

The Effect of Employee Retention Strategies on Employee Turnover in the Ethiopian Public Sector

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Abstract

In today's world the type of retention strategies is the main reason of high turnover rate in the public sector. Therefore, it is the responsibility of organizations that they maintain these employees through better retention strategies is vibrant. The purpose of the study was to assess the effect of staff retention strategies in mitigating employee turnover in public sector of Ethiopia. This study employed explanatory research design and quantitative approach. Primary data were gathered from 1,139 randomly selected public sector employees. Quantitative data were analyzed by both a descriptive and inferential statistics was using SPSS software. The correlation analysis revealed that training and development, psychological needs, reward and recognition, and organizational justice have a positive and statistically significant with reduced employee turnover or increased employee retention. However, the regression result reveals that psychological needs, training and development do not have a statistically significant effect on employee retention. On the other hand, the coefficient of reward and recognition and organizational justice is positive and substantial, with a p-value 0.000 and positively and significantly affect employee turnover. Therefore, the public sector could benefit from strategies that employee recognition and promote fairness and justice in organizational practices to effectively reduce the employee turnover.

Keywords

Employee, Public Sector, Retention Strategies, Turnover

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Introduction

Employees are the most valuable assets of public sector (Babatunde & Onoja, 2023; Elsafty & Oraby, 2022). Human resource departments in public sectors play an important role in employee retention (Igbinoba *et al.*, 2022, Scott *et al.*, 2021). Employee retention can be a key competitive advantage for any organization thus people are the driving force behind achieving organizational

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goals (Roberta, 2012). Retained skilled employees are considered to contribute institutional knowledge and experience to better operations and performance. Experienced and retained employees can have a better relationship with clients; increase overall customer's satisfaction and performance (Kumar, 2022). For instance, in Pakistan, Siddiqui (2018) noted that employees in the world faced uncertain and dynamic environment about their jobs resulted employee wants their life and families life are secured jobs. Accordingly, employee searches better job opportunity, working conditions, and career and succession progression. Consequently, many organizations are facing high employee turnover and then they developed and implemented retention strategy to retain the talented employees and attract the capable pool of employee in the organization. Hence, Deery (2008) stated that job satisfaction and organisational commitment the best strategies to alleviate high turnover rates.

In addition, currently, employees admitted that turnover in the public sector is high. Because of failure in job expectations, inadequate motivation and the professional skills required were the main personal factors impacting employees' willingness to change jobs. Moreover, uncompetitive salaries and limited opportunities for career and professional development, as well as underestimation of work results and efforts, ignoring the individual needs of employees, restricted possibilities to show initiative and participate in decision-making processes and lack of room for self-expression and realization of one's personality are considered the most critical external reasons determining employee turnover in the public sector (Samašonok, 2024; Aliyu *et al.*, 2018). Furthermore, according to Rajpurohit (2024), a variety of factors such as work-related stress, job satisfaction, job security, work environment, motivation, pay and benefits can cause individuals to quit their jobs. Because of the costs involved, staff turnover has a significant effect on an organization and can have a negative influence on its productivity, sustainability, competitiveness, and profitability.

Likewise, because of nowadays in a continuously changing environment thus information technology is one of the most growing and facing the challenge of employee turnover at a high rate. On the other hand, employees prefer to stay in an organization that provides the opportunity to develop and grow on the career ladder so the compensation plans are very helpful in attract and retain the employees (Kumar, 2022). Since, Igbinoba *et al.* (2022) found that employee retention strategies and organisational performance are inseparably linked. Suggested that public sector should implement performance-based employee retention strategies. Moreover, according to Enamala & Reddy (2022) public sector should ensure that employees are delighted to work with and should build a long career with the public sector so that mutual growth can be ensured.

Therefore, in today's competitive world, public sectors must prioritize employee retention. Thus, crucial improving employee retention rate which in turn boosts output, lowers turnover expenses, and fosters a more engaged and devoted workforce (Urme, 2023). Retention strategies are important for keeping experienced employees. Effective human resource practice considers the creation of an engaging and positive work environment. Effective implementation of employee retention programs can be a way of making sure talented workers remained employed (Babatunde & Onoja, 2023; Elsafty & Oraby, 2022; Taylor, 2017; Al Mamun, & Hasan, 2017).

According to Singh (2019) high-performing organizations often provide more retention strategies to inspire employees and for skill development such as employee involvement in decision making, providing development opportunities, creating conducive work environment, fostering positive culture, providing a work-life balance and others.

Consequently, according to Awang *et al.* (2010), those employees who are dissatisfied with their job would perform less and have less commitment towards the organization. Discontent with their current job often drives employees to seek better opportunities with other organizations. Thus, higher turnover increases the cost associated with recruiting and training of new employees, decreasing the resource that should be allocated to performance -enhancing activities. The cost of replacing workers can be high, the problems associated with finding and training new employees can be considerable, and the specific workplace-acquired skills and knowledge people walk away, and may it take years to replace. Accordingly, Rajpurohit (2024) stated that to increase employee performance and lower turnover, firms can implement various tactics by first understanding the demands of their workforce. Consequently, putting solutions into practice will boost employees and organizations' motivation, job happiness, and productivity all of which can reduce absenteeism, employee turnover, and employment issues. In addition, Wanyama *et al.* (2025) stated that open communication, involvement in decisions, career support and promotional opportunities, job security, pay and training are crucial employee's retention strategy.

Ethiopian government prime objective is to generate sustainable broad based economic growth through the most productive use of its human capital (FDRE, 1995). The government has recognized the importance of employee retaining by enacting employee and labor relations law, policies and procedure which include different issues such as financial and non-financial incentives as motivational strategies to keep employee movement from public organizations (Girma, 2016). However, these laws and procedures have not stopped the turnover of employees in the public organizations. Therefore, it was tried to assess effect of retention strategies in mitigating staff turnover in public sector in Ethiopian Public sector.

Statement of the Problem

Ferede *et al.* (2018) noted that turnover intention is the strongest predictor of actual turnover and also Wubetie *et al.* (2020) stated that turnover intention is a probability of an employee to leave the current institution within a certain period due to various factors. In Ethiopia public sector, a systematic review and meta-analysis findings by Gebrekidan *et al.* (2023) concluded that there is high prevalence of turnover intention among public sector employees in Ethiopia. Similarly, Zimamu & Wubet (2021) research concluded that the magnitude of public sector employee's intention to leave was found to be high, which can extremely affect the public sector performance. Likewise, Dado *et al.* (2019) findings indicated that 46% employees want to leave their current job thus workers' job satisfaction low in public sectors. Also, Girma *et al.* (2021) found that the magnitude of employee's turnover intention was 70.7% due to low satisfaction with remuneration, supervision and autonomy. Furthermore, Ferede *et al.* (2018) findings

revealed that 61.3% of employees confirmed to have the intention to leave their current workplaces because of unsatisfied with the incentives and supervision and having low normative commitment.

In addition, recently, Kebede (2025) study revealed that 59.2% of employees reported to have intention turnover because of factors drive employee turnover intention within public sector organizations includes political instability, job stress, poor managerial relationships, limited career advancement, insufficient professional development opportunities, internal organizational politics, restricted access to training, and ineffective communication channels. Moreover, according to Wubetie et al. (2020), study shown that 77.5% employees had the intention to leave the current working in public sector due to educational status, monthly income and professional autonomy. Furthermore, Dibiku (2023) findings showed that job satisfaction significantly mediated the relationship between salary, supervision and turnover intention since 19.4% of turnover intention explained by salary whereas, 66.6% of turnover intention caused by supervision. Also, Woldekiros et al. (2022) found that 80.6% of employee's intention to leave their current job among public sector employees thus salary imbalanced with demands, managers have no personal plan for developing skills, stressful jobs, health problems and a lack of development. Therefore, the above all previous studies emphasized only about employees turnover intention.

Though Girma (2016) noted that different organizations in Ethiopia have various employee retention programs in order to retain their employees includes training & development, compensation & benefits, carrier development, reward & recognition, work environment and organizational justice and like. However, a number of public sectors tend to give less emphasis on employees' retention strategies. Because of this reason there is still a problem of employee dissatisfaction and employee turnover which will risk on the future in accomplishing its organizational goals.

Nowadays employee retention strategies tend to become a source of argument in more ways than one instead of becoming a reason to motivate employees' performance to the company. It is assumed that employees have not yet fully benefited from such strategies for different reasons such as barriers for immediate suitability, long and bureaucratic processes with less or no emphasis on the employee's current circumstances encourage the employee to leave the organization. Of course, some types of turnover are unavoidable and considered beneficial to the organization. New employees' may benefits the organization by introducing new ideas and innovation. But high employee turnover increases the chance of losing talented employees. Employees may leave the organization voluntarily. The reason of leaving vary from personal such as family situation to organizational factor such as the type of job, occupational category, work environment, benefits, growth and promotions (Mitchell et al., 2001).

In Ethiopia, different studies conducted to investigate the factors affecting employee's retention among those Nigussie (2019) conducted research on employees of Abyssinia Bank. The result of the study revealed that employees of the bank leave the organization with the reasons of lack of better working environments and opportunities this findings could not input

public sector turnover mitigation strategy policies. Girma (2016), tried to investigate the factors affecting employee's retention in public organization. The research finding of Yezina (2014) indicated that salary, benefit package, promotion and poor managerial relations was some of the reasons affect the employee retention. Both researches conducted in public organization but due to dynamic environment recent research inputs vital for decision makers on public employees' mitigation policy and strategies.

Therefore, even though studies conducted on employee's retention but most of the above mentioned previous studies mainly emphasized about employee turnover intention, so this study tried to look the relationship between employee retention strategy and turnover in Ethiopian public sector to fill the knowledge gap. Therefore, the main objective of the study was to assess the effect of employee retention strategies on employee turnover in public sector mainly focuses on the retention strategies factors that have direct relationship with employees namely compensation and benefit, reward and recognition, training and development, work environment and organizational justice.

Geographically, this study was conducted by taking sample public organization located in Federal, Addis Ababa and Sheger city. The conceptual scope of the study was focused on examining the effect of five retention strategies-training and development, psychological needs, reward and recognition and organizational justice) on employee turnover in the Ethiopian public sector. With regards to significance of the study; the findings will be disseminated through various channels to enable public sectors to implement appropriate strategies and reduce employee turnover.

Literature Review

Basic Concepts

Employee retention issues are emerging as a major challenge for workforce management in the near future (Kebede, 2025; Zimamu & Wubet, 2021). Since the mid-1990s, academic research has focused not only on determining why employees leave organizations, but also on the factors that contribute to employee retention (Kumar, 2022; Siddiqui, 2018) and the benefits associated with employee retention (Samašonok, 2024). Well-designed and well-executed retention programs increase employee productivity at their own expense through reduced turnover costs and increased productivity (Urme, 2023).

Marketing and marketing budgets are the first solution for companies that want to attract and retain quality people. "Golden salutes" and "golden armbands" (recruitment and retention signs) can be used for this purpose, but there is much more to attracting and retaining people than throwing money at them (Armstrong, 2004). Hiring employees is just the beginning of building a strong workforce. And you want to save them. The high cost of employees costs the time and productivity of business owners (Rajpurohit, 2024; Dereje, 2017).

According to Armstrong (2006) and Dibiku (2023), the retention strategy assesses the specific retention problems related to the organization and determines the ways in which these problems

can be solved. This may mean acknowledging the fact that, according to Cappelli (2000), the market, not the firm, determines labor mobility. He believes that controlling market forces is difficult "You can't protect your people from attractive opportunities and aggressive takers," and says "the old goal of resource management man is to minimize all change." replaced by a new goal: to influence who goes and when."

Therefore, if an organization wants to encourage staff retention, it needs to establish a robust retention plan (Babatunde, & Onoja, 2023). Igbino *et al.* (2022) noted that a business must take five crucial steps in order to develop an effective retention strategy includes develop a corporate values system based on the organization's values and vision; build trust throughout the entire business; periodically survey employees to determine their priorities; advises businesses to research the industry to learn about rivals' benefit and compensation plans. This will help employees stay up to date with industry pay scales. The organization can boost employee happiness by having a better grasp of what is expected of them in the sector. Last but not least, it is critical to design a pay and benefits package that supports both employee needs and business ideals. Organizations, managers, and organizational researchers use retention issues as a major area of study (Wanyama *et al.*, 2025; Enamala, & Reddy, 2022; Scott *et al.*, 2021; Abbasi and Hollman, 2000).

Theoretical Framework

There are several ideas around employee retention, but they are all focused on techniques that try to meet the desires of staffs in order to increase their job satisfaction and lower the high expenses associated with recruiting and training new hires. Numerous studies have shown various essential components that are required to keep workers in a business. The most important ones are listed here.

According to Girma *et al.* (202), determined the top elements that contribute to employee retention includes pay; job characteristics (autonomy and skill variation); training and development; supervisor support; and promotion. All things considered, it makes sense to identify the five elements that the majority of businesses use to inspire their workforce in order to assess the impact on career commitment (Wubetie *et al.* 2020). Additionally, the top retention variables were found to be compensation, job qualities, supervisor support, training and development opportunities, and promotion (Dibiku, 2023; Woldekiros *et al.*, 2022).

Kebede (2025) identified opportunities for training, competitive remuneration benefits, career advancement and development, and supportive management as some of these strategies. In addition to the aforementioned, companies ought to apply a flexible approach that takes into account several value-adding elements in order to promote retention. According to Ferede *et al.* (2025), these elements include coaching, chances for professional and skill development, and flexibility with regard to the number and kind of performance incentives and rewards.

As a result, the researchers compiled the aforementioned ideas to choose employee retention factors: The top five retention variables were determined to be pay and benefits, reward and recognition, training and development, work environment, and organizational fairness. It is

appropriate to identify the six elements that the researcher generally chooses to use as a technique of analyzing the effect of staff retention strategies in staff turnover in the Public Sector.

Employee Retention Strategies

Compensation and Benefits: Nigussie (2019), states that benefits and remuneration come in a variety of forms. These consist of free goods, appreciation prizes, and monetary bonuses. Pay is a major factor in job happiness since it helps employees meet their fundamental needs and progress toward their higher ambitions. Any organization's compensation policy has an impact on workers' performance and desire to remain in their current position. Organizational rewards are perks or returns granted to employees as a token of appreciation for their performance and contributions; they are seen to be the most efficient way to draw and keep talent.

Training and Development: refers to a structured approach to acquiring the knowledge and skills needed by staff members to carry out a task in order to enhance their performance inside the business. Through training and development, staff members can also benefit from a variety of unique learning strategies that are advantageous to both the company and themselves. Workers benefit when they are more satisfied with their capacity to do their jobs more effectively (Elsafty & Oraby, 2022; Nigussie, 2019).

Work Environment: refers to a setting that is conducive to work is crucial for retaining personnel as they anticipate a place where they may showcase their skills (Woldekiros *et al.*, 2022).

Reward and Recognition: employees will cease considering opportunities from other organizations if they view these benefits as a sufficient expression of gratitude. Effective compensation plans frequently give businesses a competitive edge by improving their capacity to draw in and keep workers (Dibiku, 2023).

Organizational justices: refers to the belief that a choice or course of action is morally correct, which can be determined by equity, religion, ethics, or the law (Elsafty & Oraby, 2022).

Outcomes of Employee Retention Strategies

Improve employees' loyalty: Workers may receive a wide range of perks from the company, which makes them more devoted to it and makes everything else secondary to it. The management needs to recognize the importance of each individual employee and put more effort into motivating key personnel to stay with the company and not explore for opportunities elsewhere (Siddiqui, 2018).

Maintain Performance and Productivity: The productivity of a corporation is supported by its employee retention policies. It takes time to find and train new personnel. If a post is vacant, work is not being completed. Most employees still have a learning curve to get over before their work becomes profitable, even after a position is filled. Ensuring that present employees are content in their positions will prevent interruptions to productivity (Samašonok, 2024; Dereje, 2017).

Increase Employees Morale: Workers are more likely to stick with their employer if they appreciate their jobs and the environment they work in. Because they foster a favorable work atmosphere and increase an employee's loyalty to the company, retention methods are crucial. Employee engagement tactics, such team-building exercises and community service, boost business morale and instill a feeling of pride in workers (Babatunde & Onoja, 2023, Dereje, 2017).

Enhance Recruitment: Successful retention tactics frequently start with the hiring process. Workers are more likely to stick with an organization that keeps its word when it extends an employment offer. Companies can have a positive impact on employee retention by giving prospective employees a realistic picture of their work environment, possibilities for promotion, and job standards (Enamala & Reddy, 2022).

Prevents organizations from losing employees for competitors: In these situations, staff members frequently transfer all of the organization's strategies and policies to the new one. People transfer all pertinent data, statistics, and information to their new organization, and in certain situations, they even divulge the trade secrets of their former one. It is imperative that the new hire sign an agreement prohibiting him from disclosing any information even in the event that he departs the company in order to prevent situations like this. Therefore, it is necessary to prepare a possible retention policy that keeps employees from joining competitors. This is a good strategy to keep workers on board and protect the company by using their information (Wanyama et al., 2025; Scott *et al.*, 2021; Aliyu & Nyadzayo, 2018).

Empirical Studies

Numerous empirical studies have investigated the effect of staff retention strategies in mitigating staff turnover across various industries and contexts. These studies have identified several key findings relevant to this paper:

1. Financial rewards and compensation Package and working environment (Psychological needs) and staff turnover

Compensation significantly affects employee performance. Furthermore, the impact of remuneration on organizational performance was investigated in the 2019 study "Effect of Training and Compensation of Employee Performance Mediated by Job Satisfaction" by Diliantari and Dewi (2017). The following is how the hypothesis is put forth in light of the empirical data: The performance of an organization is positively and significantly impacted by compensation.

Both intrinsic and extrinsic rewards significantly affect how satisfied and motivated employees (Deery, 2008). Employee motivation and satisfaction are largely dependent on both internal and external rewards. If workers receive fair compensation, bonuses, or promotions for their efforts, they will be highly motivated to meet their representative goals (Kumar, 2022). Conversely, if workers receive fair recognition for their contributions, they will be more content and happy to work toward their official goals. Employees considered high pay to be the most

motivating factor, with seniority-based advancement coming in second. People typically acquire particular degrees or skills once in their lives and lack the drive to learn more in order to not have access to the resources they need to study and grow as individuals. This reflects a particular feature of society. Work and family life rank third among factors influencing employees; their research also explains why this desire exists (Samašonok, 2024; Al Mamun & Hasan, 2017).

According to the research done by Wairimu (2017), employee unhappiness with pay was caused by the salary offered, which also demonstrated the importance the company placed on employee services. The survey also revealed that employees gave money a lot of weight since they felt it was an important source of motivation for their jobs and that the business should implement a plan to help employees feel financially supported. The following hypothesis is formulated in light of the review mentioned above. Regarding the workplace, Work environment has no bearing on employee performance, according to Sulastiningtiyas and Nilasari's (2018) study, "Job satisfaction serves as a variable that mediates the effect of leadership style, work environment, and organizational motivation on employee performance." The effect of work motivation on employees' job performance (Case Study: Employees of Isfahan Islamic Revolution Housing Foundation) is the subject of another study by Azar and Shafighi (2013). It looks at how work environment conditions affect employees' job performance at Isfahan's Islamic Revolution Housing Foundation.

A positive work environment ensures employees' well-being, which will inevitably motivate them to commit themselves to their duties with a high degree of morale, which may result in increased productivity. Employee motivation and engagement can be enhanced by creating a positive work environment that values cooperation, trust, and open communication. Establishing a high-performance culture inside public institutions can be achieved through creating such an atmosphere.

Hypothesis 1: Psychological needs positively affect the employee retention.

2. The Effect of Training and Education on Staff Turnover

"The mediating influence of work satisfaction on the link of human resource practices and employee job performance: empirical evidence from higher education sector" is the topic of a 2019 study by Khan et al. The study's findings indicate that employee work performance is significantly and favorably correlated with training and development. In a different study, Wairimu (2017) examined the impact of motivation on worker performance. Using Pam Golding Properties Limited as an example, it was found that workers were not regularly provided with training and development opportunities that would have enabled them to gain critical skills and knowledge. The study also showed that the business did not provide financial incentives to drive staff, which demotivates workers because it differs from other businesses in the sector that are competitors.

Furthermore, the goal of Diliantari and Dewi's thesis (2019) was to ascertain how employee work satisfaction affects training and compensation's effect on performance. The findings

demonstrated that pay and training significantly improved worker performance and job satisfaction. The author claims that experiences in training as well as advancements in knowledge and abilities pertinent to each department's job must also be taken into account.

Also, employee performance in a given firm is greatly impacted by training and development since properly trained individuals with the appropriate educational background and skill set can generate significant profits for their employers (Mathis, 2003). Their commitment to the company, solid operational knowledge and comprehension, enhanced staff performance, and role in the company's overall success are also apparent.

Moreover, numerous factors, according to some studies, are related between an employee's performance and their training. For example, Luo, Ma, and Li (2021) examined the association between task performance, work satisfaction, supervisory mentoring, and training, taking into account the moderating effect of interpersonal assisting.

Hypothesis 2: Training and development positively affect the employee retention.

3. Reward and recognition and staff turnover

Enhancing employee retention requires providing rewards and appreciation to employees. They also have an impact on organizational performance, employee motivation, and satisfaction. An appropriate reward and acknowledgement program can greatly boost an employee's motivation. Employees are more likely to be motivated to perform better and to be with the company longer if they feel that their efforts and hard work are valued and acknowledged. The turnover rate may be impacted by the degree of job satisfaction and recognition. Numerous researches looked at the relationship between employee turnover and retention and remuneration, awards, and recognition. Highly competitive wage structures encourage employee engagement, which attracts and retains a better staff (Rajpurohit, 2024; Babatunde & Onoja, 2023; Urme, 2023).

Hypothesis 3: Reward and recognition positively affect the employee retention

4. Organizational Justice

Because organizational justice affects employees' perceptions of their work environment and their relationship with the organization, it plays a significant role in employee retention. Performance inside the firm is greatly impacted by employees' perceptions of the fairness of outcomes, including compensation, promotions, and other rewards. According to a study by Piotrowska (2022), if workers believe that their company is acting fairly, they will be more likely to participate in organizational activities, follow rules, and agree that the outcome is fair.

Hypothesis 4: Organizational justice positively affects the employee retention.

Conceptual Framework

The conceptual framework for this study was developed based on the analysis of previous studies. Employee retention is kept by four retention strategies or factors. The first factor is training and development which refers the skill or the talent and experience the employee owns. The second factor is psychological needs which include the financial benefits and compensations and working environment. The third variable is the reward and recognitions given to employees when an organization’s managers and leaders recognize the motivation and productivity of employee. The fourth factor is organizational justice who refers to the perceived fairness and justice in the way an organization manages its employees.

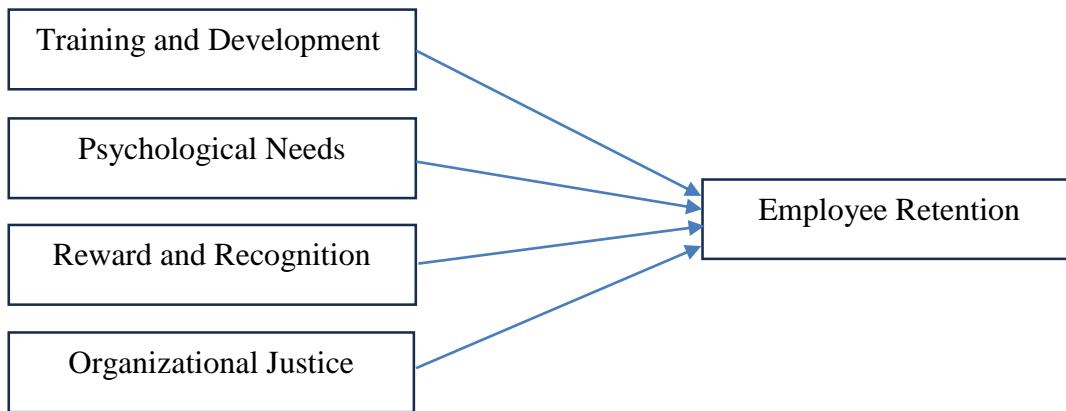


Figure 1: Relation Ship between endogens and exogenes variables
Source: Based on previous related literature, 2024

Research Design and Methods

Research Design

The design of this research was explanatory. It helps to analyze the effect of employee retention strategies on employee turnover in the Ethiopian public sector. The explanatory research design is used. With these designs, a quantitative research approach was employed.

Population and Sampling Procedure

The target population of this study was employees working in public organizations located in Federal ministry, Addis Ababa and Sheger city administration. To select sample organizations, a multistage sampling method was applied. First the three sites (finance sector, social sector and economic sector) were selected based on cluster sampling. Then to select organizations from the three selected sites, a stratified sampling technique was used. The strata are grouped based on the types of sectors to which organizations categorized (finance sector, social sector and economic sector). Based on the stratification two (2) public organizations were randomly

selected from each stratum. This means from one site six (6) public organizations were sampled. Therefore, a total of eighteen (18) public organizations from the three sites were randomly selected.

Sample Size Determination

To determine the sample size, since the number of the population in the study is unknown, the formula developed by Cochran (1977) to calculate sample size when the population is unknown is used. It is calculated as; $n_o = \frac{z^2 pq}{e^2}$

Where, n_o is the sample size, z is the selected critical value of desired confidence level, p is the estimated proportion of an attribute that is present in the population, $q = 1-p$, and e is the desired level of precision. Therefore, for the sample of the study, we assume the maximum variability equal to 50% ($p=0.5$) and 95% confidence level with $\pm 5\%$ precision.

$$n_o = \frac{1.96^2(0.5)(0.5)}{0.05^2} = 384$$

Based on the above formula, the calculated sample size was 384. Since the target population of the study was from three different sites, a sample size of 384 respondents was selected from each study federal ministry, Addis Ababa and Sheger city. In other words, the total sample size of the study was 1,152.

Sampling Methods

The respondents were selected using random and purposive sampling. To distribute the questionnaires, respondents from the public organizations were selected using random sampling method.

Methods of Data Collection

To achieve the objectives of the study, data were collected by using questionnaires. The questionnaires were distributed to the employees in the selected public organizations. The questionnaire was divided into two parts (part 1 and part 2). Part 1 of the questionnaire is planned to obtain demographic information of the respondents (sex, age, level of education, work experience, current position). Part 2 was consisted of statements designed to evaluate the extent of respondents' agreement on effect of employee's retention mechanisms on mitigating employee's turnover. A five-point Likert scale (From 1 Strongly Disagree to 5 strongly agrees) was designed to measure the view of respondents with each statement.

Reliability Test

The completed questionnaires were checked by the researchers every day for completeness, missed values and unlikely responses and corrections were made. To test the reliability of the questionnaire, Cronbach alpha (α) was used.

Therefore; this study used the Cronbach alpha which is an internal consistency test that measures the degree to which the items or measurements consistently measure the underlying construct. According to Kothari, (2004) the closer the reliability coefficient to 1 .00 is the better. In general, reliabilities less than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable

In this study, the reliability of the scale of items was analyzed before analysis of questionnaire. So that, using Cronbach's alpha, the overall reliability of the questionnaire was shown 0.929 which is above the minimum acceptable value (0.7) (Table 1).

Table 1: Reliability test /Cronbach alpha

S.N	Constructs	Cronbach alpha	No. of items
1	Employees Retention Strategies	0.906	18
2	Intention staff turnover	0.846	4
3	Mitigating staff turnover	0.925	9
4	All scale items	0.929	31

Source: Survey Data, 2025

Methods of Data Analysis

The collected data were analyzed and interpreted by using quantitative data analysis techniques. The quantitative part was analyzed using descriptive statistics for obtain demographic information of the respondents and inferential statistics such as correlation and multiple regression analysis to evaluate the extent of respondents' agreement on effect of employee's retention mechanisms on mitigating employee's turnover.

Multiple regression is a models that explain the relationship between measured variables and latent variables. In this study the model was integrate four latent variables namely training and development, psychological needs, reward and recognition and organizational justice. For the qualitative data a thematic data analysis was applied. Which means the data were familiarized, coded, the themes were generated, reviewed and defined then finally the report was written.

Ethical Consideration

While conducting this research the researchers were applied the expected ethical actions. All the respondents were informed that they have a right to participate or not to respond to the questionnaires and interview. Thus, all the information for the study was collected in the full interest of the respondents. In addition, the identity and personal data of the respondents were not disclosed and confidentiality was protected.

Results and Discussion

This section presents and discuss the results of the study. Out of the 1,152 questionnaires distributed, 1,139 were properly completed and returned. In this section, the demographic characteristics of respondents, descriptive statistics of the study variables, and the results of regression analysis. The descriptive analysis is assessed by mean and standard deviation. The mean value is determined based on compared using Pihie & Akmaliah (2009) comparison bases. According to Pihie & Akmaliah (2009), a mean score of less than 3.39 is low, a mean score of 3.40 to 3.79 is moderate, and a mean score of more than 3.8 is high.

Overview of Socio-economic Profile of Respondents

The demographic profile of sample respondents was namely sex, age, position in the organization and level of education were assessed. With regard to the sex composition, 52.8 % of respondents were male while the remaining 47.2% of them were female. In terms of work experience, 30% of respondents were served between 6-10 years meanwhile, 12.1%, 22.1%, 25.1% and 10.6% of them had work experience of 1 year and below, between 2-5 years, 11-15 years and 16 years and above respectively (Table 2).

Table 2: The demographic profile of the respondents

Variable Name		Frequency	Percentage
Sex of respondents	Female	538	47.2
	Male	601	52.8
Age of respondents	< 30 years	232	20.4
	31-40 years	552	48.5
	41-60 years	351	30.8
	>61 years	4	0.4
Educational level of household heads	Can only read and write	8	0.7
	Primary school educated	140	12.3
	Secondary school educated	103	9.0
	Certificate and diploma	98	8.6
Work experience of employees'	Degree and above	790	69.4
	1 year and below	138	12.1
	2-5 years	252	22.1
	6-10 years	342	30.0
	11 – 15 years	286	25.1
Position of workers in organization	16 years and above	121	10.6
	Staff members	796	69.9
	Supervisor	225	19.8
	Manager	102	9.0
	Other	16	1.4

Source: Field Survey, 2025.

With regard to the level of education, more than half (69.4%) of the respondents were first degree and higher. The remaining respondents consisted of 0.7% who could read & write (non-formal education), 12.3% with primary education, 9.0% with secondary education and 8.6% of respondents were with certificate or diploma qualification. Concerning the position of workers in organization, more than half (69.9%) of respondents were staff members while 19.8%, 9.0% and 1.4% of them were held a position as supervisors, managers and others respectively (Table 2).

Descriptive Analysis

Employees Retention Strategies

Employee retention strategies are important for motivating, retaining, attracting workforce. Training and development, psychological needs, reward and recognition, and organizational justice are the key strategies used in this study that affect employees' commitment and decisions to stay or leave the organizational. The descriptive statistics presented below highlights the employees' perception of retention strategies and turnover intentions.

Based on Table 3 the results indicate that training and development have a considerable effect on employees' turnover decisions, with a grand mean of 3.65. Among the items professional development opportunities have the highest mean score (M=3.81), followed by career advancement opportunities (M=3.61) and training and development provided by the employer (M=3.53). Generally, the findings suggest that providing adequate training, professional development, and career advancement opportunities may help to reduce employee turnover and improving retention.

Table 3: Training and development

No	Items	Mean	Std. Dev.
1	Professional development opportunities have a great effect on my decision on leaving at the job	3.81	1.231
2	Career advancement opportunities has a significant impact on me to stay or leave the organization	3.61	1.215
3	Training and development provided by the employer have a great effect on my decision on leaving at the job	3.53	1.206
Grand mean		3.65	

Source: Field Survey, 2025

As shown in Table 4 psychological needs play a significant role in shaping employees decision to remain or leave the organization, with the grand mean of 3.78. respondents showed the strongest agreement that inadequate compensation and benefit (M=3.96), flexibility of working environment (M=3.92), salary and benefit packages (M=3.90) highly affect their retention

decisions. Working condition also perceived high level of agreement (3.86). Inflexible working hour and poor working balance were also identified as important conditions (M=3.73). On the other hand, negative workplace interpersonal relationships received the lowest mean score (3.30). The result suggesting that favorable working conditions are more influential retention factors than interpersonal workplace relationships.

Table 4: Psychological need

No	Items	Mean	Std. Dev.
1	The working conditions of my working place affect my desire to stay in the organization	3.86	1.114
2	Salary scale and other benefit package made me to stay in the organization.	3.9	1.210
3	The arrangement of flexible working environment has effect on my decision on leaving at the job	3.92	1.145
4	Inflexible working hour and work life imbalance affect my decision on staying or leaving the organization	3.73	1.185
5	Negative relationship with coworkers leads me to leave organization	3.3	1.271
6	Inadequate compensation and benefits has a significant impact on me to stay or leave the organization	3.96	1.157
	Grand mean	3.78	

Source: Field Survey, 2025

Table 5 presents that reward and recognition factors affect employee retention with a grand mean of 3.45. Among the items, advancement opportunities scored the highest mean value (M=3.92), followed by public acknowledgement of accomplishments (M=3.71).

Table 5: Reward and Recognition

No	Items	Mean	Std. Dev.
1	Advancement opportunity have a great effect on my decision on leaving at the job	3.92	1.151
2	Lack of support from supervisor and upper management leads me to leave organization	3.38	1.239
3	Lack of providing rewards for overtime work leads employees to leave organization	3.37	1.228
4	Lack of effective employee recognition programs increases voluntary turnover rates	3.4	1.237
5	Public acknowledgment of my accomplishments is important to me.	3.71	1.192
	Grand mean	3.45	

Source: Field Survey, 2025

In contrast, lack of effective employee recognition programs, lack of support from supervisors and upper management, and lack of reward for overtime work received relatively lower mean scores of 3.40, 3.38, and 3.37 respectively. Overall, the findings indicate that career advancement and employee recognition play a great role in retaining employees.

As presented in Table 6, organizational justice is an important factor affecting employee turnover, with a grand mean of 3.71. Respondents expressed a strong agreement that fairness and respect in communication and treatment by authorities (M=3.81), followed by fairness in considering employees' opinion during decision making (M=3.76) play a significant role in the employees' commitment to the organization. Similarly, the quality of leadership and relationship with managers (M=3.65) and the manner in which leaders treat employees (M=3.62), were perceived as important. The findings highlight that employees are more likely to stay in organization where they there is fair treatment, respectful communication and inclusive leadership practice.

Table 6: Organizational Justice

No	Attitude Statement	Mean	Std. Dev.
1	The way people are treated by those in leadership affects my turnover intent	3.62	1.221
2	The quality of my manager's leadership and nature of the relationship I have with him or her affect my desire to stay in the organization	3.65	1.214
3	The fairness of considering the opinions of all employees when making any decision by my organization affects my turnover intent	3.76	1.131
4	The fairness and respect shown in communication and treatment by authority affect my desire to stay in the organization	3.81	1.147
Grand mean		3.71	

Source: Field Survey, 2025

In addition to the retention strategies, the study was examined the turnover intention of employees' (Dependent variable). As presented in Table 7, the grand mean of 3.45 suggests the presence of turnover intention among employees. Furthermore, the respondents agreed to leave the organization when better opportunities arise. The highest mean value was reported for the statement "*Whenever I get a job in another organization, I will definitely leave this organization*" (M = 3.66), followed by "*I am searching for a better job in a better organization at the moment*" (M = 3.47). Additionally, employees reported that they often think about quitting (M=3.34). These findings suggest that many employees are willing to leaving the organization if more attractive employment opportunities become available, suggesting the importance of effective retention strategies.

Table 7: Intention of staff turnover

No	Items	Mean	Std. Dev.
1	I often think about quitting	3.34	1.341
2	I stayed at my organization because i have no other job opportunity	3.34	1.395
3	I am searching for a better job in a better organization at the moment	3.47	1.313
4	whenever I got a job in another organization definitely, I leave this organization	3.66	1.296
Grand mean		3.45	

Source: Field Survey, 2025

Inferential Analysis

Diagnostic tests

Before conducting the regression analysis, it is important to recall the key assumptions in multiple regressions. These assumptions help to ensure whether the relationships between variables are maintained and all the statistical tests are valid.

- **Multicollinearity**

Multicollinearity shows the case where two or more independent highly correlated making it difficult to isolate their individual effect. The Variance Inflation factor (VIF) is used to determine the degree of multicollinearity. As presented in Table 3 all VIF are below the threshold of 10, the tolerance value of all variables is above 0.1. Therefore, these results proof that there is no multicollinearity among independent variables.

Table 9: Multicollinearity

Variables	Collinearity Statistics	
	Tolerance	VIF
Training and Development	.658	1.519
Psychological needs	.512	1.955
Reward and recognition	.512	1.952
Organizational Justice	.518	1.930

a. Dependent Variable: Employee Turnover

Source: Field Survey, 2025

- **Autocorrelation**

Autocorrelation refers a situation where the residuals are correlated each other across observations. The Durbin-Watson statistics was used to test this assumption. The obtained result

of 1.66 (Table 9) is not far from the ideal value of 2, this indicates that there is no autocorrelation problem in the model.

- Normality

Normality assumes that the residuals are normally distributed. This was analyzed using a histogram and supported by statistical tests such as Shapiro-Wilk test and Breusch-Pagan tests. The histogram (Figure 1) shows that the residuals are not normally distributed and appeared to have skewed distribution. Moreover, the result of Shapiro-Wilk test and Breusch-Pagan tests also indicates similar results. However, given large sample size (1,139) the Central Limit Theorem (CLT) ensures the residuals' distribution approximate normality even if the data is non-normal. The rationale behind is, as the sample size increases the distribution of regression coefficients tends toward normality regardless of the original data distribution. Therefore, the regression results are likely still valid despite minor deviations.

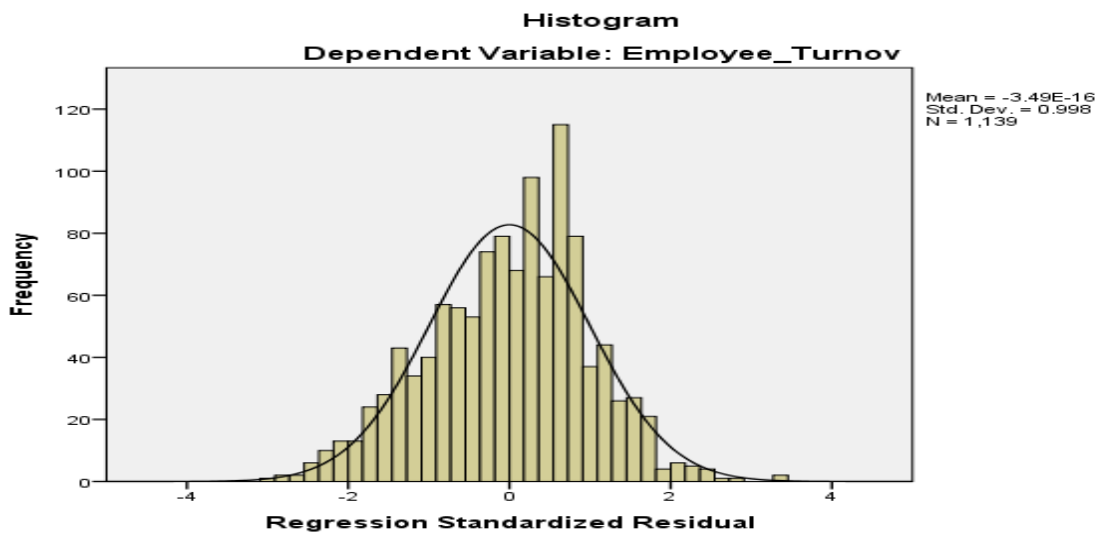


Figure 1: Histogram of Normality
Source: Survey Data, 2025

- Heteroscedasticity

Heteroscedasticity is a situation when the variance of residuals is not constant or similar across the value of independent variables. A scatter plot that has Regression Standardized Residuals in the y-axis and Regression Standardized Predicted Value on the x-axis (figure 2) shows the presence of some level of heteroscedasticity. Therefore, to address this issue robust standard error were applied in the analysis to get more reliable estimates.

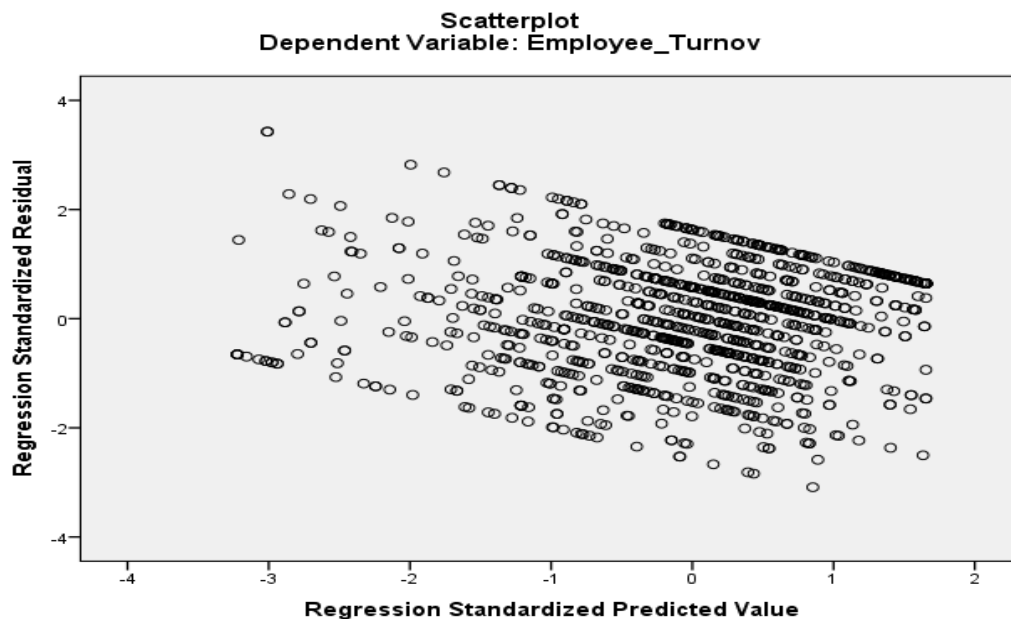


Figure 2: Heteroscedasticity
Source: Survey Data, 2025

Correlation Analysis

One of the core assumptions of multiple regressions is linearity which states relationship between dependent and independent variable should be linear. Correlation is used to assess this relationship between the two variables. A correlation coefficient ranging from 0.8-1.0 is considered strong, 0.5-0.8 moderate, 0.3-0.5 weak and 0-0.3 very weak or no correlation. Table 8 below presents the Pearson’s correlation coefficient of the variables under this study.

Table 8: Pearson’s correlation

Variable	ET	T&D	PN	R&R	OJ
ET	1.000				
T&D	.269**	1.000			
PN	.344**	.568**	1.000		
R&R	.462**	.431**	.563**	1.000	
OJ	.467**	.396**	.565**	.651**	1.000

** Correlation is significant at 0.01 levels

Source: Survey Data, 2025

NB: ET=Employee Turnover, T&D=Training and Development, PN=Psychological Needs, R&R=Reward and Recognition, Organizational Justice

Based on the result of Table 8 although the relationship is not strong, all independent variables have a positive and statistically significant relationship with dependent variables. This suggests that, improvement in training and development, psychological needs, reward and recognition, and organizational justice are related with reduced employee turnover or increased employee retention.

Regression Analysis

- Model summary

The following model summary Table 10 presents a key statistical test from the multiple regressions. From this table the correlation coefficient ($R=0.513$) indicates a moderate positive correlation between dependent and independent variables. The coefficient of determination ($R^2 = 0.264$) suggests that 26.4% of the variance in employee turnover is explained by the four independent variables, while the remaining 73.6% is attributed to other factors not considered in the study. The F statistic ($F = 101.46$ $p < 0.001$) shows that the model is statistically significant, meaning that the independent variables jointly have a significant effect on employee turnover.

Table 10: Model summary

					Change Statistics			Durbin-Watson	
R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
.513	.264	.261	.95025	.264	101.466	4	1134	.000	1.662

Source: Survey Data, 2025

- Analysis of Variance (ANOVA)

The ANOVA Table 11 further confirms that the regression model is statistically significant ($p=0.000$).

Table 11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	366.487	4	91.622	101.466	.000 ^b
	Residual	1023.982	1134	.903		
	Total	1390.469	1138			

a. Dependent Variable: Employee Turnover

b. Predictors: (Constant): Organizational Justice, Training Development, Reward recognition, psychological need

Source: Survey Data, 2025

Table 12 presents the estimates from a regression model predicting the dependent variable employee turnover, using robust standard error. The result of the regression indicates the reward and recognition ($\beta = 0.305$, $p < 0.001$) has positive and statistically significant effect on employee turnover. This means, employees who perceived recognized and rewarded are more likely to have higher job satisfaction and lower intention of leaving the organization. The finding of this study is similar to the conclusion of Price (2024) who analyzed over million responses from the “Happy at Work Test”. Similarly, the result also aligns with Blau’s Social Exchange Theory Cook et al. (2013) which argues that when employees perceive they are treated fairly and receive reward, they respond with loyalty, commitment and increased effort.

The other variable that has a statistically significant ($\beta = 0.310$, $p < 0.001$) effect on employee turnover is organizational justice. The result suggests that employees who feel fairness in decision making procedure, workplace policies, and resource distribution are more likely to stay at the organization. This finding is related to the conclusions of (Mengstie, 2020; Idriss et al., 2022; Aggarwal et al., 2022). However, the result of regression (Table 6) highlights that psychological needs ($\beta = 0.035$, $p = 0.497$) and training and development ($\beta = 0.042$, $p = 0.293$) have no statistically significant effect on employee turnover.

Table 12: Parameter Estimates with Robust Standard Errors

Dependent Variable: Employee Turnover						
Parameter	B	Robust Std. Error	T	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Intercept	.931	.159	5.862	.000	.620	1.243
Training Development	.042	.040	1.053	.293	-.036	.120
Psychological needs	.035	.051	.679	.497	-.066	.135
Reward and recognition	.305	.054	5.661	.000	.199	.411
Organizational Justice	.310	.050	6.158	.000	.211	.409

Source: Survey Data, 2025

This result suggests that psychological needs alone may not strongly affect employee turnover. Although psychological factors are often considered influential in employee turnover, their effect may not always be significant. In this study as a psychological factor, financial compensations and work environment is considered. It is important to include other directions, such as job satisfaction and work-related stress which can have a crucial role in employee’s retention. Although the data collected through survey indicates a statistically not significant effect, the data collected through qualitative method shows financial rewards and a positive working environment generally to have a great influence on employee’s decision to stay or leave, are related to lower turnover rate. Training and development is the other variable that has no a

statistically significant effect on turnover. This is may be due to the relevance of training matters than simply providing it. The other reason may be if the employees do not perceive it as career growth opportunity it may not has a significant effect.

- Overview of Hypothesis Testing and Regression Results

The small coefficient of psychological needs ($\beta = 0.035$, $p = 0.497$) leading to rejection of H1. This result indicates that psychological needs independently do affect employee turnover when considered with other organizational factors. This presents that turnover decisions are more affected by organizational commitment and structural conditions and psychological needs shape the turnover intention indirectly alongside organizational factors. Therefore, organizations are recommended not to only focus on psychological wellbeing but also improving structural and managerial practices that highly affect employee retention.

The findings of the study show that training and development has a positive effect on employee turnover but not statistically significant ($\beta = 0.042$, $p = 0.293$), showing that H2 is not supported. Although trading and development expected to affect employee retention by improving skills and knowledge, the result of the study presents they do not significantly determine the turnover behaviour of employees. The effect may be significant if employees perceive it as linked to promotion, career growth and improvement. This indicates that public organizations suggested to redesign training programs to ensure they are a means of career development and integrated in to a broader human resource.

On the other hand, reward and recognition has a positive and statistically significant ($\beta = 0.305$, $p = 0.000$), effect on employee turnover thus H3 is supported. This indicates that reward and recognition are key deterrents of employee turnover. This means, employees who perceive their performance and contribution are acknowledged and rewarded are more likely to remain with the organization. Accordingly, organizations are advised to strength the reward system through fair and transparent compensation, incentives, and create recognizing and acknowledging organizational practices to reduce employee turnover.

Organizational justice has a positive and statistically significant ($\beta = 0.310$, $p = 0.00$) effect on employee turnover, supporting H4. The finding demonstrates that, among all independent variables, organizational justice has a strongest effect is and it is an important factor affecting employee turnover. The result highlights, the critical role of fairness in procedure, decision, and treatment in shaping employee's decision to leave or stay. On the other hand, employee's perception of injustice can affect the satisfaction and increase the turnover intentions. Therefore, public organization is suggested to ensure transparency, fairness and consistency among all human resource and managerial practices to decrease the employee turnover tendencies.

Conclusion and Policy Implication

The findings of this study highlight that reward and recognition and organizational justice are the major factors in reducing employee turnover. These findings are aligning closely with recent researches in the field. In contrast, psychological needs and training and development requires

further investigation, as their impact may depend on additional factors like job satisfaction, work related stress and workplace culture which are not considered in this study. Therefore, the public sector could benefit from strategies that employee recognition and promote fairness and justice in organizational practices to effectively reduce the employee turnover.

Ethical Requirements: No conflict of interest

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