Qualitative Study of Employee Perception on Retention Strategies: A Case of Bule Hora University, Ethiopia

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Abstract: Employees are the most important, valuable and productive asset of an organization and needed to be retained for the betterment of the organization. Employee retention is the systematic effort by the employers to generate and promote an environment that encourages existing employees to stay. This study is to assess perception of employee on organizational work force retention strategies at Bule Hora University, Ethiopia. The study adopts qualitative research with interpretative phenomenology approach. Bule Hora University staffs are population of study and purposive sampling techniques has been adopted to select sample from study population. The data for study was collected through semi-structured interview questions and focus group discussions. The data has been collected, grouped, coded, analyzed and interpreted through narrative study. Findings of the study reveal that mutual expectation of employer and employee is binding contract between employees and organization. Further, understanding employee expectation before developing retention strategy is helpful to develop acceptable strategies. Although Bule Hora University has good employee retention strategies, there is still employee dissatisfaction because of inclusiveness problem of major strategies and unfairness in employee handling system. The study contributes to the management of the University in redefining the staff retention strategy in the light of the findings. The findings for this research was from primary data. Therefore, the research is new in the case organization and area.

Keywords: Employee Retention, Employee Perception, Retention Strategies, Employee Satisfaction

1. Introduction

Employees are the most important, valuable and productive asset of an organization and needed to be retained for the betterment of the organization [1]. The best organizational retention strategies begin from hiring the right categories of people who consider themselves as valuable asset of organization and deserve their commitment for organizational goal achievement [2]. Boxall and Purcell [3] suggest that organization need to attract and retain high quality people in order to gain a competitive advantage. Effective employee retention is the systematic effort by the employers to generate and promote an environment that encourages existing employees to stay behind employed by having policies and practices in place that address their varied needs [4, 5]. Best way to enhance employee retention is to understand what the employees require from organization and providing them. Mogoeng [6] suggests that if the strategies developed is aligned with the expectation of

the employees and communicated well to them; they are most likely remaining to be employee of the organization. His main idea here is that organization need to understand employees' expectation to succeed with employee retention. The means through which understanding employees' expectation is assessment of employee perception about organizational employee handling practices. Therefore, this study is conducted to assess employee perception on Bule Hora University work force retention strategies.

2. Statement of Problem

Employee retention requires different measures to be take in order to encourage employees let them to stick to organization for the long period of time. It is not ease task for organization to apply and succeed in retention strategies because of individual differences and preferences among the employees. Iqbal [7] stated that the significant challenges to retain employees is the fact that the different employees

motivated by different factors in relation to their desire to stay with organization. Different scholars have studied about employees' retention strategies at different organization and time [8-11]. All of the studies conducted on the matter of employee retention are reflecting importance of strategies to retain talented workforce regardless of the differences in strategies. Talukder and Wang [12]; Syah, Ramadhan [13] conformed importance of strategies to retain talented work force and its implication on organizational growth and development. All of the scholars stated above whom conduct research on retention strategies were give focus only to show importance of retention strategies by overlooking employee feelings on strategies and strategy implementation. [14] stated that having better understanding about why the employees are leaving or want to leave organization is bases to develop effective retention strategies. Lotko, Razgale [15] forwarded that companies have to understand employees' expectations in the work place before implementing retention strategies in order to achieve desired objectives of employee retention.

Despite of stating importance of understanding employee expectation before strategy development and implementation; two scholars have not included employee feeling or perception in their study [8]. Most of the researches have studied about employee retention strategies are out of Ethiopia but very few research has been done in Ethiopian context [16-18]. Thus the study takes cognizance of setting gap because the results of these studies may not be applicable in the context of Bule Hora University. There is also evidence of methodological gap, because methodology used for that study is not applied for this study. Therefore, this motivates the researcher to conduct study at Bule Hora University to fill the identified gaps. The purpose of the study is to explore employee perception on organizational work force retention strategies and the following questions are framed for the study.

1. How do the employees perceive work force retention strategies of the organization?
2. How do the employees think of post implementations of retention strategies?
3. How do the employees feel about the challenges of strategies implementation?

3. Literature Review

Perception is a personal manifestation of how one view the world which is colored by many socio cultural elements [19]. Dictionary meaning of perception is the ability to see, hears, or become aware of something through the senses. Psychological definition of perception is the neurophysiologic processes, including memory, by which an organism becomes aware of and interprets external stimuli. It is also defined as a process of take in sensory information from our environment and uses that information in order to interact with our environment. Perception is personal interpretation of observed phenomena in the environment after experiencing situation. People can give their perception

about what they saw or heard by selecting, organizing and interpreting their sensory stimuli into meaningful information.

3.1. Importance of Knowing Employee Perception

Assessing and knowing employees feeling about the retention strategies; support organization not to invest in ineffective strategies that cannot yield comparative advantage, because most of the retention strategies practiced by organization required an additional investment either in the form of cash or in the form of time and commitment. James and Mathew [20] stated that having better understanding about why the employees are leaving or want to leave organization is bases to develop effective retention strategies. Lotko, Razgale [15] forwarded that companies have to understand employees' expectations in the work place before implementing retention strategies in order to achieve desired objectives of employee retention.

3.2. Employee Retention Strategies

Employees are the most important, valuable and productive asset of an organization and needed to be retained for the betterment of the organization [1, 21]. The long term health and success of any organization is the result of competent employees in the organization [22]. The best organizational retention strategies begin from hiring the right categories of people who consider themselves as valuable asset of organization and deserve their commitment for organizational goal achievement [20]. Boxall and Purcell [3] suggested that organization need to attract and retain high quality people in order to gain a competitive advantage. According to this view the investments on recruitment, training and salary costs expected to be returned in the form of organizational performance improvement [23]. If the right person is appointed, costs relating to training will be minimized, delivery breaks decreased, production or services increased and putting organization in the position of achieving its key performance objectives [24]. According to these scholars if organization did not hire right person for the job, retention is not good as it may affect organization negatively by having inefficient employees for long period of time.

3.3. Types of Employee Retention Strategies

Many researchers studied about employee retention strategies and identified different types of strategies. Sinha and Sinha [25] identified seven factors that encourage employees to stay with organization: compensation and appreciation of the work performed, the provision of challenging work, opportunities to learn, positive relationships with colleagues, recognition of capabilities and performance contributions, good work-life balance, and good communication within the organization. Echols [26] argued that not only strategies identified by Walker [27] is sufficient to retain employees but he suggested that when it combined with selective promotion and salary action, the learning and development process then itis strong retention activity. [28] concluded that employee retention strategies are workplace

factors such as rewards, leadership style, career opportunities, training and development of skills, physical working conditions, and work-life balance. An others researchers such as [29, 30] stated that effective training, and opportunities to learn and development is key strategies to retain talented employees. Some authors argued that providing promotion and career development opportunities to individuals make employees stick to organization [31]. Choudhary [4] identified primary retention strategies into five major elements namely employee compensation strategies, working environment strategies, employee growth strategies, employee relationship strategies and employee support strategies. According to the findings of this scholar, under each category of strategies there are sub elements that need to be addressed to retain employees.

3.4. Employee Compensation Strategies

According to Kang and Lee [32] competitive compensation benefit packages include financial and nonfinancial incentives. Financial rewards are the rewards given for employees in the forms of cash and expected to assists the employees to boost their financial and social status. It includes bonuses given to employee who have achieved given assignment and increased profitability or customers satisfaction beyond expectation [33]. Non-financial rewards are the rewards that granted to employees to increase their morale like recognition through an appreciation letter. This appreciation is in any form from the supervisor, customer or colleagues will foster employees' loyalty with their organization [34]. Gomez-Mejia and Balkin [35], Scott, Morajda [36] identified reward as one of the motivating factors to retain workforce. Heneman, Judge [37] argued that reward is retention strategy if and only if it is large and unique that its difference is noticeable for it to be meaningful, create confidences between employees and organization and fair and justifiable.

3.5. Working Environment Strategies

Working environment strategies include physical structure, surrounding and atmosphere of the workplace [21]. Working environment is considerable important to retain employees for long periods of time. Hytter [28] discussed in his study about working environment as industrial perspective, focus on aspect that is noise, toxic substances exposure and heavy lifts. An environmental issue of the organization is dependent on nature of the job. USHAKOV and SHATILA [38] indicated that people prefer to work in and stay with the organization that provide positive work environment, where employees perceived work environment is good and different from others. Work life balance is one of the working environment strategies, which includes flexible hours, telecommuting, dependent care, alternate work schedules, vacation and wellness [39]. Lamane-Harim, Cegarra-Leiva [40] suggested that it is comparatively a recent trend that being used by various organization to promote healthy balance between individual personal and professional life to

retain talented work forces. In the current increased work demand and complex work environment balancing employees work environment with personal life is help employees to cop up with their issues of elder and child care, and many other issues of life [41]. The stress due to load of work or imbalance between personal and professional life is resulted in frustration of employees and lead to decline in employee performance that overall affect organizational effectiveness and competencies [42].

3.6. Employee Growth Strategies

Employee growth strategies include advancement prospect and development on the job and organization [43]. Training and development is one of the employee growth strategies that teach existing employees new knowledge, skills and abilities to ensure their continued usefulness to the organization and meeting their personal desires for advancement [44]. When employees are provided training, they feel that organization is interested in them and want to develop their career [45]. He suggested that they feel organization consider them so important and capable that is why the employer is investing on them. This leads to employee retention. Most of the organization offer training considering it as advantage for organization to retain and to use improved skills and advanced knowledge for organizational goal achievement, but few authors argued that training and development can have negative impact on employee retention if it is not managed properly as it may open opportunities to join other organization by the skills gained from training or learning [44]. Some authors argued that promotion and career development opportunities make employees stick to the organization [46, 47]. According to them, having promotion strategy is essential in retaining organizational workforces as they are looking for advancing their career goals. They also stressed on organizations that focus on employees' career development and give promotion on regular bases are more effective in retaining their employees.

3.7. Employee Relationship Strategies

Employee relationship strategies include mode of interactions existing between employer and employees, superior and subordinates, subordinates and subordinates, organization and outside world [48]. Zeb, Goh [49] suggested that the relationship between supervisor and worker play important role in employee retention as employees views regarding organization are strongly concerned to their relationship with supervisor. According to him, if supervisor support, open communication and have good relationship with employees, the intentions of employees to leave organization are likely less and more engaged with organization. Astawa, Armoni [50] argued that supervisor feedback helps employees to feel more confident and empowered to deal with organizational matters and being organizational staff.

3.8. Employee Support Strategies

Employee support strategy is about giving assistance to the

needy of the employee in order to develop trustworthy in the employees as they feel organization is their home [50]. This strategy involves giving people the tools and equipment to get the job done. Employees felt accepted and recognized if they receive a range of support for their work aid from top level management of the organization. People feel happy when they have what they need to perform and when they give supportive materials for their job accomplishment. This will increase employee job satisfaction make them stick to organization. According to Chopra, Sahoo [48] expected employee supports are learning support, providing written documentation, employee handbook and operating manuals to assist them how to know more about the job they assigned to. He further suggests that employees become more engaged and involved in their tasks if they have an open and transparent communication with their bosses.

4. Research Methodology

The Study approach employed in this study is qualitative phenomenological research design to investigate employees' perception and attitudes about University retention strategies and practical application. Qualitative phenomenological approach help the researcher to describe human behavior at work place through observation and it also assist research to understand attitude, feeling and perception of the people about Bule Hora University retention strategies. The total Population of the study is 2910 staff of Bule Hora University both academic and administrative. The sample size of the study was 22 from which 14 are for interview including two middle level managers' and 8 participants for focus group selected by purposive sampling technique. Source of data was primary sources and data collected through semi-structured question with probing. All information has been collected through note taking during interview and focus group discussions. The data collected are organized, grouped and coded according to its similarities and analyzed by explanation and narration.

5. Results and Discussion

To maintain confidentiality and for the sake of simplicity of data analysis and presentation, the information gathered from respondents are grouped into themes and coded. The information collected for this study is grouped into three themes: General retention strategies and employee perception, post implementation of the retention strategies and employee perception, and Challenges on implementation of retention strategies. Each and every question asked for data collection are grouped under its theme and coded into two broad categories: Codes according to the categories of respondents and according to responses from them. The codes as per respondents are used to analyze data from different categories of respondents to triangulate results for the credibility assurance, and codes according to the responses are clubbed in one place where different responses are given for single question. Accordingly codes are given as follows.

Individual respondents have been given the code of (IR), Focus Group Discussion given the code of (FGD) and leaders' respondents are coded as (LR). Individual respondents have been given further codes because of multiple responses obtained for single question. Individual response category one (IRC1), individual response category two (IRC2) and so on are coded for all questions if respondents answer are different for single question.

Employee Expectation and Organizational Practices Employees have certain expectations regarding their employers, such as the provision of satisfactory working conditions, adequate remuneration for the work done, open communication channels.

Respondents were asked about their expectation of Bule Hora University while they join it. IR replied that they have high expectation about employees handling system of University as it is a federal government institution that accommodates all nations and nationality of the country and the place where employees are treated well. Responses of FGD show that, employees expecting Bule Hora University as the place where (institution in which) Ethiopian federal Civil Servant proclamation are really practiced and employees are treated fairly. As the view of Leaders employees prefer Bule Hora University because of educational opportunity. Expectation gaps consequently may affect the employee's motivation and the decision to accept the offered job and to meet employer's expectation [15]. They further stated that the expectations gap is the phenomenon which can be a factor of an employee's negative experience or the employer's inadequate offering. According to the IRC1 Actual practices in the Bule Hora University are more than their expectation, because University providing them free educational Scholarship and 80% discounted rate of payment in continuous education program, as well as, discounted rate of payment for their children in community school. In opposite viewIRC2 replied that actual practices of the University are not as much they expected. They said "University is federal institution that acts internationally, but there is high sense of localization during assignment of positions and placement in higher job post. According to the FGD responses, there is the gap between expectation and what experienced, because in our University they said "disciplinary procedure is not as per the proclamation, but higher officials take the measure they like without consent of immediate supervisor". As the view of leaders, Bule Hora University employee handling system is better than employees' expectation.

Employee Experiences of Retention Strategies Employee Retention Strategies refer to policies and practices that an organization uses to satisfy the diverse needs of employees and create an environment that encourages them to stay with the organization. Respondents were asked about employee retention strategies of the University and replied as follows. IR said, Bule Hora University has good employee retention strategies, especially educational and promotion strategies are the most important strategies that employees are happy with. Most of the respondents expressed as they are happy

with University retention strategies, but very few said, Currently designed and implemented strategies are not sufficient, but it need additional strategies to retain highly skilled and competent employees, especially academic staff. FGD expressed that Bule Hora University retention strategies are good, but there are some actions that make employees dissatisfied. They said further as they are happy with Bule Hora University employee retention strategies, but they commented on employees placement issues as it is not good because, they said, employees placement during JEG (Job Evaluation and Grading) redeployment are not based on the employees profession, rather it were based on higher officials interest to assign someone at the position where they want to place him/her. LR replied as management of the University designed and implemented different types of strategies in both wings according to the nature of the jobs they assigned to. What they consider as retention strategies are Housing services for academic staff, community school for children of all staff with discounted payment, free scholarship and 80% discounted payment in continuous educational program for admin staff and transportation and staff cafeteria services as core strategies, employees' supportive services and beautification of the working environment.

5.1. Employee Feeling About Retention Strategies

Denton [19] argued that employees who are satisfied with their current jobs are more committed towards their work and always put their best efforts to improve their organizational effectiveness as well as focus on better customer's satisfaction. While formulating retention strategies the employers should keep into consideration some of the basic expectations that almost all the employees have from their employer. IR replied that the feeling of all employees of the University is somewhat good, but there is mixed feeling, because those employees who are placed out of their professions during JEG redeployment are not happy with retention as they are not satisfied with the position they assigned on. The members of the focus group agreed upon the feelings of the most employees are good, but lower level employees who have no access to educational opportunity because of their current educational level are not happy with the retention strategies, because even though they have been learning in private college or Bule Hora TVAT College University didn't support them. Regardless of their low salary payment, they pay full amount of educational fee for their respective colleges. Hence they are not happy with employee handling system of the University. Leaders have opined that employees feeling are good with employee retention strategies of the University.

5.2. Strategy Implementation and Employee Perception

Respondents were asked about implementation of specific employee retention strategies of Bule Hora University to assess deep feeling about employees handling practices of the University and replied as follows.

University strategy implementation is not a good

comparing with other government institutions in the country. As per respondents view, it lacks institutionalization parts. University use enforcement of lows rather than engagement principles. As per their answer "Employees were forced to perform what given them" No culture of hearing employee voice whatever they can add or comment.

5.3. Working Environment and Employee Perception

Johansson, Johansson [51] conformed that providing an attractive and healthy physical environment at the workplace helps in creating a positive energy in the organization which ultimately enhances overall productivity and satisfaction of employees. Accordingly respondents were asked about physical working environment of Bule Hora University and replied; IR said that physical working environment of the Bule Hora University is dramatically improved and becoming attractive now, but before one or two years it was bad because of dust at winter and mud in the rainy season. The conjunction at one small room for expertise and teachers are disgusting before two or three years, but it has been improved now especially for administrative expertise. Even though there is a shortage of offices and office facilities for teachers till now, things are hopefully improving and employees feel good. FGD members are agreed that physical working environment is improved and safe for health of employees. LR also confirmed that physical working environment has been improved than before and it is progressively improving.

5.4. Work Life Balance and Employee Perception

Bocean, Popescu [52] forwarded that the role of work life balance is important in everybody's work life. If the organization cares about it, employee will be more satisfied, committed and engaged with the organization and there is no point in leaving the organization. Answer from respondents about Bule Hora University work life balances strategy implementation are as follows. IRC1 said work life balances are good, because Bule Hora University facilitates work shift schedule for employees who work in stressed environment like employee cafeteria services, Library, Dormitory and security services. IRC2 argued that work life balance is not good because of level of salary paid for employees comparing to high living standard of the area. FGD argue that, work life balance is good in relation to the University strategies; because University gives relief for employees to readjust their workload life by resting time provided them with work shift schedule. LR believes that work life balance is good with respect to University strategies rather than high living cost of Bule Hora town.

5.5. Growth Strategies and Employee Perception

Employees work in an organization to achieve their personal as well as organizational goal. Employees' priority is to work for themselves and later on for the organization and if they are not satisfied with their growth, they will not be able to contribute in the organization's growth [44].

Employees have replied about Bule Hora University employee growth strategies as follows According to the responses of IR, career development opportunities is good before two or three years, but now no career development for administration staff. FGD has raised issues about free scholarship and discounted rate of payment as the best retention strategy, but they have agreed that learning strategy is not inclusive because lower educational level employees who are following their education out of Bule Hora University are not considered and supported. LR says, growth strategy is good regarding education opportunity, but there is inclusiveness problem training and development program is there, LR argues as Bule Hora University annually invests huge financial resources on training and development program to build capacity of employees with necessary skills. They said about employee career development as it is stopped because of Job Evaluation Grading (JEG) redeployment.

5.6. Employee Relation Strategies and Employee Perception

James, L. and L. Mathew [20] suggested that having good relationships with superiors as well as colleagues tends to create a positive work environment and a special bond amongst the employees where they trust and support each other to deliver the best of their performance. All respondents replied as Bule Hora University employee relation is good.

5.7. Supportive Strategies and Employee Perception

Employee support strategy is about giving assistance to the need of the employee in order to develop trust worthiness within the employees as they feel organization is their home [44]. It involves giving people the tools and equipment to get the job done. Mashavira, Nyoni [53] suggested that employees feel accepted and recognized if they receive a range of support for learning and working including job aids, written documentation, employee handbooks, operating manuals, or even software tools for independent learning. Respondents were asked about Bule Hora University employee supportive strategy and replied. According to IR Bule Hora University employee support services are good, but most of the administrative staffs have reservation as there is no balancing between administration and academic staff and academic staffs are privileged than admin staff. As evidence they raised issues of housing services and housing allowance for all academic staff and none of admin staff are paid even directors and office holders. They said also administrative directors and team leaders are not paid even position allowance that paid for academic director at similar positions leading to disparity. The members of focus group are agreed as employee supportive services are good. Even if the ideas about differences in supportive services between admin and academic staff are raised during discussion, members of group are agreed as strategies derived at University level are not different. So they conclude that strategies of the University regarding employee support services are good. For their evidence they raised about

transportation services to and out of the University to their home, community school for children of the staff with discounted rate of payment, all working materials supply in office like computer, cleaning materials such as soap and soft and like. LR replied, University has good employee supportive system.

5.8. Compensation Strategies and Employee Perception

The employees always have high expectations regarding their compensation packages. So an attractive compensation package plays a critical role in retaining the employees. [46] identified competitive compensation benefit packages include financial and non-financial incentives. IR replied that in Bule Hora University there is no compensation system. They further argued that salary level of the university is not even attractive than local institutions' salary. FGD also agreed with the ideas of IR, as Bule Hora University has no good strategies regarding employee compensation. Leaders also confirmed that as University currently has not compensation packages such as bonus and rewarding system.

Challenges of Strategy Implementation Respondents are asked about their attitude, opinion, perception and believe on Bule Hora University employees' retention strategy implementation challenges and replied as follows. IRC1 said, currently everything is good, but for the future there will be challenges because of the saturation of University job structure. Today most of the employees are learning in continuous education program to upgrade their educational status and they need better job position after their graduation. According to their argument currently providing educational access for employees is good retention strategy, but for the future it may be challenging if compensating strategy haven't developed side by side. IRC2 said, Employees retention strategies implemented by University is good, but there are challenges of assigning right person at the right positions during redeployment, as the result, the employees placed without their professions are not happy with the positions they are assigned to. As per the view of FGD, employee retention strategies of the University are good; but there are practices that make employees dissatisfied and challenging implementation of the strategies. They discussed about and agreed upon the disciplinary measure which is not good, because higher officials take disciplinary measure immediately as they are informed by someone without clarifying issues by asking about offence from immediate supervisor or from employee suspected to be penalized. They immediately suspend employees from job and salary without further inquiry. According to their argument most of the employees are dissatisfied with such cases and fear that they may also suffer from similar action. Leaders replied that the challenges of the implementation of the retention strategies are behaviors of the employees at workplace. As per their argument, employees expecting and requesting that University currently can't afford them. When they are not provided with what they were asked, they may not happy. They replied about employee complaint on redeployment issues and said, the problem of JEG redeployment is because

of the mistakes of redeployment committee. During the redeployment, committee needs to refer personal documents of each and every employee, but at a time they didn't refer it. As the result, employees were misplaced out of their professions.

Summary of Findings The result of the first research question, which is about opinion and expectation of employees on retention strategies of the University reveal that employees have very high expectation from University during the application and joining the University for Employment. As their argument, University is federal government institution in which all employees over all the country are taking part in and treated fairly and equally, but the results from respondents reveals that there is a tendency of inclination to localization, especially during job position assignment. Regarding the employee retention strategies the study reveals that Bule Hora University has good employee retention strategies such as employee education policy for staff and children of the staff, housing provision policy for academic staff, facilitation of working environment both physical and psychological. As the findings of the study, working environment is bad before two years, but now it has dramatically changed and in fast phases it is improving. Employees are provided with shifting schedule to balance their life with burden of the job because of nature of the job they assigned to. The study also reveals that Bule Hora University employee relation and support services are good. The results of assessment about implementations of employees' retention strategies reveals that employees feel happy with implementations of strategies like working environment both physical and psychological, employee relation and employee supportive services. Employees are not happy with compensation strategies at all. Regarding growth strategies there are mixed reaction amongst the employees of the University, because there are some groups of the employees that not taking advantage from University educational policy. Those employees who get access to educational policy are happy and consider implementation of growth strategy is good, but others not. As per the finding, there is a gap in inclusiveness of the policy. Employees who have not graduated with diploma or not having Level 4 COC (Centre of competency) certificate are not included in the policy, but more than half of the University administrative staff are within this category of employees.

Findings of the study also reveals that the strategies designed and implemented are good, but practical activities and action taken at the level of University management create challenges of implementation, because most of the employees are dissatisfied by disciplinary action taken by University management by breaking discipline procedure. Another challenge is employee placements out of their professions.

6. Conclusion

Organizational success highly depends on hiring and retaining competent and talented workforces. Successful employee retention is required having viable strategy that attract and retain competent employee to an organization. The study concludes that understanding employee expectation and perception can help organization to develop viable strategies that hold employees for long time with the organization. Not only having good strategies retain employees, rather employees are more satisfied when they are treated fairly and equitably. Researcher also conclude that employees are eager and happy more for their handling (treatment) than tangible and affordable strategies given to them. Employees of Bule Hora University are provided with number of retention strategies from University, but most of them still unhappy with slight deviation of activities or action from its normal procedure.

7. Implication of the Study

This study will assist Bule Hora University management to develop important and acceptable employees' retention strategies, as it has identified gaps with existing strategies. If the management of the University accept and use the findings of the study it would contribute more for University goal achievement. Because, this study has identified important issues which make employees happy if implemented properly. If employees happy with University handling system they will serve the management well and this will improve organizational acceptability among the community.

8. Limitation and Direction for Future Researchers

This study has methodological limitation as it used pure qualitative research approach that cannot evaluate relation between variables; so that the findings of this study need further study to fill gaps resulted from research approach. This study is not including impact assessment of retention strategies to evaluate how retention strategies reduce employee turnover and how University get benefited from strategies it implemented. Further research studies may be necessary to assess both negative and positive impacts of retention strategies of the University.

Data Availability Statements

Data for this research is available upon legal request.

Conflicts of Interest

No competing conflicts of interest for this article.

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