field work, 2016

On the relationship between management and union at CRIG, 28% of the respondents indicated that the relationship is satisfactory while majority (68%) indicated that the relationship is quite satisfactory. Only 4% of the respondents were not sure about the relationship between the management and the union. This is not a surprise as in most cases in Ghana, relationship between management and unions are characterized by acrimony. Table 7 shows the outcome.

Table 7: Relationship between management and union

	Frequency	Percent	Valid Percent	Cumulative Percent
SATISFACTORY	21	28.0	28.0	28.0
QUITE SATISFACTORY	51	68.0	68.0	96.0
NOT SURE	3	4.0	4.0	100.0
Total	75	100.0	100.0	

Source: field work, 2016

4.3 Effectiveness of the HRM practices

The objective of this section is to find out how effective the Human Resource Practices at CRIG are. The

following reports were identified: Human Resource practices at CRIG have been effective based on the outcome of the study. Majority of the respondents numbering 66 which represents 88% indicated that the human resource management practices are effective. Only 9 respondents representing 12% out of the overall respondents were not sure. Table 8 shows the result in detail and the outcome shows that human resource practices at CRIG are effective.

Table 8: Effectiveness of HRM practices at CRIG

	Frequency	Percent	Valid Percent	Cumulative Percent
AGREE	66	88.0	88.0	88.0
NOT SURE	9	12.0	12.0	100.0
Total	75	100.0	100.0	

Source: field work, 2016

4.4   Level of satisfaction of HRM practices

To ascertain the satisfaction level of staff about human resource practices at CRIG, the respondents were asked to indicate the extent to which they agree with the statement. Table 9 shows the result in details indicating that workers at CRIG are satisfied with the Human Resource Management practices as they reported. Sixty three respondents representing 84% indicated that they agree to the statement that staffs are satisfied with human resource management practices at CRIG. Among other things 12 staff members representing 16% were indifferent or not sure. The outcome demonstrates that Staff members are satisfied with recruitment and selection process, training and development, salary, health, safety and welfare among others put in place at CRIG to manage the workforce and help retain them at the work place.

Table 9: Satisfaction level with HRM practices at CRIG

	Frequency	Percent	Valid Percent	Cumulative Percent
AGREE	63	84.0	84.0	84.0
NOT SURE	12	16.0	16.0	100.0
Total	75	100.0	100.0	

Source: field work, 2016

4.5   Impact of HRM practices on labour turnover at CRIG

4.5.1 Labour turn-over at CRIG

The human source department indicated that, labour turn-over at CRIG due to voluntary departure, over the past 5 years that is 2011 to 2016 was negligible. Table 10 below shows the pattern of labour departure from CRIG. In this study, Voluntary Departure, was used as an index of labour turn-over that reflected labour stability and satisfaction or dissatisfaction at the work place. The lower this value is, the higher the reluctance to seek greener pastures in other establishments. And the higher this value is, the higher the system-inherent tendency for workers to leave for other establishments.

Table 10: Pattern of labour departure from 2011 to 2016 out of a workforce of 1,154.

Actual value	Percentage of total workforce of CRIG out of 1154 workers	Reasons for leaving CRIG
95	8.23%	Retirement
3	0.23%	Transfer
20	1.73%	Death
4	0.35%	Terminated/dismissal
5	0.43%	Voluntary departure
1	0.09%	Secondment
128	11.09%	Total

Source: field work, 2016

The number of employees of CRIG that left voluntarily during the period of study was 0.43% of the total workforce. This means on the average, 0.086% of the workforce left voluntarily every year during the study period - this was clearly against the wish of the establishment. This confirms the assertion made by the 84% of the respondent staff, that they are satisfied with the HRM practices. In the words of most respondents "they do not know of any government establishment that provides better salaries, working conditions and other incentives than CRIG".

The study also showed that 1.73% - 0.35% per annum - of the workforce at CRIG died before their retirement was due. Dismissal from CRIG was also found to be very small, 0.35% - 0.07% per annum- for the period under consideration. This is very close to the value observed for voluntary departure. Under normal conditions, CRIG will not terminate the appointment of its employees nor will it be comfortable with its employees leaving before retirement. Similarly, the study showed a transfer rate of 0.046% and a secondment rate of 0.018%. This

indicated that transfer and secondment are not normal features of CRIG human resource management policy. The above analysis points to an inherent inertia at CRIG for its workers to be enticed away. And this may be due to the human resource management practices that are in place at CRIG.

4.5.2 Voluntary turnover and human resource practices

To establish the influence of human resource management practices on employees' voluntary turnover at CRIG, respondents were asked a series of questions. On whether the human resource practices at CRIG had influence on labour turnover, the respondents were of the view that it had not influence the voluntary turnover. This was indicated in their disagreement that human resource practices at CRIG have influence on labour turnover. Fifty-one of the respondents representing 68% were of such opinion. However, about one third of the sampled staff are not sure.

Table 11: Influence of HR practices at CRIG on labour turnover

	Frequency	Percent	Valid Percent	Cumulative Percent
NOT SURE	24	32.0	32.0	32.0
AGREE	51	68.0	68.0	100.0
Total	75	100.0	100.0	

Source: field work, 2016

The sampled respondents were further asked to indicated their agreement to the statement that labour turnover at CRIG is due to other factors other than the human resource practices put in place. The outcome confirmed the result of table 12. At least 68% of the respondents were of the opinion that the labour turnover at CRIG is due to other factor other than human resource practices while 32% of the respondents were not sure.

Table 12: Turnover at CRIG due to other factors other than the HR practices

		Frequency	Percent	Valid Percent	Cumulative Percent
	STRONGLY AGREE	6	8.0	8.0	8.0
	AGREE	45	60.0	60.0	68.0
	NOT SURE	24	32.0	32.0	100.0
	Total	75	100.0	100.0	

Source: field work, 2016

Table 13 shows the outcome of the cross tabulation of staffs option to opt for another organization and staffs satisfaction with human resource management practices. From the table, 57 out of the 75 respondents indicated that they will not opt for any organization other than CRIG while 18 were of the opinion that given the option, they will go for another organization. This observation implied that staffs at CRIG generally prefer to stay rather than move to other organization.

Table 13: Cross tabulation of Opting for another organization and Satisfaction with HRM practices at CRIG

Option to opt for another organization other than CRIG	Satisfied of staff with HRM practices at CRIG		
	AGREE	NOT SURE	Total
YES	12	6	18
NO	51	6	57
Total	63	12	75

Source: field work, 2016

To establish whether the staff's decision to stay depended on their satisfaction with human resource practices at CRIG, chi-square test of dependency was carried out. Table 14 presents the result in detail. The level of significance that the respondents decision to stay at CRIG depends on staffs satisfaction with human resource practices was very high with a p-value of $0.021(\chi = 5.294, N = 75, df = 1, \alpha = 0.05)$.

Table 14: Chi-Square Test Result for Dependency of Staffs Staying with CRIG and Satisfaction with HRM Practices

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.294a	1	.021
Likelihood Ratio	4.675	1	.031
Linear-by-Linear Association	5.224	1	.022
N of Valid Casesb	75		

Source: field work, 2016

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.88

b. Computed only for a 2x2 table

The outcome of the study shows that human resource practices create links, fit and sacrifice for employees that make them embedded into their jobs and keep them from leaving the organization.

5. Conclusion and recommendations

5.1 Conclusions

People are employed because of the skills, knowledge initiatives, and the capabilities of learning to enhance these assets for the attainment of organisational goals. Organisations most often recruit the highest quality of labour and try to train and motivate them to remain with them for longer periods; thereby reducing high labour turn over. The human resources of every organisation are managed through the use of various kinds of human resource management practices or activities.

The level of labour turn over within an organisation indicates the satisfaction level of employees and the health of the organisation. Whilst some level of labour turnover is unavoidable and therefore healthy, a high level labour turnover indicates there are problems in the organisation which needs to be addressed.

The study sought to ascertain the impact of human resource management practices on labour turnover at CRIG. To appreciate the research issues raised in the study and to place the relevant literature in context, as well as to generalize the study to some extent, a thorough review of the secondary data was made. Besides, the human resource department of CRIG as well as other staffs were interviewed to ascertain the human resource management practices in place.

The outcome of the study indicates that human resource management practices at CRIG are effective and that the employees are satisfied with the human resource practices put in place.

5.2 Recommendations

The following are some recommendations as a follow-up of the study: CRIG needs to continue enhancing the human resource practices to meet current trends as some of the staff have indicated that they will opt for another organization should any opportunity avail itself. Employees from the various divisions should be treated the same once they have the same qualification. It is also recommended that employees are given different kinds of training to help them cope with changes in their jobs. Conditions of service of employees must be made known to the staff. Relationship between management and the union needs to be strengthened. Management of CRIG should keep up-dating their HRM practices to be abreast with the economic and social changes of society and their employees.

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