

Exploring the Role of Leadership in Enhancing Staff Development at Komenda College of Education.

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Abstract

This study investigates the pivotal role of Human Resources (HR) in organisations with a specific emphasis on the training and development process of employees, and on the adoption of optimal strategies to train and build the capacity of individuals in the organisation. The literature review synthesised relevant scholarly works on training and development, health and safety management, and organisational culture within the educational sector. It highlights the significance of ongoing training programs for the staff of the Komenda College of Education, the implementation of effective health and safety policies, and the role of organisational culture in fostering a safe and supportive work environment. Drawing on this theoretical framework, the study adopted a qualitative research design, utilising semi-structured interviews as the primary method of data collection.

Participants were purposefully selected based on their roles and responsibilities at the Komenda College of Education, including the Principal, Vice Principal, and HR representative. Through in-depth interviews, participants shared their insights into the effectiveness of existing training and development initiatives, the integration of health and safety practices into daily operations, and the challenges and opportunities for improvement.

Data analysis involved thematic analysis, allowing for the identification of key themes and patterns within the interview transcripts. By examining the narratives of key stakeholders (Principal, Vice Principal, and HRMD rep), the study sought to provide a subtle understanding of the complex dynamics between training and development in the educational context. The study identifies areas for improvement and provides recommendations to enhance the organisation's HRM functions at the Komenda College of Education.

The findings of this study are expected to inform future policy and practice within Komenda College of Education and contribute to the broader discourse on organisational development and workplace safety in educational institutions.

Keywords: Human Resource Management (HRM), Staff Development, Training and Development, Employee Retention and Performance.

1. Introduction

1.0 Background

The human resources department manages many fundamental functions in an organization. It is essential to ensure compliance with labour legislation, health and safety, record keeping, recruitment, training and development, compensation, relational assistance and help in managing explicit performance problems. These functions are essential because without these functions being completed, the organisation would not have the ability to meet the basic needs of management and staff.

The main goal of HRM is to improve organisational performance and employee performance (Jacob & Bajama, 2022; Pham, Thanh, Tučková, & Thuy, 2020) and this is the dream of every organization and so human resource management involves conducting a systematic examination of human resource requirements to make sure that the appropriate amount of personnel with the required capabilities is on hand when needed (Khancharovna, 2022). The purpose of employing human resource management is to determine how many employees an organization has, what types of employees it has, how to use the organization's resources, and how to keep and sustain its personnel. The productivity of an organization can be influenced by its degree of performance (Adula & Kant, 2022a; Zhao & Zhou, 2021). This assertion supports what the Marxist theory talks about.

Human resource management involves creating personnel policies and procedures that support business objectives and strategic plans. According to Nkogbu (2015) people bring sustainable advantages to the organisation through which organisations can obtain sustainable development. This is why some people often say that people are an organisation's greatest resource. Yet, until recently, management was not considered as critical to success as other business operations, like marketing, finance, or sales. This notion has been largely altered by new technology, globalised markets, and changes in organisational hierarchies. Today, business leaders greatly emphasise hiring the right people and keeping them engaged. This means that, in the very early days, HRM was not considered an important part of an organization but now, without the Human Resource Management department, an organisation cannot be administered successfully.

In today's rapidly changing business environment, effective human resource management (HRM) is crucial for organisational success. The importance of HRM functions such as recruitment and selection, health and safety, and employee development has been widely acknowledged (Noe et al., 2020). In this era of globalisation, where Firms are competing using their resources and tools. For one to compete with other firms in this highly competitive market, firms have identified human resource management as their source of competitive advantage.

Michie & Sheehan (1999), as cited in Ali (2022), posit that highly committed management is positively related to expenditure and innovations in research and development. HRM is related to employee benefits because if employees are satisfied and highly engaged in their work, most probably, they will produce more efficient and productive work that by and large relates to the success of an organization. HRM not only fosters a positive work environment but also contributes to organizational agility and competitiveness in a dynamic marketplace and for a competitive edge in the market, many businesses rely on their staff (Seran, Kase, & Nursalam, 2022). As a result, they are closely tied to how effectively they manage and use their human resources (Collins, 2021; Lombardi, Manfredi, Cuozzo, & Palmaccio, 2020). HR planning, HR management, strategic hiring, employee training, growth compensation management,

effectiveness, worker relations, health care, employee happiness, and provision of employee benefits are just a few of the duties that fall under the umbrella of human resource management (Mousa & Othman, 2020). Below are some of the importance of HRM:

Effective Recruitment and Selection Processes:

One function of HRM is for Effective Recruitment and Selection Processes. In an era of talent shortages and skill gaps, strategic recruitment practices are critical for organizations to acquire the right talent. HRM's role in designing and implementing recruitment strategies tailored to the organization's needs ensures that the right people are hired for the right roles, driving organizational performance and innovation.

Employee Development Through Training and Performance Management:

Another function of HRM is Employee Development Through Training and Performance Management. Continuous learning and development are essential for enhancing employee skills and performance in a rapidly changing business environment. According to the World Economic Forum (2022), upskilling and reskilling initiatives are becoming increasingly important to address emerging skill gaps. HRM's focus on designing training programs and performance management systems that align with organizational goals facilitates employee growth and productivity, contributing to organizational resilience and competitiveness.

Fair Compensation and Benefits Programs:

HRM also perform the function of offering employees Fair Compensation and Benefits Programs. Competitive compensation and benefits programs are essential for attracting and retaining top talent. HRM's role in conducting market research, benchmarking salaries, and designing equitable compensation structures ensures that employees are rewarded fairly for their contributions, fostering a culture of engagement and commitment within the organization.

Handling Employee Relations:

Again, HRM Handles Employee Relations. Positive employee relations are crucial for maintaining a healthy and productive work environment. HRM's proactive approach to managing employee relations, including implementing effective communication channels and conflict resolution mechanisms, helps build trust and collaboration, enhancing organizational cohesion and performance.

Ensuring Compliance with Legal and Ethical Standards:

Yet another important function of HRM is Ensuring Compliance with Legal and Ethical Standards. In an increasingly regulated business environment, compliance with legal and ethical standards is non-negotiable. Research by Deloitte (2022) underscores the importance of robust compliance programs in mitigating risks and protecting organizational reputation. HRM's responsibility for staying abreast of legislative changes, implementing policies and procedures, and providing training on ethical conduct ensures that the organization operates with integrity and accountability, safeguarding both employees and the organization.

Fostering Diversity and Inclusion:

In addition, HRM Fosters Diversity and Inclusion in an organization. Diversity and inclusion initiatives are integral to building a workforce that reflects the diverse perspectives and talents of its employees. HRM's role in promoting diversity and inclusion through recruitment practices, training programs, and inclusive policies fosters a culture of belonging and empowers employees to contribute their unique insights, driving organizational success and competitiveness.

Strategic Planning:

HRM designs Strategic Planning. Aligning HR practices with strategic goals is essential for driving organizational growth and sustainability. According to a report by SHRM (2022), strategic workforce planning enables organizations to anticipate future talent needs and develop strategies to address them. HRM's collaboration with senior leadership in setting strategic priorities, conducting workforce analysis, and implementing talent management strategies ensures that the organization has the right talent, in the right place, at the right time, to achieve its business objectives.

To conclude, HRM has a multifaceted role in managing recruitment, development, compensation, employee relations, compliance, diversity, and strategic planning is essential for organizations to thrive in today's competitive landscape. By adopting a strategic and holistic approach to HRM, organizations can cultivate a dynamic and resilient workforce that drives innovation, growth, and success.

1.1 OBJECTIVE OF THE STUDY

To explore the role of Human Resource Management (HRM) in employee training and development at Komenda College of Education, and to assess how it contributes to improved employee performance and retention.

1.2 RESEARCH QUESTION

What role does Human Resource Management (HRM) play in employee training and development at Komenda College of Education, and how does it contributes to improved employee performance and retention?

1.3 PURPOSE OF THE STUDY

This study aims to dive into how Human Resource Management at Komenda College of Education supports employee training and development to boost performance and retention.

1.4 SIGNIFICANCE OF THE STUDY

1. This study's findings will enrich HRM literature in Ghanaian higher education, a context often overlooked, by using qualitative insights to connect training/development with performance/retention, and health/well-being efforts with sustained productivity.
2. Findings could influence policy at similar institutions, highlighting how investing in employee growth and welfare reduces turnover, boosts teaching quality, and aligns with national education goals amid resource constraints.

REVIEW OF LITERATURE

Human Resource Management (HRM) refers to the art and science of managing people within organizations, with the aim of attracting, developing, motivating, and retaining the workforce required to achieve organizational objectives (Aybas & Acar, 2017). In contemporary scholarship, HRM is increasingly viewed as a strategic and systematic approach to managing human capital through key practices such as recruitment, training, performance management, and compensation (Boxall & Purcell, 2022).

Recent studies further emphasize that HRM plays a critical role in optimizing employee potential by aligning individual capabilities with organizational goals, thereby enhancing productivity and overall effectiveness (Asrizal et al., 2024). Moreover, HRM is conceptualized as a set of integrated activities designed to improve the collective efficiency of employees and strengthen organizational performance (Drira, 2022; Roussel, as cited in Moreno, 2008).

Similarly, modern perspectives underscore that HRM is concerned with managing employees' competencies, energy, and commitment in ways that support strategic objectives and sustain competitive advantage (Shrestha et al., 2022; Shi & Yang, 2022).

According to (Armstrong, 2009) The philosophies and values of the organisation on how people should be treated, and from these are derived the principles upon which managers are expected to act when dealing with HR matters or employment policies, help to ensure that when dealing with matters concerning people, an approach in line with corporate values is adopted throughout the organisation. Having policies written is important so that it is clear to all what the policies are and that they are applied consistently and fairly across the organisation. The discussion on human resource management is that humans are the most important element in all organisations. The success of the organisation in achieving its goals and various goals and its ability to face various challenges, both external and internal, is largely determined by the ability to manage human resources as precisely as possible. (Akilah, 2018). This means that human capital is the lifeblood of any organisation.

Öztürk (2016) asserts that human resources are the most important assets in an organisation, both for-profit and non-profit organisations. It is a source that drives, guides, maintains, and develops organisations in the various demands of society and the times. Human resources are seen as a very decisive process in organisational development. The importance of human resources in an organisation demands that every organisation get qualified and productive employees to run the organisation (Baharun, Hefniy, et al 2021)

The study reviewed the concepts of training and development of employees in an organisation as follows:

2.1 The concept of training and development.

Training and development among staff is inevitable in any modern organisational set-up. It is indeed a crucial tool for the survival of every organisation. Competition among organisations is a serious key factor to consider because of the growing number of innovative products or services.

Training & development refers to the programs run by employers to prepare employees for fulfilling the present and growing future needs of the organisation (Noe, 2016). T&D focuses on developing human talent as per the requirements of the organisation to compete with other firms in the industry. Research in this area suggests that it has a positive impact on innovation and employee performance that leads to organisational performance (Ravi et al, 2017). In other words, training is the act of increasing the knowledge and skills of an employee to do a particular job. Training can also be defined as any organizationally planned effort to change the behaviour or attitudes of employees so that they can perform jobs to acceptable standards. Cobblah & van der Walt (2017), posit that training programs must be designed and delivered to meet the needs of employees and the organisation. When this is done, the planned staff/employee development process can help equip them with the new technological skills needed to improve their job performance and prevent skills from becoming obsolete

According to Dessler (2020), training is a process of pursuing the skills needed by employees in carrying out their work, in which employee training provides practical knowledge and its application in the company's work world to increase work productivity in achieving the goals desired by the company organisation. The training program has three phases of activity, which include:

1. Training needs analysis, which aims to show information to determine if a training program is needed
2. Development of training programs, aimed at designing the training environment and training methods necessary to achieve training goals,
3. Evaluation of a training program aimed at testing and evaluating whether the implemented program achieves the stated goals (Dessler, 2020).

These writers emphasise HRM's foundational role in aligning organisational philosophies with people management to ensure consistency and fairness, while viewing human resources as the core asset driving success, innovation, and competitiveness. Training and development are portrayed as essential for skill enhancement, job performance, productivity, and adaptation to competition, with positive effects on employee behaviour, innovation, and organisational outcomes.

Development According to Kurniawati (2020), HR development is a planned effort by the organisation to improve HR competence, which is carried out continuously in the long term, to ensure the availability of HR to the needs of the position and is aimed at improving individual performance, which leads to organisational performance. Development implementation is carried out by implementing the following strategies:

1. Strategy's Role Management Development, namely, management development methods carried out in line with the company's strategic plan.
2. In the context of evaluating candidates and the 9-box grid, or developing employees for higher positions, it is done by applying assessments and the 9 competence boxes
3. Managerial on the Job Training and Rotation, development in the work environment that can be done through coaching (assistance), action learning, and stretch assignments (encouraging employees to complete work beyond their comfort zone).

4. Off-the-Job Management Training and Development Techniques, namely development methods carried out outside the work environment through seminars, university/campus programs, role play, corporate universities (internal development centres), executive training, and a learning system for SHRM (Society Certification for Human Resource Management)

THEORETICAL REVIEW

2.2 Human Capital Theory

This study is anchored in Human Capital Theory, primarily advanced by Schultz (1961) and Becker (1964). The theory posits that investments in education, training, skills acquisition, and health enhance individuals' productive capacities, thereby increasing their economic value and organisational performance. Unlike traditional views that treat labour merely as a cost of production, Human Capital Theory conceptualises employees' knowledge, competencies, and health as forms of capital that generate returns over time.

Schultz (1961) argued that expenditures on education and training should be regarded as investments rather than consumption because they improve workers' efficiency and productivity. Becker (1964) further systematised the theory by demonstrating that organisations and individuals invest in human capital with the expectation of future returns, such as higher productivity, improved performance, and long-term organisational stability.

Employees' access to training opportunities enhances employee loyalty and prevents attrition. According to Samat et al. (2020), a positive relationship exists between employee career development opportunities and loyalty. When employees are trained, they are more productive and may become more loyal, as the training is viewed as an investment from the firm.

Further findings from Pelaez and Calderon (2023) concluded that companies that implement an employee strategy have higher rates of employee loyalty. Having a strategy that emphasises the role and contribution of employees makes them feel more valued, which generates feelings of loyalty towards their organisation.

Providing employees with professional development fosters a culture of creativity and innovation, which are required for effective organisational change. According to Chahar et al. (2019), professional development and training can boost employee creativity. Companies pay attention to the characteristics of employees that are suitable for creativity and innovation.

Conversely, Li and Zheng (2014) found that organisational awareness and the willingness to take risks influence employee innovation. Their paper shows that optimistic employees are more innovative as they believe they control their destiny.

A study carried out by Khan et al. (2018) revealed that a well-trained workforce will show more commitment to an organisation. The organisation will not only experience improved performance levels but also a higher employee retention rate. Supported by work engagement, which, according to job

resources, is positively correlated with job involvement and having access to a strong set of job resources is effective in reducing employee burnout (Bakker et al., 2007, cited in Armstrong et al., 2019; Hassett, 2022).

In higher education institutions like Colleges of Education, employees are vital assets whose skills and development directly shape institutional success. HRM's training and development initiatives represent strategic investments to boost staff capabilities, job performance, and administrative efficiency. When well-executed, these efforts enhance overall institutional effectiveness and staff retention.

2.3 Social Exchange Theory

Social Exchange Theory (Blau, 1964; Homans, 1958) argues that Social relationships are based on reciprocal exchanges of benefits.

This means that, when employees perceive that the organisation values and supports them, they feel obligated to reciprocate with positive attitudes and behaviours.

The exchange is not always financial. It includes:

1. Respect
2. Support
3. Fair treatment
4. Opportunities
5. Recognition
6. Protection of well-being

If the exchange feels balanced → commitment increases.

If the exchange feels unfair → withdrawal behaviours increase.

HCT views staff skills as investable assets: HRM training enhances pedagogical/administrative "capital," yielding returns like better teaching outcomes and institutional efficiency, while health/safety preserves this capital against erosion (e.g., burnout). SET builds on this by positing reciprocity. When employees perceive HRM efforts (e.g., development opportunities or well-being support) as valued investments, they respond with commitment, extra effort, and loyalty, turning economic gains into sustained retention.

METHODOLOGY

3.0 Overview

This study employed a qualitative research approach to investigate training and development processes and health and safety at Komenda College of Education. Semi-structured interviews are chosen as the primary method of data collection due to their ability to capture detailed insights from participants while allowing for flexibility in questioning and exploration.

3.1 Research Design

The research design is a qualitative case study, aiming to explore and understand the experiences, perspectives, and perceptions of key stakeholders at Komenda College of Education regarding training and development processes and the health and safety of human resources. Semi-structured interviews are deemed appropriate for their suitability in capturing rich qualitative data from participants. The interpretivism paradigm was adopted, acknowledging the subjective nature of the study.

3.2 Participant Selection

Participants for this study included the Principal, the Vice Principal, and a representative from the Human Resources (HR) department at Komenda College of Education, who were purposively selected. These participants were selected for their roles and responsibilities related to HRM functions in the school. Inclusion criteria include holding a leadership position at the college. Participants were approached face-to-face, explaining the purpose of the study.

3.3 Data Collection Procedure

Semi-structured interviews were conducted with the selected participants. Before the interviews, participants were provided with information about the study and asked to provide informed consent. Interviews were audio-recorded with participants' permission and transcribed verbatim for analysis. The semi-structured format of the interviews allowed for open-ended questioning while ensuring consistency across interviews.

3.4 Interview Guide Development

An interview guide was developed based on the research objectives and the roles of the participants. The guide consisted of open-ended questions designed to elicit insights into their experiences, perspectives, and perceptions regarding training and development processes and the health and safety of human resources. The interview guide will be pilot-tested with a small sample of participants to ensure clarity and relevance before finalisation.

3.4 Data Analysis Approach

Thematic analysis was employed to analyse the interview transcripts. Data was systematically coded and categorised to identify recurring themes and patterns related to the topic under discussion. The analysis was conducted iteratively, with themes being refined and validated through constant comparison and discussion among researchers.

FINDINGS

4.0 Overview

This section presents the study's findings. Data obtained from the interviews were transcribed verbatim and carefully cleaned to ensure clarity and accuracy for analysis. The validated transcripts were then systematically coded and organised into themes, which served as the basis for interpreting and presenting the results in relation to the research objective and the study's findings.

Research Question One

What role does Human Resource Management (HRM) play in employee training and development at Komenda College of Education, and how does it contribute to improved employee performance and retention?

The participants were asked how they ensure that training programs for staff align with the specific needs and goals of the school. The following themes emerged:

Theme 1: Needs-Based and Tailored Training Programs.

Theme 2: Promotion of Continuous Learning and Professional Growth

Theme 3: Inclusivity and Diversity in Training Approaches

Theme 4: Engagement with Emerging Trends and Best Practices

Theme 5: Practical Impact and Measurement of Training Effectiveness

Theme 6: Resource and Financial Constraints

Theme 1: Needs-Based and Tailored Training Programs.

They indicated that training initiatives are designed after a comprehensive needs assessment involving teachers, staff, and administrators to ensure alignment with the school's goals.

Excerpt from theme 1 interview:

(Principal): *I prioritise a comprehensive needs assessment process involving input from teachers, staff, and administrators. By identifying areas for improvement and professional development opportunities, we tailor training programs to address those needs effectively.*

(Vice-principal): *I assist the principal in the needs assessment process. Sometimes training sessions are held for both teaching and non-teaching staff together*

Theme 2: Promotion of Continuous Learning and Professional Growth

They indicated that they recognise and reward growth and innovation, and they motivate staff to engage in lifelong learning and professional growth.”

Excerpt from theme 2 interview:

Principal: *More than half the staff are in various PhD programs worldwide.*

Continuous professional development is valued institutionally and incentivised through recognition, promoting both personal and organisational growth. Continuous professional development is critical for knowledge-intensive institutions. Gyansah & Guantai (2018) note that structured career development pathways, including advanced degrees and workshops, create a positive cycle of learning and innovation among staff, enhancing institutional performance and personal growth.

Theme 3: Inclusivity and Diversity in Training Approaches

They again indicated that training programs accommodate diverse learning needs and cultural contexts, using multiple formats like workshops, online modules, and peer-led sessions.

Excerpt from theme 3 interview:

Vice-principal: *We prioritise culturally responsive teaching strategies and provide resources to support the professional growth of all staff members.*

HRD representative: *Sometimes workshops are organised for only teaching staff and a section of the non-teaching staff due to financial constraints.*

The College is committed to equity and inclusion in professional development, although resource limitations sometimes restrict participation.

Alam (2022) emphasises that inclusive HRM practices, which respect cultural and professional diversity, enhance participation and equity in training programs, ensuring all staff benefit regardless of role or background.

Theme 4: Engagement with Emerging Trends and Best Practices

It came out that Leadership stays informed on contemporary educational and HRM practices through conferences, workshops, webinars, and peer networking.

Excerpt from theme 4 interview:

Principal & HRD: *We prioritise continuous professional development by attending conferences, workshops, and webinars relevant to educational leadership and HRM functions.*

A proactive approach to professional learning ensures that training programs remain up-to-date and relevant to the evolving educational environment. This reflects the need for ongoing engagement with global HRM and educational development trends. Manzoor et al. (2019) highlight that exposure to international best practices in HRM allows institutions in Ghana to implement innovative training programs and sustain competitive academic standards

Theme 5: Practical Impact and Measurement of Training Effectiveness

They indicated that Training initiatives are evaluated through tangible metrics such as classroom observations, post-training surveys, and student outcomes to assess performance improvements.

Excerpt from theme 5 interview:

We observed increased student engagement and academic achievement following the differentiated instruction workshop... conducted post-training surveys and classroom observations to measure teacher confidence and implementation.

The College emphasises evidence-based evaluation of training programs, linking professional development to measurable improvements in staff performance and student learning. Effective evaluation of training programs is crucial. Mahomed et al. (2018) indicate that systematic measurement of training outcomes through observable metrics and feedback ensures alignment with institutional objectives and contributes to staff performance improvement.

Theme 6: Resource and Financial Constraints

It was found that limitations in funding sometimes restrict the reach of training programs to all staff.

Excerpt from theme 6 interview:

HRD representative: *Sometimes, such workshops are organised for only the teaching staff and a section of the non-teaching staff due to financial constraints.*

While the institution is committed to comprehensive training, financial realities necessitate prioritisation, which may impact inclusivity. Resource limitations are common in African tertiary institutions. Silva (2023) argues that prioritisation strategies are necessary, where HRM balances cost constraints with skill development to maximise organisational performance.

CONCLUSION

The findings indicate that the College employs a structured and strategic approach to training, beginning with comprehensive needs assessments that involve input from both teaching and non-teaching staff. This ensures that training initiatives are relevant, targeted, and capable of addressing specific skill gaps, consistent with established HRM theories (Adam, 2024; Gyansah & Guantai, 2018).

The College has fostered a culture of continuous learning, demonstrated by widespread engagement in advanced studies and professional development programs. Mentorship, collaborative learning communities, and recognition of growth further motivate staff to pursue lifelong learning, echoing global best practices in higher education HRM (Manzoor et al., 2019; Iqbal et al., 2020). Inclusivity and diversity in training delivery through workshops, online modules, and peer-led sessions reflect the institution's commitment to equitable professional growth for all staff members, despite occasional resource constraints.

Effectiveness is systematically measured through classroom observations, post-training surveys, and improved student outcomes, illustrating the College's results-oriented approach. While financial and logistical challenges sometimes limit the full participation of all staff, prioritisation strategies ensure that essential training is delivered efficiently, maximising organisational benefit (Silva, 2023).

In summary, Komenda College of Education demonstrates a deliberate integration of HRM principles into its training and development practices. The institution's approach aligns with scholarly evidence on effective human resource development in higher education, emphasising needs-based training, continuous professional development, inclusivity, and performance measurement. These strategies not only enhance staff competency and motivation but also contribute to the broader institutional mandate of academic excellence and societal service. The chapter underscores the critical role of HRM in strengthening teacher preparation and educational outcomes in Ghanaian tertiary institutions.

RECOMMENDATIONS

1. School management should establish a transparent communication channel with stakeholders to gather input on strategic priorities and training needs. Regularly review and update training programs to reflect changes in objectives and ensure continued alignment with the school's mission and vision.
2. Stakeholders, in collaboration with the HRMD, should implement strategies to remove barriers to participation, such as providing financial support for professional development expenses or offering mentorship programs to support novice educators.
3. School leaders should establish a professional learning network comprising educators, researchers, and industry experts to facilitate knowledge exchange and stay informed about emerging trends and best practices. Encourage staff members to pursue professional development opportunities aligned with their interests and expertise, empowering them to become leaders in their respective fields.
4. Principals should prioritise regular ergonomic assessments and provide the necessary equipment to support staff well-being. Offering ergonomic training sessions and promoting awareness of proper posture and movement can also help mitigate the risk of injuries.
5. Principals should prioritise mental health initiatives by providing access to counselling services, promoting work-life balance, and fostering a supportive culture where staff feel comfortable discussing mental health concerns. Regular check-ins and anonymous feedback mechanisms can also help identify areas for improvement.

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