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Examining the Effectiveness of Retention Strategies in Enhancing Employee Performance in the Public Sector: A Case Study of Kapiri Mposhi Town Council

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Abstract

This study examines the effectiveness of retention strategies in enhancing employee performance in the public sector, using Kapiri Mposhi Town Council as a case study. The research objectives were to identify the retention strategies employed at the Council, assess their effectiveness in Improving employee performance and determine the relationship between retention strategies and performance outcomes. A sample of 197 employees participated in the study, providing insights through surveys and interviews. Findings revealed that strategies such as job security, recognition and opportunities for professional development significantly influence employee performance, while bureaucratic challenges and limited flexibility can hinder effectiveness. The study further found that these strategies positively impact employee performance, with employees reporting higher motivation, productivity and engagement when retention measures are effectively implemented. Statistical analysis indicated a significant positive relationship between retention strategies and employee performance, suggesting that retention initiatives directly contribute to improved service delivery in the public sector. These results imply that public sector organizations can enhance workforce productivity and satisfaction by adopting tailored retention approaches that balance security, intrinsic motivators and innovative practices.

1. Introduction

Zambia's public sector plays a critical role in delivering services to citizens, and the performance of public institutions depends heavily on having a stable, motivated workforce. However, many public organizations struggle with high staff turnover and low performance because employees leave, under perform or disengage. A stable workforce helps ensure that public institutions deliver services effectively. But many government organisations in Zambia face high turnover, limited motivation and low performance. For example, a study by Judith Mweetwa and Prof. Ferdinand Chipindi (2025) [9], of the Ministry of Agriculture in Zambia found that inadequate compensation, limited career advancement, poor working conditions and political interference were significant factors driving employee turnover.

According to Mvula, Mbuwa Taonga (2016) [16], training and development has been used as a retention strategy in Zambia. In one case study covering the Ministry of Education and the Office of the Vice President, it was found that while training boosted motivation, delays in promotion and placement after training reduced its retention benefits. In rural Zambia's health sector, an assessment of the Zambian Health Worker Retention Scheme (ZHWRS) found that despite efforts (including salary top-ups), annual professional health worker turnover ranged between 2% and 16% in selected districts from 2005-2009 (Goma FM *et al*, 2014). The same study concluded that most of the recruitment and retention strategies implemented had little or no significant effect on job satisfaction or likelihood of leaving.

Furthermore, in Zambia's business environment, 76% of local HR professionals rate Employee turnover as a moderate to severe challenge. Also, in a study of Zambian organisations (transport/logistics sector) by Sishuwa and Phiri (2020) [18] found that job satisfaction, organisational commitment and the work environment strongly influenced retention. Given these patterns, retention strategies such as fair compensation, career development, recognition, good working conditions and engagement appear to be important. Having retention-oriented policies does not guarantee improved employee retention or better

performance the context, implementation and link to performance matter. Examining how retention strategies are used in public organizations like Kapiri Town council.

1.1 Statement of the Problem
Employee retention is a major challenge in Zambia's public sector, where frequent staff turnover has weakened performance and service delivery. At Kapiri Mposhi Town Council, the problem is evident through difficulties in attracting and retaining qualified employees. According to ZIPAR (2022), local councils in Zambia experience turnover rates of up to 15% annually, disrupting productivity. Similarly, Masiye *et al.* (2014) reported workforce losses between 2% and 16% in some districts due to weak retention systems. Although the government has introduced initiatives such as training, incentives and improved work environments, many of these strategies have not resulted in higher job satisfaction or performance (Chibowa and Mufune, 2021). This reveals a gap between the implementation of retention strategies and employee performance outcomes. Most studies on employee retention in Zambia focus on education and health sectors, leaving limited research on local government institutions like Kapiri Mposhi Town Council. Consequently, there is little evidence on which strategies effectively enhance performance in councils. The absence of clear evaluation frameworks further limits improvement of retention practices. Poor retention leads to loss of skilled staff, low morale, and reduced efficiency in service delivery. If this problem persists, public service delivery and development goals may remain unmet.

1.2 Objective
1.2.1 General Objective
Examining Employee Motivation and Retention Strategies in Government Agencies. A case Study of Kapiri Mposhi Town Council.
1.2.2 Specific Objectives
1. To identify the retention strategies employed at Kapiri Town Council.
2. To determine the effectiveness of retention strategies in enhancing employee performance.
3. To ascertain the relationship between retention strategies and employee performance.

1.3 Theoretical Framework
This study is grounded in Herzberg's Two-Factor Theory of Motivation, proposed by Frederick Herzberg in 1959. The theory explains that employee attitudes toward work are influenced by two distinct sets of factors: motivators and hygiene factors. Motivators (also known as intrinsic factors) include achievement, recognition, responsibility and opportunities for personal growth. These factors lead to job satisfaction and higher performance when adequately provided. In contrast, hygiene factors (extrinsic factors) such as salary, job security, working conditions and organizational policies do not necessarily motivate employees when present but can cause dissatisfaction and turnover when absent (Herzberg, Mausner, & Snyderman, 1959).
In the context of the public sector, retention strategies often encompass both motivator and hygiene elements. For instance, policies aimed at improving compensation, providing job security, enhancing working conditions and

recognizing employee contributions align with Herzberg's hygiene and motivator factors. When these strategies are effectively implemented, employees are more likely to experience satisfaction, commitment and improved performance. Conversely, neglecting these factors can result in low morale, absenteeism and high turnover, which negatively affect overall organizational effectiveness (Robbins & Judge, 2019).
Therefore, Herzberg's theory provides a valuable lens for examining how retention strategies can enhance employee performance in the public sector. By addressing both hygiene and motivator needs, organizations such as public councils can create a supportive environment that fosters motivation, reduces turnover and enhances productivity. This theoretical foundation shows that effective retention is not solely about preventing dissatisfaction but also about creating meaningful work experiences that promote long term employee engagement and superior performance (Lussier and Achua, 2016).

2. Literature Review
2.1 Existing retention strategies in public sectors and their effectiveness
Government agencies across the world employ a variety of retention strategies aimed at maintaining a motivated and committed workforce. These strategies generally target both extrinsic (tangible) and intrinsic (psychological) factors that influence employees' decisions to remain in their roles such as organizational culture, leadership practices, and compensation systems. The government of Zambia has recognized the importance of employee retention and has taken steps to address the issue. The government has periodically made adjustments to public sector salaries and benefits, especially in high-demand sectors like healthcare and education. While these adjustments have not always been sufficient to match the private sector, they are important in retaining staff within government agencies (Zambia Public Service Management Division, 2020).
Efforts have also been made to implement training and development programs to help employees build new skills and progress in their careers through training, mentorship programs, workshops, and career advancement pathways. The introduction of performance management systems and the promotion of public service leadership programs are part of the government's strategy to retain top talent. In government agencies with budget constraints, competitive salaries may not always be feasible. Pairing employees with mentors or providing leadership development opportunities to foster growth within the organization.
Employees are more likely to stay in organizations that offer clear career paths and invest in their professional growth. Training programs not only improve employee skills but also enhance their job satisfaction and sense of achievement. The United States federal government offers a wide range of training and professional development programs through agencies like the Office of Personnel Management (OPM). These programs help employees build their careers while fostering loyalty and job satisfaction.
Mentorship programs can improve retention by providing employees with a sense of direction, guidance, and support in their professional growth. Developing leaders internally creates long-term loyalty. They require skilled mentors and can be time-consuming to implement effectively. If mentorship is poorly managed, it can have little impact.

Mentorship relationships may not always meet employees' expectations if mentors are not adequately trained or if there is a lack of alignment in goals (Huang, 2012). The public sector in Zambia is often viewed as offering more job security than the private sector. Government jobs come with the assurance of permanent contracts, access to government pension schemes and protection from layoffs, which can act as incentives for employees to stay longer in their roles. This sense of stability is an important retention strategy, as employees are more likely to remain with organizations that provide long-term job security and career continuity. Public sector jobs are often viewed as more stable, especially in times of economic uncertainty.

Recent studies show that the turnover in the public sector has been the highest in the past few years with thousands of staff leaving their work at federal, state, and local levels. This massive number only shows how government agencies are struggling to maintain employees. Apart from this challenge over 1,500 government staff are pulled out from their work everyday because of retirement. With these figures, it comes as no surprise that government Agencies are now struggling to keep up. This, therefore, makes talent and employee retention more important and crucial than ever.

2.2 The effectiveness of retention strategies in enhancing employee performance

A number of studies highlight the direct link between retention strategies and employee performance. For example, Jehanzeb, Rasheed and Rasheed (2013) found that training and development not only enhance employee skills but also strengthen commitment, reducing turnover and boosting performance levels. Similarly, Chami, Mwita, and Mwagike (2019) [5] emphasize that recognition, supportive leadership, and fair promotion systems enhance employee motivation, resulting in improved job output and productivity. In public councils, where service delivery is a core mandate, such strategies are essential for maintaining a motivated workforce capable of meeting community needs and operational goals.

In the context of local government institutions similar to Kapiri Mposhi Town Council, studies indicate that effective retention strategies foster organizational stability and promote higher performance outcomes. Munjuri and Karanja (2015) [13] note that when employees feel valued and have access to resources that support career development, they are more likely to demonstrate higher commitment and work efficiency. Additionally, Ocen, Francis and Angundaru (2017) argue that retention strategies such as performance-based rewards, mentorship and conducive work environments positively influence service delivery in the public sector. This suggests that for Kapiri Mposhi Town Council, well-implemented retention strategies can significantly enhance employee performance and overall institutional effectiveness.

Employee motivation is a key determinant for achieving high levels of productivity, job satisfaction and retention in any organization, including government agencies. A number of studies show that employee retention is a result of several factors. Fitzenz (1990) for instance, observed that employee retention is not determined by a single issue, but by numerous factors. Some of the commonly cited and identified factors associated with employee retention include compensation, work-life balance, appreciation of work done,

promotion and developmental opportunities, relationships with colleagues, autonomy, and management among many others. However, the lack of these factors can contribute to low motivation levels and high turnover rates.

The interdependence of promotional opportunities and retention was also the focus of other researches. Bibi, *et al* (2016) found that intention to leave may be mitigated by the prospect of promotion, which would give the employee not just the opportunity to earn better and have a progressing career but also the chance to occupy technical or leadership positions. The latter, specifically, can give the employee greater fulfilment since external control affecting his will has lesser of an effect than the situation when he was in the rank and file. This finding is alternately confirmed by a study conducted by Rampur (2009) who notes that there should be opportunities for growth and promotion within the organization. This is because employees who feel that they are making a contribution and that they are advancing in their positions are more motivated and will likely stay.

Similarly, Coetzee and Stoltz (2015) note that career development and adaptability critically contributes to retention by focusing on the personal trait and worldview of the employees. Career adaptabilities pertain to the ability to look onto the future and visualize the kind of career that someone will have in the years to come. According to the authors, career adaptabilities have four components; namely: career concern, career control, career curiosity and career confidence. The healthy balance among these factors is contingent on whether the career advancement opportunities available to the employee promote, rather than undermine, their self-efficacy. The study covered 321 employees in a South African automotive industry wherein respondents were asked to complete a self-report questionnaire. The authors found that of the four components of career adaptabilities, career concern is the most critical.

In addition to career development, compensation is another factor that affects employee retention (loyd and Mertens, 2018). In fact, the relation between retention and pay are the subject of many studies. Employees are generally more motivated when their remuneration is competitive and reflects the level of responsibility and effort required by their roles. At local government agencies especially smaller local governments like town councils, employees often cite low salaries as a major factor affecting their motivation. Compared to the private sector, where salaries tend to be higher, public-sector wages in Zambia are often insufficient to meet basic needs.

As a result, employees are demotivated, especially those with specialized skills such as engineers, planners, and IT professionals, who are often poached by private companies offering better pay. The local council's may experience challenges with sourcing and managing their financial resources which can prevent them from offering competitive salaries or performance-based bonuses. While small allowances and incentives are given occasionally, they are often inconsistent and insufficient to maintain long-term motivation.

2.3 Relationship between job performance and employee retention in public sector workplaces

A significant body of literature has explored the connection between retention strategies and employee performance. Dessler (2019) asserts that well-structured retention initiatives create an enabling environment where employees

feel valued, which directly enhances their performance levels. When employees perceive that the organization is invested in their wellbeing and career progression, they are more likely to exhibit increased engagement, task efficiency, and discretionary effort. This positive psychological contract forms the basis of higher performance outcomes.

Compensation and reward systems represent some of the most influential retention tools linked to employee performance. As noted by Gupta and Shaw (2014), competitive compensation fosters satisfaction and reduces turnover intentions, creating a stable workforce that performs consistently. Reward structures both monetary and non-monetary serve as performance motivators, reinforcing productive behaviors. Literature suggests that organizations implementing transparent and equitable reward systems often observe improved employee output and organizational citizenship behaviors.

Training and career development opportunities are also strongly connected to employee performance. According to Noe (2020), when employees are provided with continuous learning and clear career pathways, they develop improved skill sets and confidence in their roles, resulting in higher productivity. Development-oriented retention strategies promote a culture of growth that benefits both employees and employers. Studies have shown that organizations with robust development programs report higher employee commitment and superior performance outcomes (Eisenberger & Stinglhamber, 2011).

Furthermore, leadership and organizational culture play a critical role in the relationship between retention and performance. Effective leadership styles particularly transformational and supportive leadership encourage retention by fostering trust, open communication, and psychological safety (Bass & Riggio, 2006) [1]. A positive organizational culture that values recognition, collaboration, and employee involvement enhances performance through strengthened retention. Thus, literature consistently indicates that strategic retention efforts lead to improved employee performance by promoting engagement, stability, and motivation across the workforce.

Job satisfaction itself plays a crucial mediating and moderating role in the relationship between retention strategies and employee performance. According to Locke (1976), job satisfaction arises when employees perceive alignment between their expectations and their work experiences. Retention strategies such as supportive supervision, recognition, and worklife balance initiatives enhance job satisfaction, which, in turn, fosters higher performance. Research consistently shows that satisfied employees are more committed, exert more discretionary effort and demonstrate better overall job performance (Eisenberger and Stinglhamber, 2011).

2.4 Literature gap
There are significant gaps in research regarding employee performance and retention in government agencies, particularly in small towns or developing countries. These gaps include the lack of studies that address the unique challenges faced by employees in smaller communities, the under explored impact of political instability and patronage also insufficient focus on intrinsic motivators and economic constraints. While much research focuses on national level institutions, there is a noticeable lack of studies that focus specifically on small towns or rural areas in developing countries. Small towns councils in Zambia have unique socio-political, economic and cultural dynamics that influence employee performance and retention in ways that may differ from larger cities or national capitals.

Research often overlooks how local government structures, decision making processes and community expectations differ in small towns, leading to unique challenges that impact employee morale and retention. These differences could include limited resources, personal connections between employees and local leaders, and a heightened sense of public scrutiny. Many studies ignore how the socio-cultural environment in small towns, including traditional values, local customs, and the influence of local community leaders, can impact the work environment and employee retention. Employees in these settings may experience higher community pressure, which may either motivate or demotivate them. Political interference in public sector organizations is a significant issue in developing countries, but research on how political patronage and instability specifically affect employee motivation and retention in smaller towns is limited.

3. Methodology
3.1 Target Population
The target population for this study comprises all 388 employees at Kapiri Mposhi Town Council as of 2022 (Lusaka Times, 2022). This will consist of all employees at the council, including pensionable and casual employees respectively at the institution.

3.2 Sampling Design
For the sampling design, this research study will implement and utilize purposive sampling paired with quota sampling. Rapley (2014) states that purposive sampling refers to the selection of participants that will best help the researcher understand the problem and the research question. Quota sampling on the other hand involves selecting a specific number of participants from different subgroups to ensure representation across key categories e.g departments, job levels, gender or years of service (Palinkas et al, 2015). This combination will allow the researcher to deliberately choose knowledgeable participants while maintaining balanced representation across different groups within the organization.

3.3 Sample Size Determination
Simarjeet (2021) referred to a sample size as a small segment of the population that is selected for observation analysis. To determine an appropriate sample size, the study adopted Yamane's (1967) formula for sample size calculation, which is suitable for finite populations and provides a simplified method for deriving representative samples. Out if 388 of the target population, 197 respondents is considered adequate to ensure the collection of reliable and valid data while remaining manageable in terms of time and resources.

3.4 Data Collection Methods
The study employed both primary and secondary sources of data to ensure that comprehensive and reliable information was collected to meet the research objectives. Primary data refers to first-hand information collected directly from the respondents for the specific purpose of this research (Kothari, 2004). In this study, primary data will be gathered

using questionnaires and interviews. Secondary data will be obtained from already existing sources that provide information relevant to the study. These include academic journals, government publications among other sources.

3.4.1 Questionnaire
A structured questionnaire will be used to collect quantitative data from the 197 sampled employees of Kapiri Mposhi Town Council. The questionnaire will contain both closed-ended and open-ended questions.

3.4.2 Interviews (Interview Guide)
To complement the questionnaire data, semi structured interviews will be conducted with selected key informants, such as departmental heads, supervisors and senior management officials of the council.

3.5 Data Analysis
According to Raffaghelli and Manca (2023) [17], data analysis is a systematic process of examining, interpreting and extracting meaningful patterns or insights from data. The primary data collected will be entered and analyzed using Excel and STATA. The results will be tabulated and presented using pie charts for easy dissemination of information and orderly arrangement of data. The data will then be expressed using descriptive statistics such as percentages. This allows for easy generalization of data to give account of the characteristics of the population represented by the sample size population.

4. Findings and Results
4.1 Characteristics of Respondents
The study involved 197 employees, of whom 106 were male (54%) and 91 were female (46%), showing that both men and women were well represented in the research. These statistics mean the findings reflect views from a balanced workforce, making the conclusions more reliable. Based on this sample, the study is well positioned to judge how effective the current retention strategies are in improving employee performance.

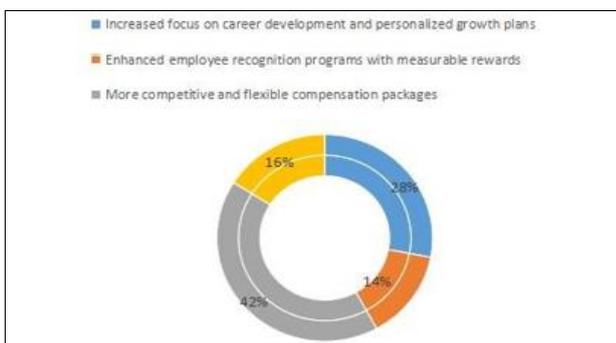### 4.2 Existing retention strategies in government agencies and their effectiveness

Fig 1.1: Current retention strategies in p Government agencies

The findings show that most government agencies focus on competitive salaries and benefits (42%), meaning many employees believe good pay is the main strategy used to attract and keep staff. Employee recognition programs (28%) are the second-most common approach, followed by effective communication and engagement initiatives (16%),

while only 14% feel that career development and training are prioritized. These results suggest that although agencies invest in pay and rewards, they may not be giving enough attention to long term growth and professional development, which are also important for employee satisfaction.

Source: Primary Data

Fig 1.2: How effective are the existing retention strategies in achieving their intended outcomes

The findings show that opinions on current retention strategies are mixed: 32% of respondents feel the strategies work moderately well but still need improvement, 20% believe they help keep mid-level staff but not top talent, and 15% say that recognition and career development efforts have positive effects. However, 22% think the strategies do little to solve deeper cultural issues causing dissatisfaction, and 10% feel success differs between departments based on leadership. These results mean that while some strategies are working, they are not strong or consistent enough to reduce turnover across the whole organization.
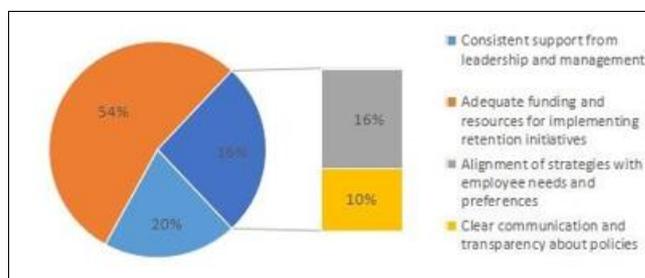

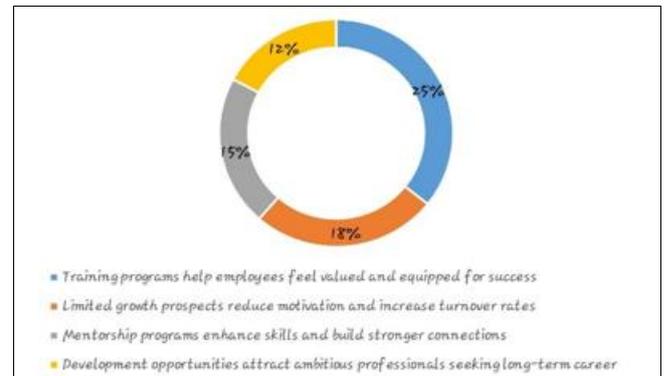**Fig 1.3:** What factors influence the success or failure of retention strategies in government agencies

The findings in Figure 4.2.3 show that more than half of the respondents (54%) believe that adequate funding and resources are the most important factors for successful retention strategies in government agencies, while 20% point to consistent leadership support, 16% highlight the need for strategies that match employee needs, and 10% stress clear communication and transparency. These results mean that employees feel retention efforts work best when they are properly resourced and backed by strong leadership, and when staff understand and connect with the strategies being used. Overall, the evidence suggests that government agencies must prioritise adequate funding and leadership commitment if they want their retention strategies to succeed.

Source: Primary Data

Fig 1.4: What challenges do government agencies face in implementing retention strategies

Government agencies face several challenges in keeping their employees, as shown by the research results. Most respondents (44%) said the biggest problem is limited budgets, which makes it hard to offer competitive pay and benefits. Another 30% reported strong competition from private companies that can provide better incentives, showing that government organizations struggle to match what the market offers. Other important challenges include meeting diverse employee needs (12%), dealing with slow bureaucratic processes (8%), and overcoming resistance to change from both staff and management (6%). These results suggest that retention issues are influenced by both internal constraints and external pressures.

Source: Primary Data

Fig 1.5: What role does job security play in retaining employees in government agencies

The findings show that job security plays an important role in retaining employees in the public sector, with the majority of respondents 58% indicating that it reduces turnover by providing long term stability and confidence in employment. A smaller portion 12% felt that job security has no impact on retention, suggesting that some employees may prioritize factors such as salary or career development. Additionally, 9% (n believed that job security can discourage commitment by making employees overly relaxed, while 21% felt it primarily benefits senior staff and has limited influence on overall retention. These results highlight that job security is a key component of retention, although perceptions vary, indicating the need for complementary strategies to address diverse employee needs.

Source: Primary Data

Fig 1.6: How do opportunities for career development and training influence employee retention in government agencies

The findings indicate that opportunities for career development and training play a significant role in influencing employee retention within government agencies. The largest proportion of respondents 25% stated that career development opportunities improve employee retention and engagement, highlighting the importance of growth pathways in keeping employees committed. Similarly, 25% emphasized that training programs help employees feel valued and adequately equipped for success, reinforcing their motivation to remain in the organization. However, 18% noted that limited growth prospects reduce motivation and contribute to increased turnover intentions. Additionally, 15% believed that mentorship programs enhance skills and strengthen internal relationships, thereby supporting retention efforts. Lastly, 12% reported that development opportunities attract ambitious professionals seeking long term career pathways, demonstrating that career related interventions are vital for recruiting and retaining talent. government institutions in career development.
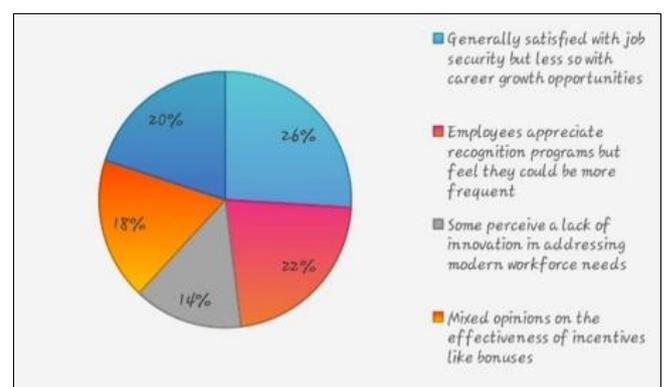
4.3 Effectiveness of Retention Strategies in Enhancing Employee Performance

Source: Primary Data

Fig 1.7: How employees perceive the effectiveness of current retention strategies in government agencies

The research findings show that employees have mixed feelings about retention strategies in government agencies. About 26% feel secure in their jobs but are unhappy with

limited career growth opportunities, while 22% appreciate recognition programs but think they are not frequent enough. Around 14% feel that current strategies lack innovation to meet modern workforce needs, and 18% have mixed views about incentives such as bonuses.

Additionally, 20% believe that high turnover reflects dissatisfaction with some existing retention measures. The results suggest that while certain strategies like job security and recognition are somewhat effective, there are clear gaps in career development, innovation, and incentives that need improvement to retain employees better.
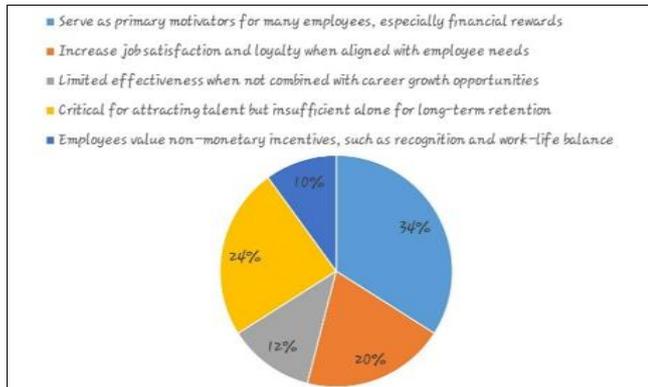
Source: Primary Data

Fig 1.8: What role do incentives and benefits play in retaining employees in government agencies

The findings show that incentives and benefits play an important but not singular role in retaining employees in government agencies. Most respondents (34%) felt that incentives especially financial rewards are the main motivators keeping employees in their jobs, while another 20% believed they boost job satisfaction and loyalty when they match what employees actually need. However, some limitations were noted: 12% said incentives alone are not effective unless paired with career development opportunities, and 24% argued that although incentives help attract employees, they are not enough to keep them in the long term.

Additionally, 10% highlighted the importance of non-monetary incentives like recognition and work life balance. Hence, while incentives and benefits matter, they work best as part of a broader retention strategy that includes growth opportunities and supportive workplace culture.
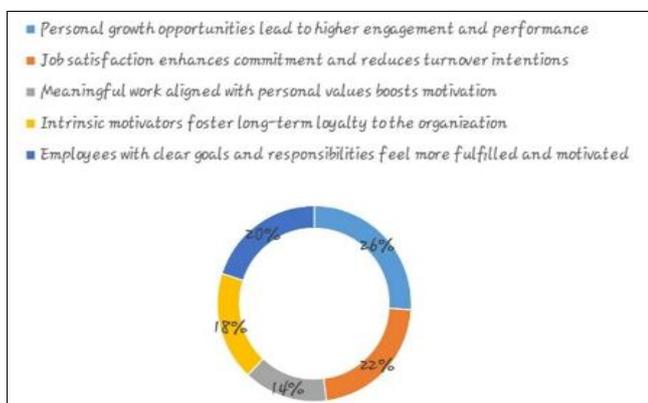
Source: Primary Data

Fig 1.9: How do intrinsic factors (e.g. personal growth, job satisfaction) impact employee retention in government agencies

The findings show that intrinsic factors play a significant role in keeping employees in government agencies. Specifically, 26% of respondents felt that personal growth opportunities increase engagement and performance, while 22% believed that job satisfaction strengthens commitment and lowers the chance of leaving. In addition, 14% stated that meaningful work that aligns with personal values improves motivation, and 18% said that internal motivators help build long-term loyalty. Lastly, 20% reported that having clear goals and responsibilities makes employees feel more fulfilled and motivated. Results show that employees are more likely to stay in government agencies when their work feels meaningful, fulfilling, and aligned with their personal and professional growth, indicating that intrinsic factors are strong predictors of employee retention.
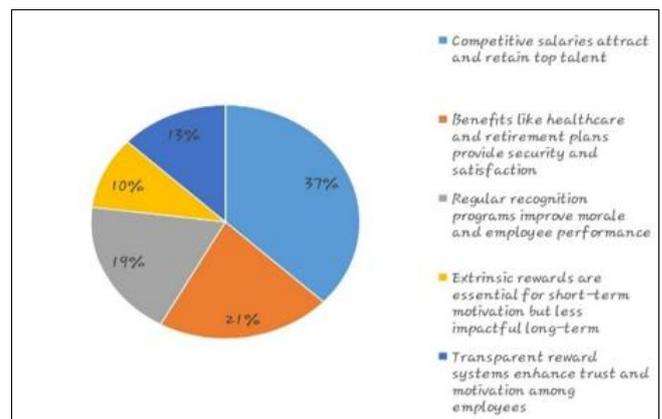

Fig 10a: How do extrinsic factors (e.g salary, benefits, recognition) influence employee retention in government agencies

The findings show that extrinsic factors play a major role in both employee retention and job performance in government agencies. 37%, said that competitive salaries are the key factor because they help attract and keep skilled workers. Another 21% pointed to benefits such as healthcare and retirement plans, meaning that when employees feel financially secure, they are more satisfied and likely to stay. About 19% believed that recognition programs boost morale and improve performance, showing that feeling appreciated motivates employees to work better. However, 10% felt that extrinsic rewards only motivate people in the short term, suggesting they may not be enough to sustain long term commitment. Meanwhile, 13% said that transparent reward systems build trust and motivation, highlighting the importance of fairness.

Therefore, salary and benefits are the strongest retention tools, recognition supports better performance and fairness in rewards strengthens trust meaning government agencies should use a balanced approach combining pay, benefits, recognition, and transparency to improve both retention and job performance.
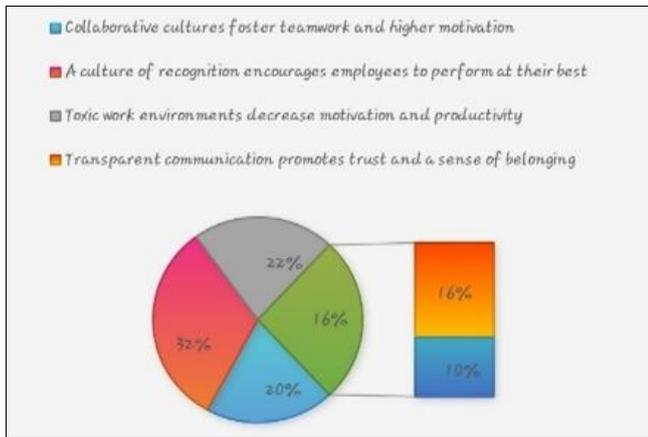
Source: Primary Data

Fig 10b: How does workplace culture affect employee performance in government agencies

The findings show that workplace culture has a strong influence on employee performance in public sector agencies, with 32% of respondents saying that a culture of recognition motivates employees to perform at their best, making it the most powerful cultural factor identified. Another 20% reported that collaborative cultures improve teamwork and boost motivation, while 22% highlighted that toxic environments harm motivation and productivity, showing the negative side of poor culture. In addition, 16% stated that transparent communication builds trust and belonging, and 10% believed that diversity and inclusivity increase morale and motivation. Positive cultural elements such as recognition, collaboration, clear communication and inclusivity significantly improve performance, while toxic work environments clearly hinder it. Therefore, public sector agencies should prioritize healthy, supportive and transparent workplace cultures to strengthen employee performance.
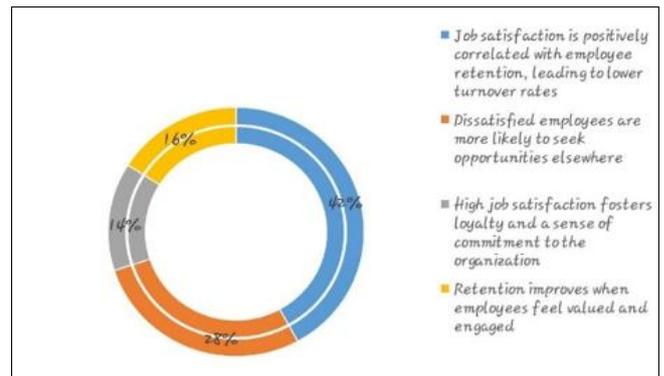

Source: Primary Data

Fig 11: What improvements or modifications could enhance the effectiveness of retention strategies in government agencies

The findings show that several improvements could make retention strategies in government agencies more effective, with 42% of respondents emphasizing that offering more competitive and flexible compensation packages would have the greatest impact, suggesting that pay and benefits remain the strongest motivators for employees. Another 28% stated that increasing career development opportunities and providing personalized growth plans would significantly support long-term retention by helping employees feel

valued and invested in. Additionally, 14% believed that better recognition programs with clear, measurable rewards would strengthen motivation, while 16% said that improving communication between employees and leadership would build trust and clarity around retention efforts. Overall, these results suggest that government agencies should prioritize competitive compensation, while also strengthening career growth, recognition and communication practices to create a more supportive and engaging work environment.

4.4 Relationship Between Job Performance and Employee retention in Public Workplaces

Source: Primary Data

Fig 12a: What is the nature of the relationship between job satisfaction and employee retention in public sector workplaces

The results show a clear connection between job satisfaction, performance and employee retention in public sector workplaces. The statistics indicate that 42% of respondents see a strong link between high performance and employees chosing to stay, suggesting that when people feel they are doing well, they are more likely to remain in their jobs. At the same time, 28% believe dissatisfaction pushes employees to leave, while 14% say that feeling satisfied builds loyalty, and 16% think employees stay when they feel valued and engaged. Taken together, these findings mean that job satisfaction plays a key role in both how well employees perform and how long they stay. Therefore, public sector organizations should focus on improving satisfaction through recognition, support and engagement because this not only boosts performance but also helps keep a stable, committed workforce.
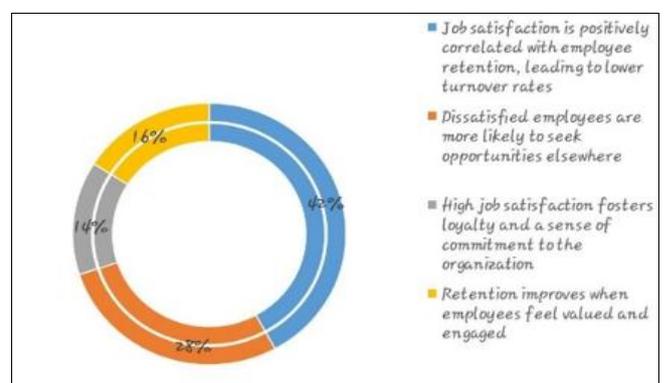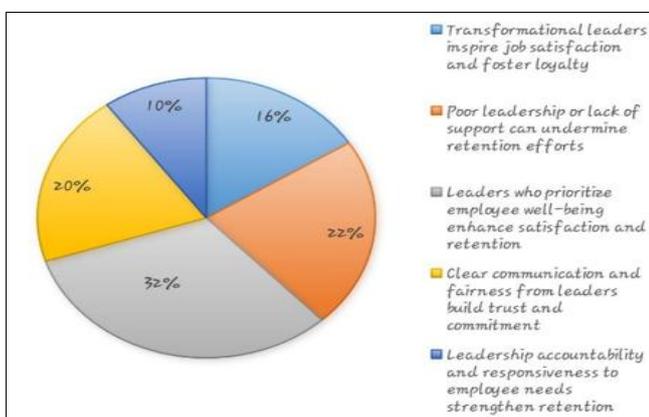

Source: Primary Data

Fig 12b: How does job satisfaction influence the decision of employees to stay in public sector workplaces

Job satisfaction clearly plays a major role in whether employees choose to stay in public sector workplaces. The statistics show that 38% of respondents believe overall satisfaction gives employees fewer reasons to leave, and another 28% feel that good work life balance helps people stay, meaning personal well being is a strong influence. Positive relationships at work (18%) and shared organizational values (10%) also make employees more likely to remain, while only 6% point to dissatisfaction especially with pay or growth opportunities as a reason some may leave. These results suggest that when employees feel happy, supported, and aligned with their workplace, they are far more likely to stay. Overall, the judgment is clear, improving job satisfaction is not just beneficial but essential for retaining staff in the public sector.

Fig 13: How does the work environment influence the decision of employees to stay in public sector workplaces

The statistics show that most employees stay in a job when they feel fairly rewarded and able to grow: 44% said good pay and benefits matter most, and 30% pointed to career growth as key. Smaller groups highlighted other important factors: 12% value regular recognition, 8% appreciate a supportive work environment, and 6% feel transparent communication builds trust. These results mean that while money is a major driver, employees also want respect, growth, and fairness at work. Organizations hoping to improve retention should focus first on competitive compensation and clear development opportunities, while also strengthening appreciation, communication, and workplace support.

Source: Primary Data

Fig 14: What role does leadership play in linking employee retention to high job performance in public sector workplaces

The chart shows that leadership strongly influences how well employees stay in an organization and how well they perform. The statistics indicate that 16% of respondents believe transformational leaders boost both performance and loyalty, while 22% feel poor or unsupportive leadership harms retention. The largest group, 32%, say leaders who focus on employee well-being help improve both retention and performance. Another 16% and 10% highlight that clear communication and fairness from leaders build trust and commitment and 20% believe leadership accountability and responsiveness strengthen retention. These results mean that good leadership defined by support, fairness, communication and accountability creates a positive work environment that keeps employees engaged and performing well. Therefore, organizations should invest in strong, people centered leadership if they want to improve both employee retention and job performance.
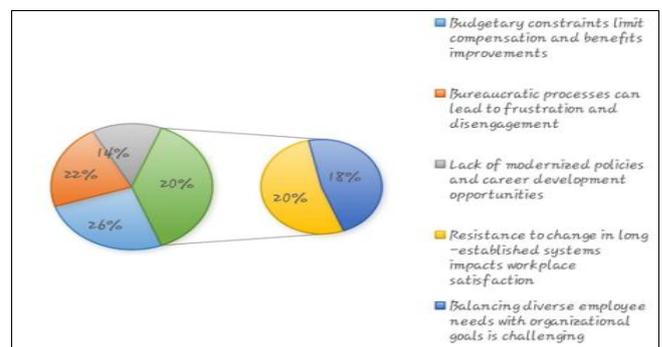

Fig 15: What challenges do public sector workplaces face in ensuring high job performance and retention rates

The statistics show that most respondents (26%) believe tight budgets are the biggest barrier to improving compensation and benefits, while 22% feel that slow and complicated bureaucratic processes reduce motivation. Another 20% say that long-standing resistance to change harms satisfaction and performance, and 18% note that it is difficult to balance different employee needs with organizational goals. Only 14% point to outdated policies and limited career development as the main issue. These results mean that financial limitations and organizational rigidity are seen as the strongest obstacles to better employee experiences. This data suggests that organizations need to prioritize smarter resource allocation and modernize internal systems if they want to improve workplace satisfaction and performance.
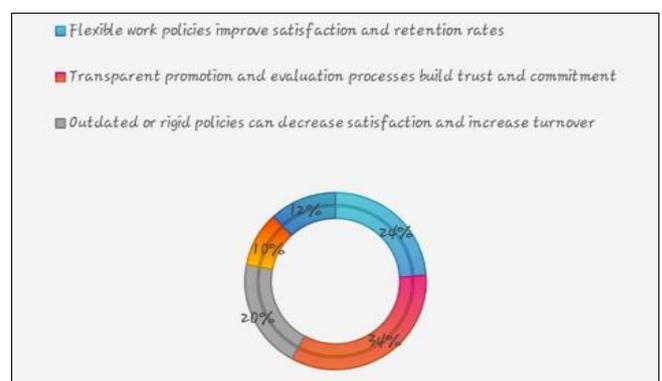
Source: Primary Data

Fig 16: How do organizational policies and practices mediate the relationship between job satisfaction and employee retention

Organizational policies and practices clearly play a strong role in shaping how job satisfaction affects employee retention. From the responses, most people (34%) felt that transparent promotion and evaluation processes build trust and commitment, suggesting that when employees see fairness, they are more satisfied and more likely to stay. Another 24% said flexible work policies boost both performance and retention, showing that supportive policies make employees feel valued. Smaller groups noted that inclusivity and diversity policies (10%) and good feedback mechanisms (12%) also help create a positive environment that strengthens satisfaction and reduces turnover. However, 20% warned that outdated or rigid policies can lower satisfaction and push employees to leave. These results mean that modern, fair and supportive policies increase job satisfaction and therefore improve retention, while poor or outdated policies weaken the relationship and lead to higher turnover.
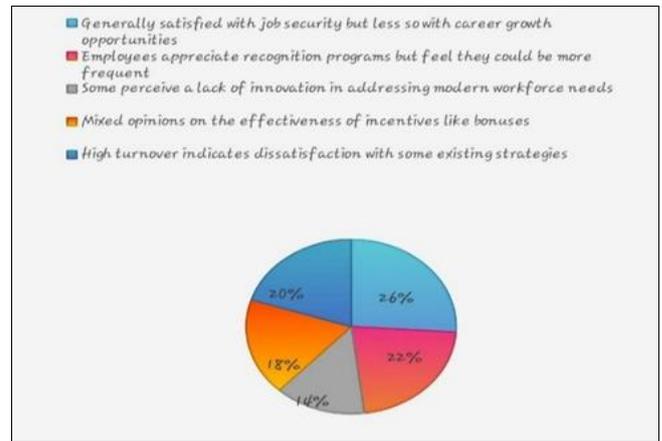

Fig 17: What strategies can be implemented to enhance job performance and, consequently, improve employee retention in public sector workplaces

To enhance job performance and improve employee retention in public sector workplaces, several strategies can be implemented. According to the data, 44% of respondents emphasized offering competitive compensation and benefits as the most effective approach, followed by 24% advocating for enhanced recognition programs to celebrate employee achievements. Additionally, 14% highlighted fostering a supportive workplace culture with effective communication, 8% recommended developing tailored career development programs, and 10% suggested regularly reviewing and updating policies to meet employee needs. These results indicate that while financial incentives are the most prioritized factor, non-monetary strategies like recognition, career growth, and supportive culture also play important roles. Judging by the distribution, a balanced approach that combines competitive pay with recognition and professional development is likely to have the greatest positive impact on both performance and retention.

Fig 18: How does job performance in the public sector compare to that in the private sector in terms of its impact on employee retention

The figure above shows differences in job performance and retention factors between public and private sector employees. About 26% of respondents said public sector workers value job security more than high pay, while 22% noted that private sector employees focus on competitive salaries and fast career growth. Additionally, 14% mentioned that public sector workplaces can suffer from bureaucracy, which may lower satisfaction, whereas 18% highlighted that public sector employees are often motivated by intrinsic factors like community service. Meanwhile, 20% believed the private sector provides more innovative retention strategies and flexibility. These results suggest that while public sector employees may stay longer due to stability and meaningful work, private sector retention is more influenced by rewards, career development, and adaptable workplace practices. Overall, job performance impacts retention differently: security and purpose drive retention in the public sector, whereas incentives and innovation play a stronger role in the private sector.
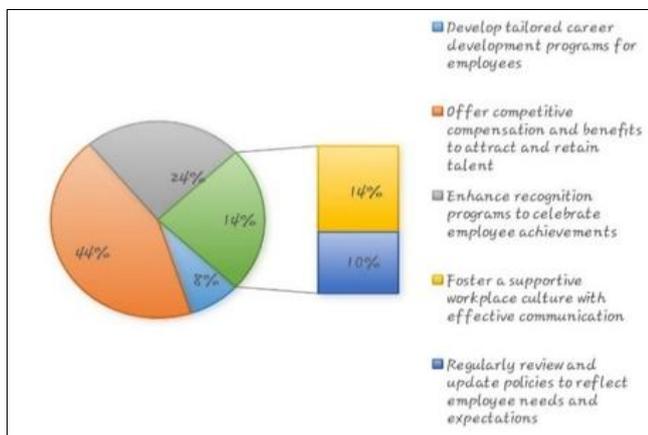
5. Conclusion
It has been evidently discovered that effective retention strategies in government agencies Include comprehensive training programs, competitive compensation packages and employee recognition initiatives. These strategies have shown moderate success in reducing turnover rates and improving employee engagement. However, agencies must continually adapt and tailor retention strategies to address evolving workforce needs and generational differences. Employee Performance within government agencies is significantly influenced by factors such as job autonomy, opportunities for growth and development and positive work life balance. Additionally, recognition and feedback, fair compensation and meaningful work contribute to enhanced performance. Addressing these factors can lead to improved productivity, job satisfaction and reduced turnover. And a strong positive relationship exists between job satisfaction

and employee retention in public sector workplaces. Employees who experience high job satisfaction are more likely to remain with their organizations, reducing turnover and associated costs. Enhancing job satisfaction through improved working conditions, effective leadership and opportunities for advancement can significantly boost employee retention rates.

6. Acknowledgement

7. References

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