



## Employee Retention and Job Performance among the Academic Staff of Plateau State College of Agriculture Garkawa (PSCOAG)

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### Abstract

This work specifically looked at the problem of employee's retention which affects job performance in the long run in the institution. The study investigated employee retention and job performance among the academic staff of Plateau State College of Agriculture Garkawa (PSCOAG). The data for the study were collected from both the primary and secondary sources. A sample size of 72 was used for the study. The respondents were selected using simple random sampling. The finding showed that employee's retention improved job performance in the study area. The finding also revealed that reward system and recognition of employees by employer helps in retaining workers to increase job performance. The paper recommended that management should encourage and retain employees who have performed well in their job, because this will motivate employee to give in their best.

**Keywords:** Employee, Retention, Job, Performance & Academic Staff

### Introduction

Employee retention is one of the functions of personnel administration in both public and private organizations. Personnel managers perform the management and operative functions in their various organizations. By virtue of their positions as managers, or supervisors, they perform the management functions; and, by virtue of positions as personnel officials, they perform the operative functions which preoccupy their day-to-day activities. It must be accepted that personnel administration is one of the most complex and challenging spheres of human endeavours (Ngu, 2010).

In today's globalized world, employee's retention has become one of the most critical issue facing the corporate leaders and managers. Retaining talented employees has become the topmost priority of organizations because of the shortage of skilled labour, economic growth, increased competition and employee turnover. Having a retained and a committed workforce has become an important strategic aspect for almost all the organization. In order to survive in the present scenario, recruiting the most talented employees is not sufficient enough this days, organizations need to become more careful about how to

retain employees. It is established ultimately that employee is the greatest assets for any organization; therefore, organizations cannot afford to lose their top and talented employees. An organization tends to gain competitive advantage because of the stable and committed work force. In today's competitive world, talented employees have lots of opportunities in their hands, if they are not happy with their present job or employer, they would definitely switch to another job. In a situation where a talented employee leaves an organization, the competitors are going to take advantage that. So a manager's job is not only to attract and recruit the best employees but also to retain them. Managers should know the ways to retain their talented staff otherwise they would not to be left with good employees (Swaty and Silky, 2017). Organizations having talented employees led to growth and success (Robbins and Judge, 2007). In organization competent employees are considered as backbone of the institutions. It is very important for organizations to prepare their employee to meet the challenges of the 21<sup>st</sup> century. Training and development are sort of support to align the workforce with the objectives of the organization (Dufficy, 2001).

Studies have shown that human resources are the most valuable assets in any organization whether in public and private sector Adebayo, (2001), Ejiofor and Mbache, (2001), Olowu and Adamolekun, (2005). The human factor however, fundamental to the achievement of organizational goals, when this vital asset is not properly planned for in terms of whom to recruit, the quality of the people to be recruited in terms of educational qualifications, skills and experience and

effective strategies put in place to retain them, meeting organizational goals becomes a mirage. Therefore, for any organization to achieve its goals, appropriate staff recruitment and adequate retention strategies are sine-qua-non. In Nigeria, like other countries of the world, there are three major types of institutions that engage the workforce. These are: governmental organizations, private organizations and the non-governmental organizations (NGOs). These three institutions could be classified into two broad groups namely: the public sector (those that work for government in any capacity) and the privates sector. One of the underlying factors common to both sector is personnel. According to Okoye (2001), these are the people who are ready to serve the organization with their ability, talent and drive in the achievement of organizational goals. This is in line with the view of Mohammed (2006), "the success and progress of an organization depend on its ability to maximally explore that talent and potentials of its workforce".

The Plateau State College of Agriculture Garkawa was established in 1998 by Plateau State Government in order to provide quality training and sufficient exposure to students practically by its array of highly qualified staff. Therefore, over the years, past and successive governments have been making efforts to increase job performance among the academic staff but the problem of employee's retention still persists. It is against this backdrop that the paper examined employee retention and job performance among academic staff in the College.

### **Statement of the Problem**

One of the principal reasons that triggered this study was the problem of employee's retention and job performance in Plateau

State College of Agriculture Garkawa. The institution was established in 1998 to provide quality training and sufficient exposure to students practically by its array of highly qualified staff. Therefore, the employees of the institution are quitting to other jobs opportunities that are more favourable as a result of unsatisfactory situation such as poor condition of service (poor reward system) training challenges, lack of recognition), underfunding of the institution and poor facilities in the institution. However, it is against this background that this study examined the problem of employee retention on job performance among the academic staff of Plateau State College of Agriculture Garkawa.

### Research Questions

- i. Do training and development bring about employee's retention in PSCOAG?
- ii. How does welfare benefit improve employee retention and job performance in PSCOAG?
- iii. How do potentials for growth encourage employee's retention and job performance in the study area?

### Objectives of the Study

- i. To determine how training and development bring about employee's retention in PSCOAG.
- ii. To find out how welfare benefits improve employee's retention and job performance in PSCOAG.
- iii. To examine how potentials for growth encourage employee retention and job performance in the study area.

### Hypotheses of the Study

**H<sub>01</sub>** Employee training and development have not brought about employee's retention in the study area.

**H<sub>02</sub>** Welfare benefits have not improved employee retention and job performance in the study area.

### Scope of the Study

The study focuses on employee retention and job performance among the academic staff of Plateau State College of Agriculture Garkawa (PSCOAG) within the time frame of 2009-2019. This period was chosen because most of the employees are quitting their job to a better offer in somewhere. This is as a result of poor retention policies in the institution.

### Significance and Limitation of the Study

The study seeks to benefit the employee and employees in general in various ways. These include realization of the reasons for failure to attract and retain talented staff. Ultimately, corrective actions are taken after some of the policies that contribute to low morale of staff are abolished, hence improve their services which eventually lead to improved job performance. The findings of the study are of benefit not only to academic staff, also to those in other sectors in that they will understand how much better to work with employers to meet their individual expectations. Finally, the study is of benefit to academic and researchers who would like to pursue the subject and further the research.

The major limitation was the problem of getting information from the institution under study. For the institutions, there is always the fear of giving out information to the public as such, vital information needed

was not readily available. Secondly time factor constituted another limitation of this study. Thirdly, there is difficulty of getting the respondents to complete the questionnaires on time. This is because most respondents complained of inadequate time, since they are paid nothing to complete the questionnaires. Hence they never kept their appointments.

### Conceptual Clarification

**Employee Retention:** According to Kossivi et al (2016), employee retention is concerned with keeping or encouraging employees to remain in an organization for maximum period of time. Johnson et al, (2000), defines employee's retention as the ability to hold unto employees that you want to keep for longer than your competitors. Chaminade (2007), on the other hand defines employee retention as a voluntary move by an organization to create an environment which engages employees for long term. Employee retention involves taking measures to encourage employees to remain in the organization for the maximum period of time (Griffeth and Hom 2001). Organizations are facing a lot of problems in employee retention these days, hiring knowledgeable people for the job is essential for an employer, but retention is even more important than hiring.

**Job Performance:** Job performance is the general attitude that people have about their jobs. Job factors such as the pay, the job itself, promotion opportunities, support from supervisors and relationship with co-workers affect employee's satisfaction (Ahmed et al, 2002). In another development, Viswesvaran and Ones (2000) introduced a more recent definition of job performance as behavior and out comes that employees undertake that contribute to

organizational goals. According to Motowidlo (2003), job performance refers to the effectiveness of individual behaviour that contributes to organizational objectives and should consist of task performance and contextual performance.

### Factors Influencing Employee's Retention and Job Performance

Gowry (2011) in his research on employee retention at Intel showed that performance appraisal was strongest retainer followed by training and development, financial and health benefits while selection and recruitment was the least significant factor influencing employee retention. A similar research by Kochachathu (2010) on employee retention at Intel Malaysia found out that employee recognition rewards and compensation was more highly significant on employee retention than the work environment and job design. Fathaniy (2011) in a study reported that human resource practices as a whole were positively related to employees intention to stay, however, only career opportunities was found related with intention to stay and no relationship was found between supervisory support and work-life with employees' intention to stay.

Mohd (2011) in a study on the human resource management practices in relation to employees intention to quit showed that pay satisfaction was the highest negative and significant relationship to the intention to quit, followed by employee relations then performance rewards at and internal communication whereas training and development; and performance appraisal were least significant with employee intention to quit. Tibelius (2010) in his study on terms of service and job retention among academic staff in Makerere

University revealed that satisfaction with employment contracts affects lecturers intentions to retain jobs which depends on remuneration obtained and satisfaction with job security coming out as the last retention influencer. Mwiria et al. (2006) observes that various factors in the work environment have led to exodus of teaching staff in Kenyan universities in search for superior remuneration and better terms of employment in Rwanda and South Africa among other countries. According to Abwavo (2005) job dissatisfaction is the root cause of dysfunctional behavior like retention at the workplace with the employee looking beyond the pay-cheques, other factors that affect job satisfaction ought to be considered.

Micheal et al. (2009) in a study on employee retention and turnover revealed that employees in both public and private organizations in South Africa were to a very large extent influenced to stay in their organizations by a combination of intrinsic and extrinsic motivational factors which are training and development, challenging and interesting work, freedom for innovative thinking and job security. Ruth (2011) investigated the influence of human resource policies on employee retention at Hass Petroleum in Nairobi, Kenya discovered that trainings, promotions and rewards policies have a great influence on employees retention and are the major reasons why former employees left the organization while the current employees were satisfied but would leave their current employer for one who would offer greater rewards. Kabera (2012) carried out a study on retention programs of human resources in the private security firms located in Nairobi discovered that motivation of employees, working conditions and

individual security determines retention of employees in the private security firms.

According to a study by Coff (1997) the loss of talented employees may be very detrimental to the company's future success. Outstanding employees may leave the organization because they become dissatisfied, underpaid or unmotivated and while trying to retain such employees may present other challenges as well as they may demand higher wages, not comply with organizational practices, and not interact well with other co-workers or comply with their manager's directions. Mitchel et al. (2001) claimed that turnover is costly for both the employer and employees. Employers find replacement cost and hidden organizational cost high (Huang et al., 2006). According to Akala (2012), the following are brief discussion of some factors influencing employee retention and job performance in organizations.

### **Training and Development**

Training and development is the formal activities designed by an organization to help its employees acquire the necessary skills and knowledge to perform current or future jobs (Mondy & Noe, 2005). Lawrie (1990) defined training as changes in skills related to one's job. Associated job training with learning interventions that develop skills, knowledge and attitudes to match current or future job requirements makes employees feel their contribution is important to the organization and they will work for the organization many years in return (Rothwell & Sredl, 2000).

Swanson (1995) defined training and development as a process of systematically

developing expertise in individuals for the purposes of improving performance. Training and development is considered one of the crucial activities of human capital development. This is because training and development activities like job training, coaching, mentoring and counseling are important activities for employees to get valuable support, knowledge, skills and abilities that may enhance their employability and marketability in the organization. Thus, training and development plays an important factor in career satisfaction of an employee in their career lives (Maths & Jackson, 2004). Training provides employees with specific skills or helps to correct deficiencies in their performances while development is an effort to provide employees with abilities the organization will need in the future according to Gommez-Mejia et al. (1995).

### **Performance Appraisal**

Performance appraisal is a formal system used by the organization to periodically evaluate an employee's performance (Mondy & Noe, 2005). Performance appraisal evaluates employees periodically against set standards or organizational expectations. Through the performance appraisal exercise, employees may be aware of their level of performance and realize their areas of weaknesses from their supervisors. Results of performance appraisal may facilitate organizational decisions in compensation allocation, promotions, termination, transfers, recognition awards and training opportunities that can influence an employee's career satisfaction (Lau & Sholihin, 2005). However, performance appraisal can also be a source of frustration for employees due to the

unfairness and subjectivity by the administrators as stated by Lau & Sholihin.

### **Welfare Benefits**

Employee welfare is defined as efforts to make life worth living for workmen with their origin either in some statute formed by the state or in some local custom or in collective agreement or in the employer's own initiative according to S. Shiny Nair (as cited inhuman resource articles on [www.articlebase.com](http://www.articlebase.com)).

According to Derek & Laura (1998), there are two primary welfare areas which are of benefit to individuals i.e. physical (health, safety, paid holidays, reduced working hours etc.) and emotional (improved mental health through provision of counseling services, improved communication and general human relations at the workplace). Fox (1966) is of the view that welfare encompasses not only the earlier concern with workers physical working conditions (sanitation, canteens, hours of work, rest pauses, etc.) but also the human relations aspect to achieve job satisfaction. Part V of the Labour Law of Kenya(2007) provides for employees to be provided with annual, maternity, sick and paternity leaves by the employer; housing at employers expense or pay house allowance for employee to seek reasonable accommodation; sufficient supply of water; hours of work; and medical attention for all employees working in Kenyan organizations.

Generally, labour welfare entails all those activities of employer which are directed towards providing the employees with certain facilities and services in addition to wages or salaries to provide workers with better life and health, happiness and satisfaction, relieve from industrial fatigue

and to improve intellectual, cultural and material conditions of living. The basic features of labour welfare benefits includes various facilities, services and amenities provided to workers for improving their health, efficiency, economic betterment and social status. Welfare measures may be introduced by the employers, government, employees or by any social or charitable agency to bring about the development of the whole personality of the workers to make a better workforce (according to several authors and contributors on industrial relations. [Naukrihub.com/employee-welfare](http://Naukrihub.com/employee-welfare)).

The very logic behind providing welfare schemes is to create efficient, healthy, loyal and satisfied labour force for the organization. The purpose of providing such facilities is to make their work life better in addition to raising the employees' standard of living. Welfare measures have importance of providing better physical and mental health leading to a healthy work environment; facilities like housing schemes, medical benefits, educational and recreational facilities for workers and their families helps in raising their standards of living hence pay more attention to work leading to increased productivity; employers get a stable participative workforce; helps maintain industrial peace; and finally helps reduce the social evils prevalent among the employees like substance abuse through welfare policies (as cited from several authors on [industrialrelations.naukrihub.com/employee-welfare](http://industrialrelations.naukrihub.com/employee-welfare)).

### **Disciplinary Procedure**

Nzuve and Singh (1992) defined discipline as the action taken by management against

an individual or groups of employees who have failed to follow the established rules and procedures within the organization. Employee discipline is orderly behavior while disciplinary action is penalty for misbehavior or violation of the organizational rules.

The business dictionary defines disciplinary procedure as written, step by step process which a firm commits it to follow in every case where an employee has to be warned, reprimanded, or dismissed. Failure to follow a fair, transparent and uniform disciplinary procedure may result in legal penalties for damages and or annulment of the firm's action (Nzuve & Singh, 1992). The Employment Act (2007) clause 44-45 on summary dismissal and reasons for termination or discipline provides that an employer may dismiss an employee summarily when the employee has by his conduct indicated that he has fundamentally breached his obligations arising under the contract of service like by being absent without leave, being intoxicated at work, poor work performance, negligence of duty, using abusive or insulting language at work, insubordination, arrest by law enforcement organs and criminal offence against or to the substantial detriment of his employer or his employer's property. No employer shall terminate the employment of an employee if he fails to prove that the reason for the termination is valid or if he did not act in accordance with justice and equity in terminating the employment of the employee (The Employment Act, 2007).

There are two approaches / procedures to discipline i.e. positive/constructive and negative discipline according to Nzuve and Singh (1992) whereby positive/constructive

discipline fosters cooperation and high level of morale among employees so that written and unwritten rules and procedures are obeyed willingly. On the other hand, disciplinary procedure entails control by force, threats and dismissals which is a failure in itself because although workers may comply with orders, they often produce minimum output and show dissatisfaction in many other ways according to Nzuve and Singh (1992).

### **Career Growth**

This has been defined by Arnold (1996) as a series of formal activities designed and managed by the organization to influence the career development of one or more employees. Whilst career management and career self-management (under control of the individual employee), are not mutually exclusive, successful career management programs require individuals knowing what they will achieve, clarification of organizational plans and accompanying individual opportunities to dispel anxiety and frustration in employees. This will aid positive attitudes towards career progress and the organization. Organizations providing career relevant information and assistance will narrow an employee's career focus and bind them more closely to the company (Granrose & Portwood, 1987). Career planning and development focuses on ensuring an alignment of individual career planning and organizational career management processes to achieve an optimal match of individual and organizational needs as discussed by Mclagan (1989) on Models for HRD (as cited in Practice in Training & Development Journal). Career management describes a cycle of events that enable individual and companies achieve their respective goals. For companies, career

management involves deploying the right people in the most competitive and profitable situations while for individuals, it means understanding what skills are required to grow professionally and to be rewarded based on performance (summers, 1996).

### **Theoretical Framework**

This paper adopted expectancy theory as the theoretical framework of analysis. The theory was developed by Victor Vroom in 1932. The basic assumption of the theory is that employees have personal goals which they like to achieve and for this reason they work in an organization. Secondly, these personal goals can be fulfilled by organizational rewards or work outcomes. Moreover, the relationship between organizational rewards or work outcomes and personal goals is important. An employee may have all necessary resources in order to perform a task, but if it does not feel capable to his expectancy will be low. Therefore, this theory is relevant to this work because if employees need are attended to as to meet their expectations, they will continue to remain (retention) in the organization and improve their job performance.

### **Research Design**

The study adopted descriptive survey research design. A survey research design according to Nworgu (2006) is one in which a group of people or items is studied by collecting and analyzing data from only a part considered to be representative of the entire group. Survey design specifies how much data were collected and analyzed.

### **Area and Population of the Study**

The study was carried out in Plateau State, College of Agriculture Garkawa in Mikang

Local Government. The college is a state government owned tertiary institution. It was established in 1998, after the separation of Nasarawa State from Plateau State. Currently the colleges have six departments which are: Agricultural Technology, Animal Health and Production, Home and Rural Economics, Basic Studies, Agricultural Extension Management and Horticulture and Landscape Technology. The population of this study comprised of all the academic staff (teaching staff) of the institution. The total population of the teaching staff in the College is 88 (Registry Department, 2016)

### Sample Size and Sampling Technique

The total population size of the academic staff in the college is 88 as mentioned above. The study adopted a simple random sampling technique. The Yamane (1967) was used to determine the sample size, this is shown below:

$$n = \frac{N}{1+N(e)^2}$$
 where n is the sample size, N is the population size and e is the level of

precision at 95% confidence level. This formula is applied to the above equation.

$$\frac{88}{1+88(0.5)^2} = 72 \text{ is taken as sample size.}$$

### Methods of Data Collection

The study utilized both primary and secondary sources of data. The instruments used for the purpose of collecting the respective data are questionnaires and documentation which was also used in order to provide room for obtaining data based on actual activities taking place within the organization. Questionnaires were used because of the economy it offered in terms of time and effort and its ability to demand for data in a uniform manner from all respondents. Statistical techniques used for data analysis was the descriptive and inferential statistics types. Chi-square statistical tool was employed in testing the hypotheses. This is because it can actually capture and address impact and relationship of the data collected.

The data of the study are presented using the research questions

### Research Question One: To what Extent does Training and Development Improve Employee Retention in the Study Area?

**Table 1: Training and Development as a Retention Tool**

S/No	Items	SA	%	A	%	D	%	SD	%
	Management support staff training and development influence employee retention	23	31.9	33	45.8	9	12.5	7	9.8
	My retention in PSCOAG is been influenced by training opportunities been allocated fairly	24	36.1	17	23.7	19	26.4	12	16.6
	Training and development offered relevant to my career influence my retention at PSCOAG	10	13.8	31	43.1	18	25.0	13	18.6
	Training and development based promotions of PSCOAG influence my retention in service	25	34.7	26	36.2	17	23.6	4	5.5

Source: Fieldwork, 2019

The data presented above revealed that 45.8% of the respondents agreed that management support staff training and development which result to employee retention, 36.1% strongly agreed that their retention in PSCOAG is been influenced

by training opportunities been allocated fairly, 43.1% agreed that training and development offered relevant to their career resulted in their retention in the PSCOAG and 34.7% agreed that training

and development based promote retention in PSCOAG.

### Research Question Two: How does Welfare Benefits Improve Employee Retention and Job Performance?

**Table 2: Employee Retention and Job Performance**

S/No	Items	SA	%	A	%	D	%	SD	%
1.	The staff medical scheme is influencing my performance in the college	31	43.1	24	33.3	10	13.8	7	9.8
2.	My job performance is been influenced by recreational facilities been provided to the staff	26	36.1	21	29.1	17	23.6	8	11.2
3.	Job security influenced my performance in the work place	38	52.7	23	31.9	7	9.8	4	5.6
4.	Management cares for its employees general welfare and this is influencing my retention in the service	21	28.1	29	40.2	19	26.2	4	5.4

**Source: Fieldwork, 2019**

The statistical table above showed that 41.1% of the respondents of the questionnaire strongly agreed that medical scheme improve their performance in the college, 36.1% strongly agreed that recreational facilities provided by the management had influence their job

performance positively, in the same way 42.7% strongly agreed that job security promotes job performance in the work place, 28.1% of the respondents agreed that management cares for its employees general welfare in the college.

### Research Question Three: How does Potentials for Career Growth Encourage Employee's Retention and Job Performance in PSCOAG?

**Table 3: Career Growth and Employee's Retention**

S/No	Items	SA	%	A	%	D	%	SD	%
	My retention at PSCOAG has been influenced by staff career growth	19	26.4	23	31.9	22	30.5	8	11.2
	Career path for individuals is clearly defined at PSCOAG has influenced my retention in service	21	29.2	29	40.2	19	26.3	3	4.2
	My retention at PSCOAG is influenced by promotions been based on merit and experience	38	52.8	23	31.9	4	5.6	7	9.7
	Succession planning practice is influenced by retention at PSCOAG	12	16.6	40	55.5	12	16.6	8	11.3

**Source: Fieldwork, 2019**

From the statistical table above, 31.9% of respondents of questionnaire agreed that retention PSCOAG has been influenced by staff career growth, 40.2% agreed that career path for individuals is clearly defined at PSCOAG has influenced their retention in service, 52.8% strongly agreed on retention of employees at PSCOAG improve promotions based on merit and

experience and lastly, 45.5% of the respondents agreed that success planning practice is improve retention in PSCOAG.

### Test of Hypotheses

**H<sub>01</sub>** Employee training and development have not brought about employee's retention in the study area.

**H<sub>02</sub>** Welfare benefits have not improved employee retention and job performance in the study area.

The study utilized the chi-square formula as expressed as:

$$X^2 = \frac{\sum (OF - EF)^2}{EF}$$

Where  $X^2$  = chi-square, OF = observed frequency, EF = expected frequency and  $\Sigma$  = summation

### Hypothesis One

Employee training and development have not brought about employee's retention in the study area.

### Chi-Square Test

	Value	df	Asymp.Sig (2-sided)
Pearson chi-square	23.457	1	.000
Likelihood ratio	25.053	1	.000
Linear-by-linear association	23.221	1	.000
No of valid cases	83		

Source: SPSS, Version 2019

### Decision Rule

In the test above,  $H_0$  is rejected and  $H_1$  is accepted, because 23.457 (calculated value) is greater than 5.991 (tabulated value). Therefore, this means that training and development have improved employee retention and job performance in the study area.

### Hypothesis Two

Welfare benefits have not improved employee retention and job performance in the study area.

### Chi-Square Tests

	Value	df	Asymp.Sig (2-sided)
Pearson Chisquare	22.180	1	.000
Likelihood ratio	24.521	1	.000

Linear-by-linear association	26.314	1	.000
No of valid cases	83		

Source: SPSS, Version 2019

### Decision Rule

From the table above, the calculated value of chi-square is 22.180 and the tabulated value is 5.991. This implies that  $H_0$  is rejected while  $H_1$  is accepted. Therefore, welfare benefits have improved employee retention and job performance in the study area.

### Hypothesis Three

There is no significant relationship between training and development on employee's retention

### Chi-Square

	Value	df	Asymp.Sig (2-sided)
Pearson chi-square	27.132	1	.000
Likelihood ratio	46.995	1	.000
Linear-by-linear association	29.259	1	.000
No of valid cases	83		

Source: SPSS, Version 2019

The calculated chi-square value is 27.132 and the value of the tabulated value is 5.991. Hence,  $H_0$  is rejected while  $H_1$  is accepted. The result indicated that there is a significant difference between training and development on employee's retention.

### Discussion of Findings

The study established that training and development improved employees retention in PSCOAG. The result showed that employees perceive support for staff training and development as major contributor to employee retention. The employees appreciate the relevance of the training to career development but feel that

the allocation of training opportunities is done fairly. Moreover, the employees hold the opinion that promotions at PSCOAG are based on the training acquired.

The findings of the study are in tandem with the previous studies that established relationship between training and development on employee retention. For instance, Mondy and Noe (2005) argued that training and development is the formal activities designed by an organization to help its employees acquire the necessary skills and knowledge to perform current or future jobs. Training and development activities like job training, coaching, mentoring and counseling are important activities for employees to get valuable support, knowledge, skills and abilities (Mathis and Jackson, 2007). Therefore, training and development plays an important role in career satisfaction of an employee in their career lives. Moreover training provides employees with specific skills or helps to correct deficiencies in their performances thus enhancing their retention.

The study found that welfare benefit provided at Plateau State College of Agriculture Garkawa encourage employee's retention. Majority of the employees attribute retention of their employment at the college to benefit such as medical skill, leave administration policy, education policy and the care provides on employees general welfare. According to Osemeke (2012), the study also points that welfare benefit and employee retention is intended to make life worth living for work men.

## Conclusion

The topic of this research work is "Employee Retention and Job Performance among the Academic Staff, in Plateau State

College of Agriculture Garkawa (PSCOAG). Human resources are the most valuable asset that can make or mar organizational activities. Retaining employees and satisfying them is the complex task in personnel administration, engaged employees will never think of quitting the job and with time they will become more loyal thus bringing an advantage to the organization. The major aim of the study was to investigate how employee retention influences job performance in the study area. The finding showed that training and development improved employee's retention and job performance, in other words, workers retention increased job performance in the organization. Secondly, the result showed that welfare benefits bring about workers retention and job performance.

## Recommendations

Based on the finding of this work, the following are recommended:

- i. The management should development appropriate strategy to keep academic staff who have achieved a lot for the institution, i.e PSCOAG. This is because such employees attract more and more reputation to the institution. This will serve as a motivation to other employees to emulate.
- ii. The institution must strive to implement practices related to retention of employee's policies and there should be good career prospects within the college to retain lecturers for a longer duration. This will improve the quality of students that graduate from the college in the area of practical knowledge and research development.

- iii. The study recommends that PSCOAG can enhance employee retention by encouraging transparency and fairness in provision of training and development opportunities to the teaching staff.
- iv. Training is costly; therefore there is the need to adequate funding of training needs and development opportunities to enhance effective learning. This will encourage staff retention and job performance in the study area.

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