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Strategies for Employees Retention in Public Sector Organizations: A Case of Tanzania Fisheries Research Institute, Dar es Salaam

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ABSTRACT

This study was aimed at determining the strategies for employees' retention in Tanzania Public Sector Organisations (PSOs). Specifically, the study focused to investigate the strategies that can be employed by PSOs to retain their employees. The study was conducted at Tanzania Fisheries Research Institute (TAFIRI-Dar es Salaam), the Research Institute under Ministry of Livestock and Fisheries of Tanzania. A case study design was employed so as to achieve comprehensiveness in understanding of the phenomena. Data were collected through questionnaire and interview guide and involved 35 respondents who were randomly and purposively selected. Descriptive data analysis was performed in analysis of data from questionnaire through Statistical Package for Social Science (SPSS) whereby frequencies and percentages were calculated and presented in tabular form. Data from interview were analysed through content analysis. The study disclosed salary increment, development of incentive scheme, improvement of infrastructures, provision of training and development opportunities, good leadership and supervision, timely payment of benefits and other monetary rewards and timely promotion and re-categorisation to be the strategies that can be employed by PSO to retain their employees. As the results of these findings it was recommended that the management of PSOs in Tanzania, specifically TAFIRI should conduct more study to examine each proposed strategy so as to be in a position to develop and implement them efficiently. Also further studies can be conducted to determine whether the proposed strategies can be fruitful in employees retention once adopted to organisations constituting other sectors.

Key Words: Employees' Retention, Public Sector Organisation, Employees' Turnover, TAFIRI

Introduction

Human resource is considered as the most important resource. It combines with other production factors of production so as to achieve organisational goals (Hammond & Nyarko, 2019). Given their importance, organisations which are successful in retaining their employees for long term are likely to enjoy improvement in service delivery as employees who have been with an organisation for longer duration of time understands the environment better. As the results their performance is better than those who change their jobs regularly (Govindaraju, 2018; Thusi & Chauke, 2023).

Despite organisations' efforts to retain their valuable manpower still there are prevailing cases of organisations experiencing high turnover rate. This challenge has been prevailing in developed as well as developing states and affects both private and public sector organisations. United States of America provides a good example of developed states facing the challenge of employees' turnover. Statistics reveal the percentage of teachers leaving their organisations to range 40 to 50 after every five years (Khushk et al., 2021).

A global report provided by Statista (2020) indicates Africa continent is also facing the challenge of staff turnover. Report shows Africa to have recorded employees' turnover of 12% by the year 2019 whereby public sector is less affected compared to private sector. For example in South Africa the private companies' turnover rate was ranging between 12% and 14% by 2015 (Katembo & Masanja, 2021).

Tanzania has also not been left by labour turnover disaster whereby private sector is mostly affected. For instance the tourism industry was highly affected whereby about 5% of employees in five star hotels and tour destination companies left their jobs each year by 2015 (Katembo & Masanja, 2021). Additionally, the study conducted by (Mwita & Author, 2018) whereby Commercial Banks were the target revealed the prevalence of high turnover rate in private sector.

Several efforts have been taken especially by Tanzanian Government to promote employees retention particularly in PSOs. Continued public service reforms provide an evidence of those efforts. For instance the Public Service Management and Employment Policy, 2008 (PSMEP) aimed to ensure creation of enabling working environment which will attract and retain skilled workforce in public service. Despite those efforts the challenge of employees' turnover in Tanzania particularly in public sector organisations has been persisting. TAFIRI-Dar es Salaam is an example of public sector organisations that have been reported to suffer from high staff turnover rate. The internal Annual Reports reveal that 20 employees which is equivalent to 31% left the organisation at an interval of five years (2018 to 2022).

Different studies in Tanzania have tried to examine employees' turnover and employees' retention. However, most of those studies like the study by (Muhoho, 2018) and (Katembo & Masanja, 2021) focused mainly on factors and effects of employees turnover respectively and not on strategies for employees' retention. Also most of these studies have not targeted public sector in Tanzania Mainland which is likely to have different environment. For instance (Muhoho, 2018) focused on Government institutions found at Zanzibar while (Katembo & Masanja, 2021) focused on hospitality sector around Arusha City. Given the existing gap this study seeks to determine strategies for employees retention in Public Sector Organisation where TAFIRI-Dar es Salaam has been taken as a case study

Theoretical Literature review

Herzberg Two-Factor Theory and Maslow Hierarchy of Need Theory have been employed for this study. Two theories have been employed so as to achieve wide coverage and understanding of the strategies for employees' retention. However, Herzberg Two-Factor Theory is the guiding theory while Maslow Hierachy of Need Theory is the supporting theory.

a. Maslow Hierarchy of Needs

This is the most popular theory proposed by Abraham Maslow (1954). Maslow classified human needs into five including physiological needs like food, shelter, and clothes; safety needs like security and protection; social needs like affection, belongingness and acceptance; esteem needs; and self-actualisation. These needs are arranged and satisfied hierarchically from the lowest to the highest order needs. According to him, a satisfied need becomes no more a motivator. If one need is satisfied, the next one in hierarchy becomes motivating. According to Maslow before making a decision to motivate someone, it is a must to be aware of the point reached by that person in the hierarchy so as to be in a position to focus on satisfying the next one (Beardwell & Thompson, 2016; Govindaraju, 2018; Judge & Robbins, 2013). The implication of Maslow Hierarchy of Needs Theory to our study is that if an organisation satisfies employee's needs in a way proposed by Maslow he is likely to become satisfied with his job and therefore develop an intention to remain in an organisation for a long time

b. Herzberg Two-Factor Theory

This theory was proposed by Fredrick Herzberg and his colleagues in 1957. The theory resulted from an investigation conducted on the sources of job satisfaction and dissatisfaction among accountants and engineers. Herzberg identified categories of factors which are 'motivators' and 'hygiene factors'. Motivators are factors leading to job satisfaction while hygiene factors are factors leading to job dissatisfaction. Motivators are intrinsic to the job while hygiene factors are extrinsic. The items constituting motivators include degree of career advancement, intellectual challenge of work, opportunity for promotion, recognition of success by others, actual value of work, and actual level of job responsibility. On the other side the items constituting hygiene factors include restriction of management policies and procedures, technical or administrative aspects of supervision, salary structures, relationship with management, work environment and job conditions. The theory gained popularity as it simplified distinction between factors leading to motivation and those leading to dissatisfaction (Beardwell & Thompson, 2016; Govindaraju, 2018). The implication of the theory to our study is that it suggests that for employees to develop an intention to remain in an organisation for long time managers should ensure that their strategies are developed upon both 'motivators' and 'hygiene factors'. Once an organisation considers motivators alone the employees may become motivated. However such employees are likely to become dissatisfied with their jobs and therefore develop an intention to leave an organisation.

Empirical Literature Review

There are different studies conducted on employees' turnover and employees' retention. Apart from other things these studies cover issues of factors associated with employees' turnover, effects of employees' turnover and strategies for employees' retention.

Muhoho (2018) conducted a study to analyse the factors leading to staff turnover in Zanzibar government specifically in semi-autonomous institutions. The findings revealed low salaries, lack of motivation, rewards and incentives to be the major factors leading to staff turnover. Other factors included poor leadership, poor working conditions and lack of employees' participation in decision making. In the light of these findings it was recommended that the institutions should work on improving motivation packages, leadership styles, employees' participation and working conditions. (Thusi & Chauke, 2023) conducted a study to assess the factors for high turnover rate in South African public sector. The findings revealed competition for scarce skills between the Government and Private Sector, unconducive working environment, and less competitive packages to be the factors for high turnover rate. Also, (Tripathi & Srivastava, 2020) conducted a study to analyze the factors influencing the turnover of Information Technology (IT) staff. The findings revealed job satisfaction, career development and training, workload and working pattern, pay/salary and unpleasant working conditions to be the factors influencing turnover.

(Andrews & Mohammed, 2020) conducted a study to explore the strategies employed by the management of small and medium sized enterprises to reduce staff turnover that affects sales performance negatively in Bronx, New York. The findings revealed recognition and rewards, effective communication, training and career development opportunities, pay, compensation and benefits to be effective in reducing staff turnover. Also (Thusi & Chauke, 2023) proposed techniques that could be employed by South African Government to attract and retain its scarce skilled employees. These include recognition or reward for good performance, career development, provision of opportunities for training and development, motivation, high salaries and perks, and good work environment. (Enamala, 2022) conducted a study to investigate the strategies that can be employed by the company to retain its employees. The findings of the study revealed good remuneration, training and retraining opportunities, good compensation packages, provision of

benefits, career advancement opportunities, good employees-management relationship, and promotion opportunities to be the strategies for employees' retention. (Lagu, 2020) conducted a study to identify and discuss various factors influencing employees' retention in various levels of humanitarian organisation in Uganda. The findings of the study revealed better compensation package, career growth opportunity, government policy, high family dependent rate, involvement in decision making, technological advancement, negative management feedback, poor employees-manager relationship, induction process and job security to be the factors influencing employees' retention. (Singh, 2023) conducted a study to identify the factors for staff staying with the organisation and to develop strategies to reduce turnover and improve retention rate in banking sector in India. The findings of the study revealed that the strategies that could be employed to reduce turnover rate include career growth opportunities, learning and development opportunities, provision of exciting and challenging work, recognition for work done, fair pay and benefits, and good company policies. (Tripathi & Srivastava, 2020) also revealed pay, benefits package, workload or working pattern, and career development to be the factors influencing IT staff retention. (Mwita & Author, 2018) conducted the study to examine the link between leadership and staff retention in Tanzania commercial banks where it was revealed that leadership had an important influence on employee retention and that when leadership and supervision are not of the required standards, employees are likely to quit organization. The study by (Muhoho, 2018) recommended that the institutions should work on improving motivation packages, leadership styles, employees' participation and working conditions in order to retain its employees.

Empirical literature review indicates the presence of various studies that have addressed the issue of strategies for employees' retention. However, most of these studies like the study by (Thusi & Chauke, 2023) and (Andrews & Mohammed, 2020) were not conducted at Tanzania. Therefore, the strategies for employees' retention that have been suggested in those studies could be different from Tanzania given social, economic, political and cultural difference. Moreover, the studies that have been conducted in Tanzania have not focused on public sector organisations found in Tanzania Mainland. For instance the study by (Muhoho, 2018) focused on semi-autonomous institutions found in Zanzibar. Also, the study by (Mwita & Author, 2018) focused on commercial banks sector of Tanzania. Given this gap the researcher was eager to conduct the study on factors for employees' retention in public sector organisations where TAFIRI-Dar es Salaam has been taken as a case study.
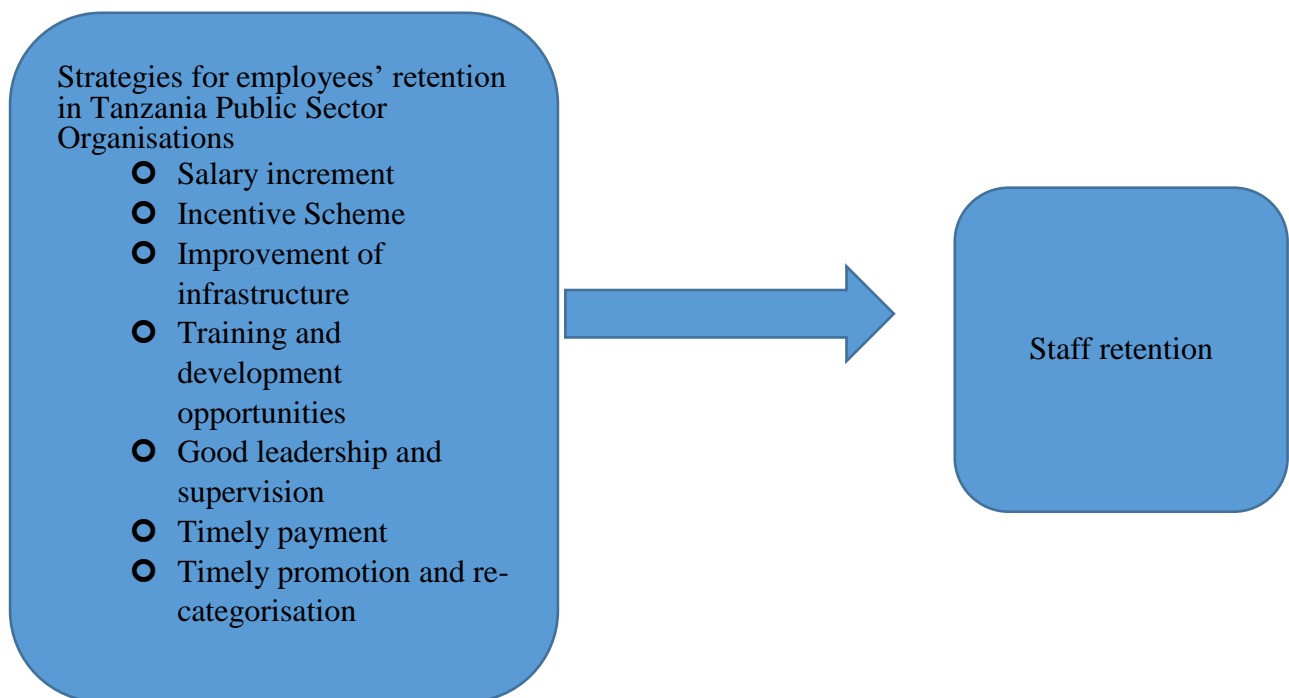
Conceptual Framework

Figure 1.1 is an illustration of the conceptual framework which act as a guide in data collection, data analysis, interpretation and recommendation.

Figure 1.1 Conceptual Framework

Independent Variable   **Dependent Variables**

Source: Researcher (2023)

The conceptual framework presented by figure 1.1 acted as a guide for the researcher to link independent and dependent variables in relation to strategies for employees' retention in PSOs.

Methodology

The study employed a case study design so that a researcher can acquire comprehensiveness in understanding of the phenomena. This was stated by (Yin, 2003; Crasewell, 2008) that a case study design is mostly employed for clarity and comprehensive understanding of the phenomena in its real setting. TAFIRI-Dar es Salaam is where the study was conducted as it constitutes the PSOs facing the challenge of employees' turnover. Data were collected from 35 respondents whereby 30 respondents were randomly selected so as to avoid bias while the rest 5 respondents were purposively selected so as to ensure the inclusion of people who are well informed about the phenomena. Questionnaire was used to collect data from 30 respondents who constituted TAFIRI employees while interview was used to collect data from 5 respondents who constituted the staff who left TAFIRI-Dar es Salaam for the past five years. In questionnaire the researcher used a five points Likert scale (1=Strongly Agree, 2= Strongly Disagree, 3= Neutral, 4=Strongly Disagree, and 5= Disagree) whereby the respondents were asked to rate while the interview was semi-structured whereby the respondents were asked to explain the strategies that can be employed by TAFIRI-Dar es Salaam to retain its employees. Descriptive analysis was employed to analyse data from questionnaire through Statistical Package for Social Science (SPSS) whereby frequencies and percentages were calculated and presented in tabular form while content analysis was used to analyse data from the interview whereby emerged themes were taken from collected data. As proposed by Stahl and King (2020) that researcher employs triangulation of methods in data collection and analysis so as to ensure trustworthiness of the study.

Findings and Discussion

The study aimed at determining the factors that can be employed by PSOs to retain its employees where TAFIRI Dar es Salaam was a case study. Data analysis resulted to the findings and discussion presented in the following section.

a. Turnover status at TAFIRI-Dar es Salaam for the past five years

The challenge of employees' turnover at TAFIRI-Dar es Salaam has been high in recent years. The researcher was eager to establish the status of turnover at TAFIRI-Dar es Salaam for the past five years (2018-2022). The findings showed that 20 employees left the Institute for the past five years. Table 1.1 presents the number of employees left TAFIRI-Dar es Saalam each year together with their percentage calculated from the total number of employees who were present in respective year.

Table 1.1: The employees' turnover status of TAFIRI-Dar es Salaam for the past five years

Year	No of employees quitted the org	Percentage (%) of the total number of employees present in the respective year
2018	5	7.7
2019	4	6.2
2020	3	4.7
2021	5	7.7
2022	3	4.7
Total	**20**	**31**

Source: (Field Data, 2023)

b. Strategies for employees' retention at TAFIRI-Dar es Salaam

This study revealed a number of strategies that can be employed for employees' retention: salary increment, development of an incentive scheme, improvement of work infrastructure, training and development opportunities, good leadership, timely payments of benefits and other monetary rewards, and timely promotion and re-categorisation. The detailed information on these strategies as per data collected from the field is found in the following section.

i. Salary increment

Majority of the respondents (36.7%) agreed that salary increment can be employed as the strategy for employees' retention at TAFIRI-Dar es Saalam while 23.3% strongly agreed as presented by table 2.1. This implies that the salary levels provided at TAFIRI are lower compared to other organisations. Presence of lower salaries push the employees to look for alternative organisations with better salaries which would increase their ability to cater for their needs. Therefore salary increment will make employees develop an intention to stay with an organisation.

Table 2.1 Salary increment

Response	Number of respondents	Percentage of response

Strongly agree	7	23.3
Agree	11	36.7
Neutral	4	13.3
Strongly disagree	5	16.7
Disagree	3	10
Total	**30**	**100**

Source: Field Data (2003)

These findings are supported by the findings from interview whereby the respondents suggested that TAFIRI should increase salary levels so as to retain its employees. When asked to suggest the strategies that can be adopted by TAFIRI so as to retain its employees, one respondent had the following to say:

"…..*The most important thing is for TAFIRI to upgrade the levels of salaries paid to its staff as it's obvious that there are many organisations which pay higher than TAFIRI. Therefore, majority of employees look for exit door to those organisation. Salary upgrading is likely to make most of employees develop an intention to stay…"*

These findings are similar to the study by (Enamala, 2022; Thusi & Chauke, 2023) where high salary or compensation package were revealed as strategies for employees' retention.

These findings are also in line with what has been stated in Maslow Hierarchy of Needs Theory. Salary increment will increase employees' ability to satisfy their physiological needs. As the results they will become satisfied with their jobs and develop an intention to stay with an organisation.

ii. *Development of an incentive scheme*

Majority of respondents (43.3%) agreed that development of an incentive scheme is a strategy that can be employed for staff retention at TAFIRI-Dar es Salaam while 40.0% strongly agreed as presented by Table 2.2. This implies that TAFIRI does not have an incentive scheme. The presence and implementation of a well-developed incentive scheme does not only motivate employees but also help them to get additional income apart from salaries. Therefore, development and implementation of a good incentive scheme will make majority of employees develop an intention to stay with TAFIRI while short of which will make them develop an intention to leave for other organisations.

Table 2.2: Development of an incentive scheme

Response	Number of respondents	Percentage of response
Strongly agree	12	40.0
Agree	13	43.3
Neutral	3	10.0
Strongly disagree	2	6.7
Disagree	0	0.0
Total	**30**	**100**

These findings are well supported by those from interview where the respondents did also suggest the development of an incentive scheme as one of the strategy that can be employed by TAFIRI to retain its employees. One respondent had the following to say:

"….. *To my opinion TAFIRI should do something on the issue of provision of incentives to its employees. There is no any formal document stating the list of incentives which are due to the staff. This has negative impact on job satisfaction and staff's motivation level…."*

These findings conform the study by (Thusi & Chauke, 2023) which revealed motivation as one of the techniques for employees retention. Provision of incentives is one of the ways to ensure employees' motivation.

These findings are also in line with what has been stated by Maslow in his Hierarchy of Needs Theory. Provision of incentives increases employees' ability to satisfy their physiological needs. As the result they will become satisfied with their jobs and therefore develop an intention to stay with an organisation.

iii. *Improvement of work infrastructure*

Majority of the respondents (50%) agreed that improvement of work infrastructure is one of the strategies that can be employed for staff retention at TAFIRI-Dar es Salaam while 23.3% strongly agreed as presented by Table 2.3. This implies that there is a problem with the working infrastructure at

TAFIRI-Dar es Salaam. Poor infrastructure create hardship to employees in achieving efficiency in performance of their duties a situation that is likely to lead to job dissatisfaction and turnover. Therefore, improvement of infrastructure can make majority of employees to become satisfied with their jobs and develop an intention to stay with an organisation.

Table 2.3 Improvement of work infrastructure

Response	Number of respondents	Percentage of response
Strongly agree	7	23.3
Agree	15	50
Neutral	5	16.7
Strongly disagree	1	3.3
Disagree	2	6.7
Total	**30**	**100**

Source: Field Data (2023)

These findings are also well supported by the findings from interview as the respondents did also reveal that improvement of working infrastructure will promote employees' retention at the Institute. One respondent had the following to say:

"……*Improvement of infrastructure will also have a positive impact on employees' retention. For instance the number of offices should be increased as the current number is very low compared to the working population. This pushes some employees to look for exit door to other organisations with conducive working environment…*"

These findings do also resemble the findings by (Thusi & Chauke, 2023) which revealed good work environment to be one of the techniques to retain scarce skills.

These findings agree with what has been stated by Herzberg in his Two-Factor Theory that work environment and job conditions constitute 'hygiene factors' which once not provided to employees will lead to dissatisfaction. Work infrastructure is a part of work environment and job conditions.

iv.   Training and development opportunities

Majority of respondents (36.7%) strongly agreed that provision of training and development opportunities can be employed as the strategy for employees' retention at TAFIRI-Dar es Salaam while 23.3% agreed as presented by Table 2.4. This implies that some employees at TAFIRI-Dar es Salaam do not get the chance for training and development which is important for employees' growth and career development. As the results they look for exit door to other organisations where they are likely to enjoy such opportunities. Therefore, provision of such opportunities will promote job satisfaction to majority of the employees and consequently make them develop an intention to stay longer with an organisation.

Table 2.4 Training and development opportunities

Response	Number of respondents	Percentage of response
Strongly agree	11	36.7
Agree	7	23.3
Neutral	3	10.0
Strongly disagree	5	16.7
Disagree	4	13.3
Total	**30**	**100**

Source: Field Data (2023)

The findings from interview supports and clarifies what has been revealed by questionnaire. The respondents suggested that in order to retain its employees TAFIRI-Dar es Salaam should find the way to promote availability of training and development opportunities particularly to administrative staff as the researchers enjoy a variety of scholarships offered by different research projects run. When asked on whether provision of training and development opportunities to employees can promote employees' retention one respondent had the following to say:

"…*Yes! It will promote retention to great extent particularly for administrative employees. The turnover trend of this group is higher than researchers due to lack of such opportunities. The researchers enjoy multiple scholarship provided by variety of research projects run at the institute. However, such scholarship are not extended to administrative staff. Likewise, the Institute does not take initiative to train and develop them through its own revenues…*"

These findings concur with the study by (Andrews & Mohammed, 2020; Singh, 2023) where it was revealed training, learning and career development opportunities to be the strategies that can be employed to reduce employees' turnover.

v.   Good leadership and supervision

Majority of respondents (23.3%) strongly agreed that good leadership and supervision can be employed as the strategy for employees' retention at TAFIRI-Dar es Salaam while 16.7% agreed as presented by Table 2.5. This implies that there are elements of poor leadership and supervision at the Institute. Poor leadership and supervision is the source of dissatisfaction and demotivation and consequently turnover to majority of employees. Therefore, exercising good leadership will be the source of employees' job satisfaction and motivation and finally employees' retention.

Table 2.5: Good leadership and supervision

Response	Number of respondents	Percentage of response
Strongly agree	7	23.3
Agree	5	16.7
Neutral	5	16.7
Strongly disagree	6	20.0
Disagree	7	23.3
Total	**30**	**100**

Source: Field Data (2023)

These findings are well-supported by the findings from interview as the respondents did also suggest that TAFIRI-Dar es Salaam should exercise good leadership so as to retain its valuable employees. One respondent had the following to say:

"… TAFIRI should strive to ensure that good leadership is exercised to all employees in order to retain them. I personally know one or two employees who left the Institute as the result of mistreatment from leaders. The organisation can be not so good financially but still the employees can develop an intention to stay for a long time as the results of good leadership…"

These findings concur with what was revealed in the study by (Mwita & Author, 2018) that leadership is one of the factor influencing staff retention.

These findings are in line with what has been stated in Herzberg Two-Factor Theory where leadership and supervision have been categorised as hygiene factors which once not provided to employees will lead to dissatisfaction. Dissatisfied employees are likely to quit organisation.

vi.   Timely payments of benefits and other monetary rewards

Majority of respondents (46.7%) agreed that timely payment of benefits and other monetary rewards can be employed as one of the strategies for employees' retention at TAFIRI-Dar es Salaam while 30.0% strongly agreed as shown in Table 2.6. This implies that there are some delays in payments that are due to staff. Such delays have negative effects to employees' financially as majority of the employees depend on their employer for the large part of their income. As the results some look for alternative organisations. Therefore developing a strategy that will ensure timely payments will help in promoting staff retention to a large extent.

Table 2.6: Timely payments of benefits and other monetary rewards

Response	Number of respondents	Percentage of response
Strongly agree	9	30.0
Agree	14	46.7
Neutral	5	16.7
Strongly disagree	2	6.7
Disagree	0	0.0
Total	**30**	**100**

Source: Field Data (2023

These findings are also supported by the findings from the interview as the respondents did also suggest that TAFIRI should ensure the employees claims are paid on time.

"...Another issue that should not be undermined is payment duration. TAFIRI should ensure that employees are paid all monetary claims that are due to them on time. For instance, I was paid annual leave travel allowance once despite my five years stay. I can say that unreliable payments is one of the factor for my departure..."

These findings resemble the findings from the study by (Andrews & Mohammed, 2020) where pay, compensation and benefits were revealed to be effective for employees' retention.

When it comes to theories, the findings agree with Herzberg Two-Factor Theory. Payments of benefits and other monetary rewards constitute hygiene factors which once not provided to employees will lead to dissatisfaction and therefore failure to retain them.

vii.   Timely promotion and re-categorisation

Majority of respondents (46.7%) strongly agreed that timely promotion and re-categorisation can be employed as one of the strategies for employees' retention at TAFIRI-Dar es Salaam while 26.7% agreed as shown in Table 2.7. This implies the presence of some delays in both promotion and re-categorisation of employees despite acquiring the required qualifications. Such situation makes employees look for alternative organisations as they are not sure of their smooth growth and career development. Therefore ensuring timely promotion and re-categorisation will make employees' develop staying intention.

Table 2.7: Timely promotion and re-categorisation

Response	Number of respondents	Percentage of response
Strongly agree	14	46.7
Agree	8	26.7
Neutral	3	10.0
Strongly disagree	2	6.7
Disagree	3	10.0
Total	**30**	**100**

Source: Field Data (2023)

These findings are supported by the findings from interview as the respondents did also suggest that TAFIRI should improve on the timing of promotions for its employees in order to promote their retention. One respondent had the following to say:

".... TAFIRI should ensure employees who acquire required qualifications are promoted in timely fashion. Having assurance on the good timing of their promotions will make them to have no idea to leave..."

These findings concur with those by (Enamala, 2022) which revealed promotion opportunities to be one of the strategies that can be employed for employees' retention.

These findings are in line with Herzberg's Two-Factor theory which categorised promotion opportunities as 'motivator' which once provided to employees leads to job satisfaction. Satisfied employees develop an intention to stay for longer time with an organisation.

Conclusion and recommendation

The study disclosed salary increment, development of incentive scheme, improvement of infrastructures, provision of training and development opportunities, good leadership and supervision, timely payment of benefits and other monetary rewards and timely promotion and re-categorisation to be the strategies that can be applied by PSO to retain their employees. As the results of these findings it is recommended that the management of PSOs in Tanzania, specifically TAFIRI should conduct more study to examine each proposed strategy so as to be in a position to develop and implement them efficiently. Also further studies can be conducted to determine whether the proposed strategies can be fruitful in employees retention once adopted to organisations constituting other sectors.

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