

# **HUMAN RESOURCE MANAGEMENT PRACTICES: EMPLOYEE ENGAGEMENT AND THE EMPLOYEE RETENTION IN THE TELECOMMUNICATION INDUSTRY IN GHANA.**

**NAME:** Kwame Annor.

## **Abstract**

In this current volatile, uncertain, complex, and ambiguous business environment, the phenomena of employee engagement and employee retention are major concerns in the management circles globally, in which Ghana is no exception. Every organization in Ghana have become interested in employee engagement and its bearing on sustained organizational performance. Employee engagement as a human resource concept has gained significance among HR practitioners and academia. HRM practices that drive employee engagement have become key areas of research investigations. However, how Person-job-fit influence HRM practices on employee engagement has not been studied extensively. The influence of transformational leadership (TL) style, which creates greater involvement in the work of subordinates that then leads to higher employee satisfaction and higher levels of employee engagement on employee retention has not been extensive in our context.

The purpose of this paper is to first investigate the effect of Management (HRM) practices on employee engagement; second, the influence of person-job-fit on employee engagement; third, the impact of employee engagement on employee retention and finally, examine how transformational leadership influences employee retention in the Ghanaian context.

The study employed both quantitative and qualitative approach in the collection and handling of data. The study employed 310 respondents for the collection of quantitative data and ten (10) respondents for the qualitative data. The study was conducted in the telecommunication industry in Ghana. The study employed a confirmatory analysis to confirm the hypothesis that was developed out of literature. Results of the study indicate that there is a positive relationship between employee engagement and employee retention. Further, the study revealed that the relationship between employee empowerment and employee engagement is high when person-job fit is high. The findings in this study have implications on human resource management practice.

**Keywords:** Human Resource Management (HRM) Practices, Person-job-fit Employee engagement, Transformational Leadership, Transactional Leadership. Laissez Faire Leadership, Employee Retention.