EFFECT OF RETENTION STRATEGIES ON TURNOVER INTENTION AMONG TEACHERS IN KANO STATE UNIVERSAL BASIC EDUCATION BOARD (KNSUBEB)

MUBASSHIRU SALISU MOHAMMED (PhD)
Department of Public Administration, Ahmadu Bello University, Zaria.
+2348061580510 mubasshirsalis72@gmail.com
ORCID ID: 0009-0008-8520-2117

BASHIR YUSUF (PhD)
Department of Public Administration, Ahmadu Bello University, Zaria.
+2348032613492 bashiryusif86@gmail.com
ORCID ID: 0000-0001-5366-5266

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Keywords

Retention, Employee turnover, Human Resource, Organization, Retention Strategies

Abstract

Research Problem: *One of the biggest challenges affecting public primary schools in Kano state today is teachers' turnover which poses serious threat to the delivery of universal basic education in the state. TheKano state Universal Basic Education Board had, over the past years, recorded the highest number of staff resigning from their job and picking appointment with other organizations with higher pay, good working conditions and greater opportunity to grow. The purpose of this study is to assess the effect of retention strategies on turnover intention among the staff of KNSUBEB.*

Methodology: *This study adopted mixed method research. Data were obtained from both primary and secondary sources through the administration of structured questionnaire and interview. The study has a population of 1,560 but Krejcie and Morgan (1970) table for determining sample size was used to select a sample of 310. Simple linear regression was used to test hypothesis at 5% level of significance using SPSS version 2024.*

Results: *Findings from the study shows that retention strategies (compensation, training opportunities and promotion) have insignificant effect on turnover intention among the staff of KNSUBEB. Statistically, the result shows thatwith P value of 0.070, and the value of alpha ($\alpha \leq 0.05$),Retention Strategiescan only reduce turnover intention by 0.035%*

which is statistically insignificant. The study established thatproblems like poor recruitment process, poor compensation packages, delayed promotion, mismatch in training opportunities were the major challenges affecting employee retention strategies in KNSUBEB.

Conclusion: *Based on the results, the study concluded thatretention strategies put in place by universal education board are not adequate enough to reduce employee turnover intention. This explains the reason for the continued staff turnover that characterized the board.*

Recommendations: *It is recommended thatCompensation packages should be improved to cope with current economic realities, Promotion should be timely as at when due, and training opportunities should be given based on training needs assessment.*

1.0 Introduction

The nature of modern organizations today sequel to the unprecedented technological and scientific advancements, coupled with the intense competitions that characterized modern business environmentespecially in the 21st century, make it necessary for organizations to put in place adequate strategies capable of not only recruitment, training and development of a competent workforce, but also designing effective strategies to retain and maintain them for the realization of their goals. The extent to which goals and objectives of an organization could be achieved is largely determined by strategy put in place by an organization to retain competent staff in its employment. In the same vein, creating effective retention strategies to decrease turnover is one of the most important instrument of enhancing workers performance in an organization, and a critical functions of a personnel manager (Embugus 2005; Gberevbie, 2008). According to Okoh (1998) there is a direct positive relationship between retention strategies, job satisfaction, motivation and organizational performance. Hence, recruitment and retention of key employees is undoubtedly very critical in reducing turnover intention, increased workers performance, and ensures the long-term health and success of any organization.

It has been argued that the quality of manpower in terms of brains capacities, technical expertise and scientific disposition determines how effective the utilization of other resources could and what results would be, (Dessel 2013). This invariably means that when this vital asset is not properly planned for in terms of the quality and capacity of whom to recruit as well as effective strategies put in place to retain them; meeting organizational goals and objectives will be elusive.

According to research conducted by UNESCO Institute of Statistics, (UIS 2015,), the level of turnover among public primary schools teachers in Nigeria has reached over 48% annually. This is very alarming in view of the significant role that education plays to national development. For quite some time, government of many states have started to recognize the inevitability and significance of designing effective strategies for retaining teachers in public primary schools. It is against this background that the study aimed at assessing the effect of retention strategies on turnover

intention among the staff of Kano state universal basic education board.

Statement of the Problem

One of the biggest challenges facing many public primary schools in Kano state is teacher turnover. Even so fundamental is the fact that the Kano state Universal Basic Education Board (KNSUBEB), had over the past years recorded highest number of employees resigning from their job and picking appointment with other organizations with higher pay, good working conditions and greater opportunity to grow. Many teachers have expressed deep concern on poor Compensation Packages, delayed promotion as well as lack of training opportunities as the major reasons for quitting their job. For example, in the aspect of compensation, there is huge disparity between average monthly salary of a teaching staff working under SUBEB, at senior cadre GL (07/1)and his colleagues in the same rank working in organizations like Senior Secondary School Board, or local government service commission. This scenario inextricably created an atmospherewhere the teaching staff feel demotivated and downgraded, hence, prompt their decision to quit.

With regards to promotion, and career advancement,it is quite worrisome to point that there were a lot of promotion backlog since 2017. The promotion and advancement in KNSUBEB has been characterized with delays and irregularities over the past years which created a lot of frustrations, negative feeling and low morale among the staff. There was only one promotion exercise from 2011 to 2017 in the board. According to (KNSUBEB Annual Report, 2023), more than thirteen thousand(13,000) teachers were in need to be promoted as a result of skipping of some years without promotion.

Training opportunities and career advancement has remained one of the nagging challenges affecting the staff of KNSUBEB over the past decades. The selection criteria for the beneficiaries of training opportunities were characterized by political patronage and party affiliation. Even so, there has been a serious mismatch and discrepancy between what the staff actually acquired and what is needed. Data, for instance, indicates that 15–20% of employees released for in-service training were not on the education line. This makes retention after training very difficult.

Although, the board had designed several methods of personnel retention strategies with a view to enhancing organizational performance such as like career development through in-service training, good work environment, fair reward, annual leave grant as well as work life balance. But even with that, employee turnover continued unabated. It therefore become very imperative to ask how relevant are these strategies in reducing turnover intention among the employees of KNSUBEB? To what extent does compensation, training opportunities and promotion affect employee turnover in KNSUBEB?

The major objective of the study is to assess the effect of retention strategies on employee turnover intention in KNSUBEB. Specifically, the study assessed the effect of compensation, training opportunities and promotion on teachers' turnover intention.

The study hypothesizes that;

Ho: Retention Strategies (Compensation, Promotion and Training Opportunities) have no significant effect on turnover intention among the staff of KNSUBEB.

2.0 Conceptual Clarification

2.1 concept of Employee Retention

Employee retention is the processby which organizations keep, maintain, and retain its productive and talented employees by building a greater work environment to boost engagement, showing appreciation to employees, providing competitive compensation and benefits, and supporting a healthy work-life balance.Mathimaran and Kumar (2017)described employee retention as an employer's systematic process of establishing and maintaining an environment that encourages employees to stay with the organization through the establishment of effective organizational policies and procedures that cater for the various needs of workers, both sociological and psychological needs. “A sound retention strategy provides an effective instrument for recruiting an employee. Retention of employees is a condition in which people choose to remain with their current employer rather than swiftly seeking alternative job opportunities elsewhere”. The opposite of retention is turnover, where employees leave the company for a variety of reasons.Retention is defined as the process by which a company ensures that its employees do not quit their jobs. Every company and industry has a varying retention rate, which indicates the percentage of employees who remained with the organization during a fixed period.

Employee retention is very important because it addresses organizational concerns like lost knowledge, insecure employees, expensive candidate searches, and training time and expenses. Therefore, losing a critical employee can be extremely expensive for a company. Additionally, when a talented employee leaves to work for a competitor, they take with them not only their skills but also their ideas that were really meant to contribute to the success of the company they were previously employed (Mathimaran & Kumar 2017).Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time, (Embugus 2005).

A key determinants of organizational performance depends first of all on how it manages its employees, and, secondly, on the active and correct involvement of the employees in fulfilling the strategic objectives of the organization. Gberevbie (2008) discovered a link between staff retention strategies and organizational performance. He identified issues like good salary structure, good condition of service, free medical services for staff, spouse and four children; staff recognition in decision making on issues affecting their welfare, provision of staff bus, ability of management to fulfill promises made to staff, end-of-year bonus, extra pay for meeting sales targets, conducive working environment, confirmation of staff appointment in six months after successful confirmation interview, prompt payment of pension and gratuity, international exchange programmes and adequate training as part of employee retention in organizations.

2.2Employee Retention Strategies

Organizations used different strategies to retain and maintain their employees. The importance of developing a strategy for achieving an organizational objectives and objectives cannot be emphasized. The method used by an organization to retain competent personnel will impact positively on how well the organization’s goals are met. In this light, Okoh (1998) asserts that there is a link between rewards, work satisfaction, motivation, and organizational performance. He maintained that the greatest influencers of employee performance is reward.

Organizational rewards may be an important component to motivating employees in the workplace, which may eventually lead to improved organizational performance. In their study on rewards systems, Heneman and Judge (2003) find that for a business to retain its workers for improved performance, its reward systems must be tailored to employee preferences. They contend that job satisfaction is caused by a match between the rewards requested by employees and those provided by the business. And work happiness, in turn, ensures an organization's personnel retention.

Irshad (2011), Mttoi (2013), Mathimaran& Kumar (2017)have identified issues like pay, flexible working hours, awards and recognition for outstanding performance, chances for advancement, and stability of employment to be particularly essential strategy for reducing turnover in organizations. Similarly, Fox (2012), Das and Baruah (2013) found that good quality management, remuneration, and respect for work were the three most essential factors of employee retention in a survey conducted and compared with trade journal articles on staff retention challenges and concerns in the hotel industry. According to Mttoi (2013), employee engagement has been shown to increase the likelihood that they will stay with the organization longer. Therefore, staff retention techniques are beneficial and should be prioritized in contrast to other approaches and regulations (Kim & Christopher, 2015; Twium, 2015).

Work environment, work-life balance, career development, and supervisor support are some of the elements that Armstrong (2010) and Chapman (2004) examined and found to have a significant and favorable impact on employee retention strategies. Messmer (2000) found that a key component of employee retention strategy is providing funds for career development and staff training. The organization is always investing in the training and development of those personnel who will provide a return on investment.

2.3 Concept of Employee Turnover

Employee turnover is the rate at which employees leave an organization and are replaced, covering both voluntary (quitting) and involuntary (firing/layoffs) separations over a specific period. High turnover disrupts productivity, hurts morale, and is costly, often ranging from 40% to 200% of an employee's annual salary. Employee turnover can occur for a number of reasons, including termination of appointment, death, resignation, retirement, and transfers to other sections of the organization (Wynen, Op de Beeck,& Sophie (2014). External factors—such as financial pressures, work-family balance, or economic crises—may contribute to both individual decisions regarding turnover, as well as the overall turnover rate of an organization.

Aregay (2021) have classified employee turnover into six categories which includes voluntary and involuntary turnover, functional and dysfunctional turnover, avoidable and unavoidable turnover, internal and external turnover, skilled and unskilled turnover. According to him,Voluntary occurs when an employee voluntarily chooses to resign from an organization as a result of getting better jobs elsewhere, or due to lack of lack of advancement opportunities. An involuntaryturnover occurs when the employer makes the decision to discharge an employee and the employee unwillingly leaves their position.Functionalturnover occurs when a low-performing employee leaves the organization.Functional turnover reduces the

amount of paperwork that a company must file in order to rid itself of a low-performing employee. On the other hand, Dysfunctional turnover occurs when a high-performing employee leaves the organization, a decision which is very costly to an organization, and could be the result of a more appealing job offer or lack of opportunities in career advancement.

Avoidableturnover occurs in avoidable circumstances that the organization can change to make employees change their minds and not quit, such as lower pay and rewards or poor working conditions. Unavoidableturnover occurs under unavoidable circumstances, such as a family move, serious illness, or death.Internalturnover occurs when employees leave their current position and obtain a new job within the same company. It is related to internal recruitment, in which companies fill vacancies through their employees. External turnover, on the other hand, refers to cases in which the worker and employer separates, whether voluntary or involuntary.

Skilled and Unskilled people often have a high turnover rate, and they can generally be replaced without the organization or company suffering a loss of performance. The fact that these workers can be easily replaced provides little incentive for employers to offer generous labor contracts; conversely, contracts can greatly benefit the employer and lead to increased turnover as workers seek and eventually find more favorable employment.

2.4 Theoretical Framework

The study adopted Job Embeddedness theory to serve as a framework for understanding the effect of retention strategies on turnover intention among staff of KNSUBEB. Job embeddedness was first introduced by Mitchell, Holtom, Lee, Salynski and Erez (2001). The theory believed that a collection of forces such as job satisfaction, organizational commitment as well as individual's views about job alternatives elsewhere determine the intention of an employee to quit or stay in an organization.

According to Mitchell et al. (2001), job embeddedness theorizes that employees remain in the organization as long as the inducements to stay there match or exceed their expectations. Job embeddedness influences employee's decision to whether remain in the company or to leave. By being embedded in a job, the individual will be less likely to leave the organization thus having a positive impact on their performance.

There are three aspects to this theory are Links, Fit and Sacrifice. The "links"aspect describes the relationship the employee has with other people in the organization. By having good relations in the workplace will act as a way of embedding the employee to their jobs and this can be accomplished by having a member working in teams. Thesecond aspect; "fit" is described as the compatibility that an employee has with their work and in the workplace. Therefore, the human resource department should ensure that the individual's needs such as career goals, personal values and plans for the future fit with the organizations goals and plans. This will ensure that the employee feels tied to the organization thus ensuring the employee is retained and have an increase in performance(Mitchell, et al., 2001). The third aspect is "sacrifice" which is described as "the loss that an employee will feel and bear when he/she decides to leave the organization". When the individual leaves the organization he/she will have to lose interesting projects, attractive benefits and compensation, working with colleagues who have grown close to as well as promotional chances. Therefore, job embeddedness is beneficial to KNSUBEB when

it comes to retaining employees as it enables them to know why people decide to stay or leave, and thus, creating appropriate retention strategies that suit the organization.

3.0 Methodology

The paper adopted survey research. Data was obtained from the field through administration of questionnaire and interview with the selected respondents. The total population of the study stood at 1,560 but Krejcie and Morgan (1970) table for determining sample size was used to select a sample of 310 which represent 40.4% of the entire population. Simple random sampling was used in selecting questionnaire respondents while purposive sampling was used in selecting interview respondent. The questionnaire was designed using 5-Point Likert Scale. The questions were designed using both close-ended and open-ended format. This is based on the premise that close-ended questions gives us much data that we can easily quantify and analyse while open-ended questions allows the respondents to express their view as regards to the issue under investigation.Data was presented in frequency tables while hypotheses was tested using simple Linear Regression Analysis using 5% as the level of significance.

4.0 Presentation of Results and Discussion

A total of 310 copies of questionnaire were administered to the respondents. However, 235 representing76% were duly completed and returned. Demographic presentation of the respondents was presented below:

4.1 Gender of the Respondents

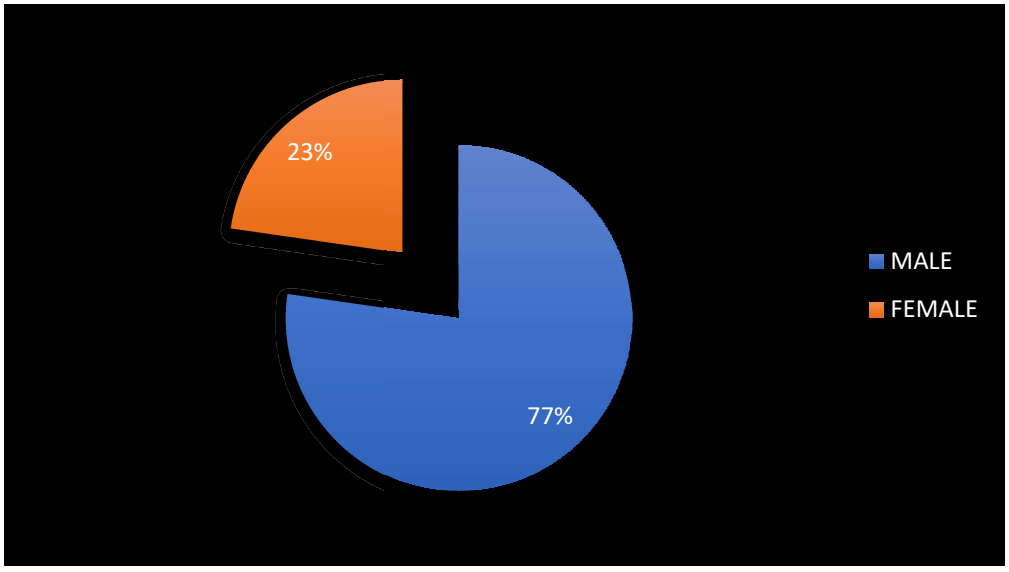


Figure 1 Gender of the respondents

4.2 Present Status/Rank of the employee

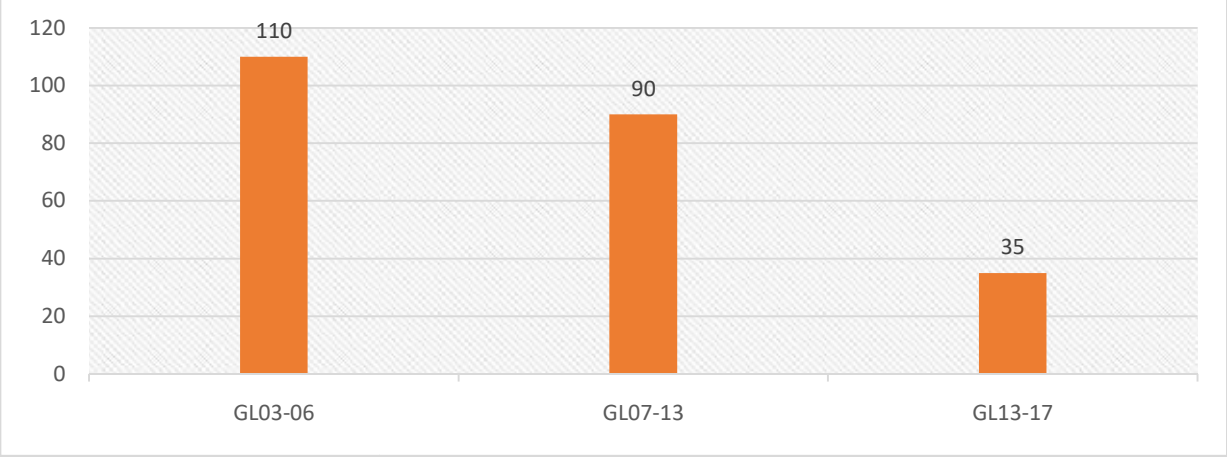


Figure2: present Rank/status of thew respondent

4.3 Years of Service with KNSUBEB

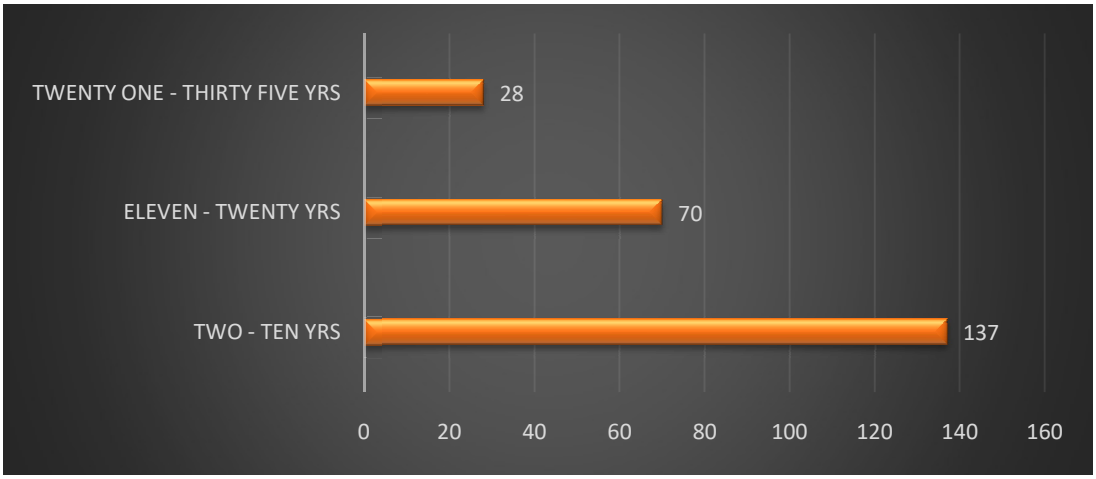


Figure 3: Years of Service with KNSUBEB

4.4 Response to Questionnaire

The following table presents the various responses generated from the administration of questionnaire to the respondents regarding the hypothesis of the study in order to find out whether communication has any significant effect on organizational management in KNSUBEB.

Table 1: Response to the Questionnaires on the effect of retention strategies on turnover intention

S/N	VARIABLES	SD	D	U	A	SA
1.	My monthly salary is enough to meet my basic needs (food, shelter and accommodation)	31.40%	40.09%	8.69%	7.24%	10.14%
2.	I received adequate compensation for the services offered to this organization	15.94%	28.01%	16.90%	12.07%	11.59%
3.	There is adequate training opportunities that enabled me to advance my career	24.63%	37.68%	19.32%	37.19%	12.07%
4.	There is effectiveness and objectivity in selecting the trainees	28.01%	43.48%	8.21%	6.76%	3.86%
5.	My organization promotes me as at when due	26.57%	32.36%	20.77%	10.62%	9.66%
6.	There is prompt payment for the arrears	3.86%	41.06%	9.66%	8.21%	33.81%
7	The compensation packages, training opportunities and promotion exercise by this organization is adequate to retain employee from turnover intention	24.63%	28.01%	19.32%	15.94%	12.07%

Source: Researcher's Survey 2026

Response from table 1.1 clearly shows that quite majority of the respondents have disagreed thattheir monthly salary is adequate enough to cater for their basic necessities of life, such as food, shelter and clothing. The response shows 40.9% and31.40% which is statistically very significant. Although, response to question 2 shows a relatively moderate tune, however, response to questions 3, 4 and 5 shows that a total of 62.31%, 71.58%, 558.93%,respectively, have strongly disagree and disagreed that adequate training opportunities help them to advance their career, the selection of training beneficiaries were characterized with some elements of bias and subjectivity. Furthermore, the respondents disagreed that they are not been promoted on timely basis. However, with respect to question 6, it could be seen that there are two parallel response; 41.06% have disagreed that their there is prompt payment of their promotion arrears, but, on the other extreme, 33.81% have strongly agreed that there is prompt payment of their promotion arrears whenever they are promoted.

In addition, with respect to question 7, it can be well established that majority of the respondents have disagreed that retention strategies designed by KNSUBEB is not adequate to retain them to continue working in the board. The response shows 24.63% and 28.01%.

The above view was supported with response obtained fromthe interview in which overwhelming majority of the respondents have unanimously expressed the opinion that indeed the retention strategies (compensation, training opportunities, and promotion) were not adequate enough to make them remain permanently in the KNSUBEB. The response shows that a total of

88% of the interviewee respondents have expressed pessimistic view about the efficacy of the retention strategies as an indispensable tool for reducing employee turnover. According to one of the respondents, "nobody can stop me from quitting whenever I have a better job anywhere".

4.5 Test of Hypothesis

H0: Retention Strategies (Compensation, Promotion and Training Opportunities) have no significant effect on turnover intention among the staff of KNSUBEB.

The Independent Variable (IV) Retention Strategies, while the Dependent Variable (DV) is Turnover Intention.

For the purpose of performing **regression analysis** in order to determine the effect of Independent variable (IV) on the Dependent Variable (DV), responses on question 1 and 7 on table 1 above was cross tabulated on the computer using SPSS version 2024 and the following result was obtained:

Table 2: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.0301[a]	.0358	.0357	.56755
a. Predictors: (Constant), RETENTION STRATEGIES				

Source SPSS output, 2026

Table 2 provides the model summary. The R value represents the simple correlation and is 0.0301 or3.01% (the "R" Column), which indicates a LOW degree of correlation. The R square value indicates how much of the total variation in the dependent variable, "Turnover Intention", could be explained by the independent variable, "Retention Strategies". In this case, 0.0358 or 3.58% can be explained, which is statistically significant. The adjusted R square = 0.357 indicates the likelihood of 3.57% of IV to cause change in the DV. The ANOVA table shows how well the regression equation fits the data (i.e., predicts the dependent variable) and is shown below:

Table 3: The ANOVA table

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.521	1	225.521	1.234E3	.0700[a]
	Residual	45.474	235	.183		
	Total	562.995	236			
a. Predictors: (Constant), RETENTION STRATEGIES						

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.521	1	225.521	1.234E3	.0700[a]
	Residual	45.474	235	.183		
	Total	562.995	236			
b. Dependent Variable: TURNOVER INTENTION						

Source SPSS output, 2026

Table3 indicates that with F = 1.2324E3 and 236 degree of freedom, the test is statistically significant indicating that there is linear relationship between the variables, in other words, the IV is significant predictor of DV in our model.The coefficient table below confirms the result:

Table 4: The Coefficient table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.220	.059		3.387	.001
	RETENTION STRATEGIES	-.791	.023	.601	35.124	.070

a. Dependent Variable:TUNROVER INTENTION

The results in table 4indicate that the regression model predicts the dependent variable significantly well. For the predictor "Retention Strategies": y = 0.220 + 0.791x. For the standardized Beta coefficients, the result shows that retention strategies have negative significant effect on turnover intention among the staff of KNSUBEB. The P- value = 0.070, which is greater than 0.05. Hence, the null hypothesis (Ho) which states that Retention Strategies (Compensation, Promotion and Training Opportunities) have no significant effect on turnover intention among the staff of KNSUBEB is accepted.

This finding was supported by secondary data obtained from the KNSUBEB Annual Report of 2023. The statistics shows that despite all the retention strategies in terms of compensation, training and promotion, in the year 2015, 240 staff resigned from their job in KNSUBEB. In 2016, the number increased to388. Although it dropped to 486 in 2017, but in 2018 and 2019, the number increased to 1,213 and 980 respectively. In 2020, over 792 staff have resigned their jobs with the board (SUBEB Annual Report, 2023). In addition, it is regrettable to point that between 2021 and 2021, the state government owes the staff promotion

arrears to the tune of ₦1.2 billion.Data, for instance, indicates that 15–20% of employees released for in-service training were not on the education line. This implies that after training, theymay decide to quit from the organization. In the end, SUBEB invested funds in training that will not pay off. In addition, there is no critical training needs assessment by the management before giving the training opportunities.

5.0 Conclusion

The paper assess the effect of retention strategies on employee turnover intention in KNSUBEB. Indeed, it can be concluded that the costs of high turnover in the KNSUBEB cannot be underestimated. Many top education officials see it as a major constraint on efforts to improve educational quality (as experienced teachers leave the field) and efficiency (as the investment in teacher training is lost). But things are in fact more complicated.Organizations, especially public organizations like KNSUBEB were primarily established to achieve definite goals. These goals include for public organizations, social service delivery and infrastructural development for the improvement of the living standard of the people. The personnel or human resource is the most valuable asset in an organization for the realization of its goals. It has been established in this paper that retention strategies put in place by universal education board is not adequate enough to reduce turnover intention among the teaching staff working under the KNSUBEB.Poorcompensation packages, delayed promotion, as well as inadequate training opportunities and career advancement were the major causes of employee turnover among the staff of KNSUBEB over the past decades. It is the dream of any organization that desires enhanced performance in its area of operation to retain in its employment high-performing staff to enable its goals to be realized. The desire to retain high performing staff for the realization of the goals of an organization, no doubt is a function of organizational decision.

6.0 Recommendations

Based on the findings in this study, the following recommendations are relevantto Kano State Universal Education Board in order to ensure effective retention of its staff:

- There is need to improve the compensation packages of the employees under KNSUBEB in order to cope with current economic realities of the country. This involves increase in not only their monthly salary and allowances, but also government should continue paying their leave grants, annual increments and promotion arrears. It is suggested government should introduce payment of special awards to best performing staff for appreciating their job well done. By doing that, employee retention and loyalty will be increased and the possibility that a staff will leave the organization has been blocked.
- It is also recommended that the state government should urgently settle all the promotion and advancement backlogs. More effort should be put in making sure all those who are due for promotion were promoted without delay.
- Furthermore, the board should ensure that only those who are going for in-service training in teaching and related disciplines were released for in-service training opportunities. The selection criteria for in-service training should be objective and strictly based on the training needs assessment by the board.

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