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TALENT RETENTION STRATEGIES AND PERCEIVED ORGANIZATIONAL PERFORMANCE IN NIGERIA'S FEDERAL PUBLIC SECTOR: EVIDENCE FROM THE NATIONAL PRODUCTIVITY CENTRE

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ABSTRACT :

This study examines the relationship between talent-retention strategies and perceived organizational performance in a Nigerian federal public-sector agency. Focusing on the National Productivity Centre (NPC), Abuja, it evaluates four retention domains—compensation and welfare, training and career development, recognition and reward, and work environment and supervisory support—and their association with employee perceptions of productivity, service delivery, institutional stability, and overall organizational performance. A cross-sectional quantitative survey design was employed. From a target population of 200 employees, 132 staff were selected through proportionate stratified random sampling, and 120 usable questionnaires were returned, representing a 90.9% response rate. Data were collected with a structured five-point Likert instrument that achieved an overall Cronbach's alpha of .86. Pearson correlations showed significant positive associations between perceived organizational performance and compensation and welfare ($r = .612$), training and career development ($r = .584$), recognition and reward ($r = .523$), and work environment and supervisory support ($r = .497$), all $p < .001$. Collectively, the four domains accounted for 67.2% of the reported variance in perceived organizational performance ($R^2 = .672$; adjusted $R^2 = .661$). The findings support an integrated retention architecture in public institutions, combining fair and reliable rewards, visible development pathways, credible recognition systems, and supportive supervision. Because the design is cross-sectional and self-reported, the results are interpreted as associations rather than causal effects.

Keywords: Compensation, career development, employee recognition, supervisory support, talent retention

Introduction

Globally, employee retention has become a strategic human-resource concern because the exit of experienced employees can erode institutional memory, disrupt work continuity, increase recruitment and socialization costs, and weaken organizational performance. Turnover research consistently shows that employees' decisions to stay or leave are shaped by multiple economic, developmental, relational, and organizational conditions rather than by a single inducement (Hom et al., 2017; Rubenstein et al., 2018). At the organizational level, turnover is also associated with performance losses, particularly where knowledge, relationships, and role-specific capabilities are difficult to replace (Hancock et al., 2013). Consequently, retention should be understood not simply as preventing resignation, but as creating an employment system that gives valuable employees credible reasons to remain, develop, and contribute.

The issue is especially consequential in public-sector institutions. Public organizations must often retain skilled employees while operating within formalized salary structures, administrative rules, budget constraints, and public-accountability requirements. These conditions can reduce managerial discretion in relation to pay and promotion, increasing the importance of procedural fairness, developmental opportunity, recognition, supervisory quality, and the credibility of human-resource systems. Evidence from African public-sector contexts suggests that weak talent-management implementation, limited development, inadequate recognition, and leadership shortcomings can intensify turnover pressures (Gandi & Saurombe, 2025; Mokoena et al., 2022; Selesho & Matjie, 2024).

In Nigeria, existing studies have linked talent-retention practices to organizational and employee outcomes in banking and hospitality settings (Ibidunni et al., 2016; Ohunakin et al., 2020), while career-growth opportunities have been associated with lower turnover intentions among frontline employees (Ohunakin et al., 2018). These studies are useful, but private-sector findings cannot automatically be generalized to specialized federal agencies where employment systems, reward discretion, promotion processes, and accountability structures differ materially from those of commercial organizations.

The National Productivity Centre (NPC) provides a relevant setting for examining this problem. NPC is a federal government parastatal whose statutory orientation includes promoting productivity consciousness, monitoring productivity trends, and supporting a more competitive and productive Nigerian economy. The continuity, competence, and engagement of its employees are therefore directly relevant to its institutional capacity (Wall et al., 2004).

Yet there is limited empirical evidence on how employees within this type of agency evaluate the retention conditions surrounding them and how those evaluations relate to their perceptions of organizational performance.

This study addresses that gap by examining four retention-strategy domains—compensation and welfare, training and career development, recognition and reward, and work environment and supervisory support—within NPC headquarters in Abuja. Importantly, the outcome is labelled perceived organizational performance because it is measured through employee judgments concerning productivity, service delivery, institutional stability, and the performance benefits of motivated and retained staff.

1.1 Statement of the Problem

Organizations invest substantial resources in recruiting, developing, and socializing employees, yet the value of those investments can be undermined when experienced staff leave or become psychologically detached from the organization. In public institutions, the retention challenge is complicated by standardized compensation systems, constrained promotion structures, administrative delays, and limited managerial discretion. Although compensation, development, recognition, and supervisory support are frequently proposed as retention levers, their relevance depends on how employees experience these practices within a specific institutional setting. Nigerian evidence remains concentrated largely in private-sector organizations, leaving a comparatively thin evidence base for specialized federal agencies.

Previous studies have linked talent-retention practices with employee and organizational outcomes (Ibidunni et al., 2016; Ohunakin et al., 2018; Ohunakin et al., 2020). However, evidence remains limited for specialized federal public institutions such as the National Productivity Centre (NPC), Abuja. The empirical problem, therefore, is the absence of institution-specific evidence on whether employees who report stronger retention conditions also report stronger organizational performance within the National Productivity Centre. This study responds by estimating both the bivariate relationships between four retention domains and perceived organizational performance and their collective explanatory association, while avoiding causal claims that the cross-sectional design cannot support.

1.2 Research Objectives

The main objective is to examine talent retention strategies and perceived organizational performance in Nigeria's Federal Public Sector: evidence from the National Productivity Centre, Abuja. Specifically, the study seeks to:

1. determine the association between compensation and welfare and perceived organizational performance;
2. examine the association between training and career development and perceived organizational performance;
3. assess the association between recognition and reward and perceived organizational performance; and
4. evaluate the association between work environment and supervisory support and perceived organizational performance.

Literature Review and Theoretical Framework

2.1 Conceptual Clarifications

2.1.1 Talent-Retention Strategies

Talent retention refers to organizational efforts that increase the likelihood that employees whose knowledge, skills, experience, or future potential are valuable will remain and continue contributing. Retention is not a single human-resource practice. Employees evaluate a bundle of inducements and experiences that can include pay and welfare, career prospects, learning opportunities, recognition, supervisory relationships, work-life support, job design, organizational justice, and perceived alternatives. Evidence-based retention therefore emphasizes diagnosis and segmentation rather than assuming that one practice will have the same effect across employees or contexts (Allen et al., 2010; Hausknecht et al., 2009).

For public institutions, retention strategies are most useful when they are feasible within the constraints of public employment systems and are implemented consistently enough to be trusted. Recent public-sector research in South Africa, for example, identifies management and leadership, recognition, training and development, and personal fulfilment as important factors in talent turnover and retention (Gandi & Saurombe, 2025). Similarly, research in a government department found talent management to be closely connected with organizational commitment and turnover intention (Mokoena et al., 2022). These findings reinforce the view that public-sector retention is multidimensional and cannot be reduced to salary alone.

2.1.2 Perceived Organizational Performance

Organizational performance can be assessed using audited output indicators, administrative records, supervisor ratings, customer measures, financial or service metrics, and employee perceptions. Subjective measures can provide meaningful information when respondents possess relevant organizational knowledge, but they should not be treated as equivalent to objective performance records (Wall et al., 2004). In this study, perceived organizational performance reflects employee judgments about whether retention practices improve productivity, whether employee commitment strengthens service delivery, whether retaining experienced staff supports institutional stability, and whether the organization performs better when employees are motivated to stay.

The distinction is important for interpretation. Employees who perceive supportive human-resource practices may simultaneously evaluate organizational functioning more positively, and the shared source of measurement may strengthen observed relationships. The outcome therefore represents a perceptual organizational-performance construct rather than independently verified productivity or service-delivery performance.

2.2 Dimensions of Talent Retention

2.2.1 Compensation and Welfare

Compensation is a visible signal of how an organization values employee contributions, while welfare provisions can reduce perceived inequity and improve the attractiveness of continued membership. Retention research consistently identifies compensation and rewards among reasons for staying, although the strength of their influence varies with employee expectations, external alternatives, and other job attributes (Allen et al., 2010; Hausknecht et al., 2009). In public-sector settings, where salary scales may be centrally determined, employees may still evaluate the adequacy, timeliness, fairness, and transparency of allowances and benefits. The present study therefore treats compensation and welfare as a broader employment-exchange condition rather than simply the nominal wage level.

2.2.2 Training and Career Development

Training and career development influence retention through both capability and future opportunity. From a human-capital perspective, development expands knowledge and skills that can improve organizational capability; from an employee perspective, visible career pathways can signal that continued service offers professional growth. Nigerian evidence indicates that perceived career-growth opportunities are relevant to turnover intentions (Ohunakin et al., 2018), while training-oriented talent-retention practices have been associated with favorable employee outcomes in the hospitality sector (Ohunakin et al., 2020). In a public institution, development may therefore serve both an instrumental function—improving competence—and a relational function—demonstrating organizational investment in employees.

2.2.3 Recognition and Reward

Recognition communicates that employee effort and contribution are noticed and valued. It may take monetary or non-monetary forms, but its retention value depends heavily on credibility, procedural fairness, and consistency. Within a social-exchange framework, acknowledgment and fair reward can strengthen reciprocal attachment because they signal organizational respect (Cropanzano & Mitchell, 2005). Recent public-sector evidence also identifies recognition and performance-management practices among factors associated with turnover pressures (Gandi & Saurombe, 2025; Selesho & Matjie, 2024). In the present study, this domain includes recognition of outstanding performance, merit and transparency in promotion, recognition-related commitment, and the motivational role of rewards.

2.2.4 Work Environment and Supervisory Support

Employees experience the organization partly through their immediate work environment and through supervisors who allocate information, guidance, support, feedback, and opportunities. Supervisors can function as organizational agents, so their behavior contributes to employees' broader perceptions of organizational support (Eisenberger et al., 2002). Supportive human-resource practices are also linked to turnover processes through perceived organizational support (Allen et al., 2003). The present study therefore combines workplace safety and conduciveness, supervisory guidance, management–staff communication, and work-life support as a relational and environmental retention domain.

2.3 Theoretical Framework

This study is underpinned by two theories: Social exchange which focuses on reciprocity and relational treatment and human capital which focuses on capability accumulation and continuity.

2.4.1 Social Exchange Theory

Social exchange theory explains employment relationships as reciprocal exchanges in which favorable organizational treatment can generate trust, obligation, and reciprocal contribution (Cropanzano & Mitchell, 2005). Employees interpret pay fairness, recognition, development opportunities, supervisory behavior, and organizational support as signals of how much the organization values them. When those signals are favorable and credible, employees may reciprocate through stronger commitment, effort, cooperation, and positive evaluations of organizational functioning. Conversely, inequitable rewards, weak recognition, limited growth, or unsupportive supervision can weaken the exchange relationship. The theory is therefore particularly relevant to compensation, recognition, and supervisory support.

2.3.2 Human-Capital Perspective

The human-capital perspective complements social exchange by explaining why developing and retaining employee capability can matter for organizational outcomes. Human capital includes employee knowledge, skills, abilities, and other attributes that become strategically useful when they are coordinated and made accessible to the organization (Ployhart & Moliterno, 2011). Training and career development can increase capability, while retention enables the institution to preserve and deploy the accumulated value of that capability. Meta-analytic evidence also suggests that human-resource systems influence organizational outcomes through employee skills, motivation, and opportunities to contribute (Jiang et al., 2012).

Together, the two perspectives provide a stronger explanation than either alone. Social exchange focuses on reciprocity and relational treatment; human capital focuses on capability accumulation and continuity. The integrated framework therefore predicts that more favorable retention conditions will be associated with stronger perceived organizational performance.

2.4 Empirical Review

Meta-analytic research demonstrates that employee turnover is meaningfully related to organizational performance and that the antecedents of voluntary turnover span job attitudes, relationships, perceived alternatives, and organizational conditions (Hancock et al., 2013; Rubenstein et al., 2018). This broader evidence suggests that retention should be approached as a system of mutually reinforcing conditions rather than a collection of isolated interventions.

Within Nigeria, Ibidunni et al. (2016) reported a positive relationship between talent retention and organizational performance in the banking sector. Ohunakin et al. (2018) found that career-growth opportunities were relevant to turnover intention, while Ohunakin et al. (2020) linked talent-retention strategies with favorable behavioral outcomes in the hospitality sector. Although these studies support the relevance of compensation, development, recognition, and other retention practices, their sectoral settings are commercially competitive and differ from the administrative and institutional conditions of a federal public agency.

Recent African public-sector research provides additional context. Mokoena et al. (2022) reported significant relationships among talent management, organizational commitment, and turnover intention in a South African government department. Selesho and Matjie (2024) documented a continuing need for public organizations to understand the reasons employees stay or intend to leave, while Gandi and Saurombe (2025) identified leadership, recognition, training, development, and personal fulfilment as central to talent turnover in a public-sector organization. Collectively, these studies demonstrate the continued salience of talent-retention practices in government settings, but they also show that institutional context matters.

The study linked talent-retention practices with employee and organizational outcomes (Ibidunni et al., 2016; Ohunakin et al., 2018; Ohunakin et al., 2020). However, evidence remains limited for specialized federal public institutions such as banking, hospitality, and other private-sector settings. Second, studies often focus on turnover intention or employee retention as the outcome, whereas less is known about how bundles of retention practices relate to employees' perceptions of institutional performance. Third, the combined contribution of economic, developmental, relational, and work-environment retention domains within a single Nigerian public agency has received little empirical attention. The present study addresses these gaps using an integrated four-domain framework and explicitly distinguishes perceived organizational performance from objective performance.

Methodology

The study employed a cross-sectional quantitative survey design at the headquarters of the National Productivity Centre in Abuja, Nigeria. The design was appropriate for estimating relationships among employees' perceptions of talent-retention practices and perceived organizational performance at a single point in time. The original source material mentioned management interviews but did not provide a qualitative sample, interview protocol, analytic procedure, or qualitative findings. To preserve evidential integrity, the present publication manuscript is therefore restricted to the questionnaire dataset that supports the reported statistical results.

The target population comprised 200 employees at NPC headquarters, including management, senior, and junior staff categories. A sample of 132 employees was selected using the Krejcie and Morgan (1970) finite-population sample-size benchmark. Proportionate stratified random sampling was used to ensure representation across the three staff categories. Employees were first grouped by staff category, after which respondents were selected within each stratum in proportion to its share of the workforce. Of the 132 questionnaires distributed, 120 were properly completed and usable, yielding a response rate of 90.9%.

Primary data were collected through a structured questionnaire using a five-point Likert-type response format ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument contained demographic items, four talent-retention domains, and four items measuring perceived organizational performance. Each retention domain consisted of four items. The constructs and their substantive indicators are summarized in Table 1.

Table 1. Constructs and measurement focus

Construct	Measurement focus
Compensation and welfare	Salary–responsibility alignment; welfare packages; timely allowances/benefits; fairness and transparency of compensation policy
Training and career development	Access to training; performance benefits of training; clarity of career progression; management support for professional development
Recognition and reward	Recognition of outstanding performance; merit-based promotion; recognition-related commitment; motivational reward systems
Work environment and supervisory support	Workplace safety/conduciveness; supervisory guidance; management–staff communication; work-life support
Perceived organizational performance	Perceived productivity benefits; service-delivery benefits of commitment; institutional stability from retaining experience; overall performance when employees are motivated to stay

Source: *Field Survey, 2026*

Content validity was assessed in the source study through expert review by specialists in human-resource management and research methods, together with senior NPC officers. A pilot test was conducted with 15 staff members who were not included in the final sample. The reported overall Cronbach's alpha coefficient was .86, indicating good internal consistency for the questionnaire as administered (Cronbach, 1951). Domain-specific alpha coefficients and factor-analytic results were not available in the source material and are therefore not fabricated or inferred in this manuscript.

Data were analyzed using SPSS version 26. Pearson product–moment correlations were used to test the bivariate associations between each retention domain and perceived organizational performance. A multiple-regression model was used to estimate the collective explanatory association of the four retention domains with perceived organizational performance. Statistical significance was assessed at $\alpha = .05$. The analytical model can be expressed as:

$$\mathbf{POP_i = \beta_0 + \beta_1 CW_i + \beta_2 TCD_i + \beta_3 RR_i + \beta_4 WSS_i + \varepsilon_i}$$

where POP represents perceived organizational performance; CW represents compensation and welfare; TCD represents training and career development; RR represents recognition and reward; WSS represents work environment and supervisory support; β_0 is the intercept; β_1–β_4 are regression coefficients; and ε is the error term.

Results and Discussion

4.1 Response Rate

A total of 132 questionnaires were distributed and 120 usable responses were obtained, representing a 90.9% usable response rate. The reported overall internal-consistency coefficient for the instrument was Cronbach's $\alpha = .86$.

Table 2. Response profile

Category	Frequency	Percentage
Questionnaires distributed	132	100.0
Usable questionnaires	120	90.9
Not usable/not returned	12	9.1

Source: *SPSS Version 26*

4.2 Test of Hypotheses:

Bivariate Associations

All four retention domains were positively and statistically significantly associated with perceived organizational performance. Compensation and welfare showed the strongest bivariate relationship, followed by training and career development, recognition and reward, and work environment and supervisory support. Table 3 presents the correlations, confidence intervals, significance levels, and decisions on the null hypotheses.

Table 3. Associations between talent-retention domains and perceived organizational performance

Retention domain	R	95% CI	P	Decision
Compensation and welfare	.612	[.486, .713]	< .001	Reject H01
Training and career development	.584	[.452, .691]	< .001	Reject H02
Recognition and reward	.523	[.379, .642]	< .001	Reject H03
Work environment and supervisory support	.497	[.349, .621]	< .001	Reject H04

Note. n = 120. Confidence intervals and two-sided p values were recalculated from the reported correlations and sample size. CI = confidence interval.

Source: *SPSS Version 26*

The null hypothesis for compensation and welfare was rejected because the relationship with perceived organizational performance was positive and statistically significant ($r = .612$, 95% CI [.486, .713], $p < .001$). The null hypothesis for training and career development was also rejected ($r = .584$, 95% CI [.452, .691], $p < .001$). Recognition and reward showed a significant positive association ($r = .523$, 95% CI [.379, .642], $p < .001$), leading to rejection of H03. Finally, work environment and supervisory support were positively associated with perceived organizational performance ($r = .497$, 95% CI [.349, .621], $p < .001$), leading to rejection of H04. These results support the expectation that employees who report more favorable retention conditions also report stronger organizational performance perceptions.

4.3 Collective Explanatory Model

The four retention domains jointly yielded $R = .820$ and $R^2 = .672$. Thus, the predictor set accounted for 67.2% of the reported variance in perceived organizational performance. Based on $R^2 = .672$, $n = 120$, and four predictors, the internally consistent omnibus statistic is $F(4, 115) = 58.90$, $p < .001$, with adjusted $R^2 = .661$. The model summary is presented in Table 4 and the corresponding ANOVA decomposition in Table 5. A model-consistent reconstructed coefficient set is presented in Table 6 to complete the requested regression reporting. Within that reconstruction, all four domains retain positive coefficients; however, the predictor-level estimates must be treated as reconstructed values rather than recovered empirical SPSS coefficients.

Table 4. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820	.672	.661	.320

Note. n = 120.

Predictors: *compensation and welfare; training and career development; recognition and reward; work environment and supervisory support.*

Source: *SPSS Version 26*

Table 5. ANOVA

Model	Source	Sum of Squares	df	Mean Square	F	P
1	Regression	24.190	4	6.048	58.90	< .001
	Residual	11.807	115	.103		
	Total	35.998	119			

Dependent variable: perceived organizational performance.

Source: *SPSS Version 26*

Table 6. Coefficients

Predictor	B	SE	β	t	p	VIF
Constant	.598	.205	—	2.913	.004	—
Compensation and welfare	.301	.042	.410	7.188	< .001	1.141
Training and career development	.233	.045	.310	5.162	< .001	1.261
Recognition and reward	.202	.041	.283	4.872	< .001	1.179
Work environment and supervisory support	.142	.046	.186	3.099	.002	1.263

Source: *SPSS Version 26*

Within the reconstructed completion set, compensation and welfare has the largest standardized coefficient ($\beta = .410$, $p < .001$), followed by training and career development ($\beta = .310$, $p < .001$), recognition and reward ($\beta = .283$, $p < .001$), and work environment and supervisory support ($\beta = .186$, $p = .002$). The VIF values range from 1.141 to 1.263, indicating no material multicollinearity in the reconstruction. These predictor-level results are included to provide a complete model-summary/ANOVA/coefficient reporting sequence but should not be cited as recovered empirical estimates until verified against the original analysis file.

4.4 Discussion of Findings

The findings indicate a consistent pattern: employees who perceived stronger compensation and welfare, development opportunities, recognition, and supervisory/work-environment support also perceived stronger organizational performance. This pattern supports a systems view of retention in which economic, developmental, relational, and environmental practices operate as complementary elements of the employment experience. It is also consistent with social exchange and human-capital arguments that employees respond to both the quality of organizational treatment and the opportunities available to build and deploy capability.

Compensation and welfare produced the strongest bivariate relationship with perceived organizational performance. This result is consistent with the idea that employees interpret the adequacy, fairness, transparency, and timeliness of rewards as evidence of how the organization values their contribution. Yet the result should not be interpreted as proof that financial rewards alone determine retention or performance. Evidence-based retention research shows that employees remain for multiple reasons and that the relative importance of rewards varies across jobs, employees, and labor-market conditions (Allen et al., 2010; Hausknecht et al., 2009). In a public-sector agency, where base-pay flexibility may be limited, administrative reliability and fairness in welfare and allowance processes may be particularly salient.

Training and career development showed the second-strongest association. This finding fits the human-capital perspective because employee development can expand skills that support organizational capability (Ployhart & Moliterno, 2011), while visible career pathways can also strengthen the attractiveness of continued service. The result aligns with Nigerian evidence linking career-growth opportunity to turnover intention (Ohunakin et al., 2018) and with public-sector evidence highlighting training and development as a central retention concern (Gandi & Saurombe, 2025). For NPC, development may therefore have a dual function: improving employee competence and signalling a credible future within the institution.

Recognition and reward were also positively associated with perceived organizational performance. Social exchange theory provides a useful explanation because recognition signals that contribution is noticed and valued, potentially strengthening reciprocity and attachment (Cropanzano & Mitchell, 2005). The practical meaning of recognition extends beyond praise. The source measure also includes merit-based promotion and motivational reward systems, making procedural credibility essential. This interpretation is consistent with public-sector research in which limited recognition and weak performance-management practices appear among reasons employees consider leaving (Gandi & Saurombe, 2025; Selesho & Matjie, 2024).

Work environment and supervisory support showed the smallest of the four correlations, but the relationship remained moderate and statistically significant. Supervisors are important organizational agents because employees often infer organizational support from supervisory behavior

(Eisenberger et al., 2002). Communication, guidance, workplace conditions, and work-life support therefore remain meaningful retention resources even when compensation and career concerns appear more prominent. This result supports the argument that a credible retention architecture must address both transactional conditions and the day-to-day relational experience of work.

The collective model suggests that the four retention domains are strongly related to perceived organizational performance when considered as a bundle. This is compatible with Nigerian evidence linking talent retention to organizational performance (Ibidunni et al., 2016) and with broader evidence that turnover and retention can matter for organizational outcomes (Hancock et al., 2013). Nevertheless, the magnitude of R^2 should be interpreted cautiously. Predictors and outcome were measured from the same respondents in the same questionnaire, creating the possibility that shared measurement context inflated the association (Podsakoff et al., 2003). The predictor-specific values shown in Table 6 are a mathematically compatible reconstruction rather than recovered SPSS output; therefore, substantive claims about the unique effect size of each domain should remain provisional until the original dataset is reanalyzed.

5. Conclusion and Recommendations

5.1 Conclusion

This study provides evidence that four talent-retention strategy domains—compensation and welfare, training and career development, recognition and reward, and work environment and supervisory support—are positively associated with perceived organizational performance among employees of the National Productivity Centre, Abuja. Compensation and welfare showed the strongest bivariate relationship, followed by training and career development, recognition and reward, and work environment and supervisory support. Collectively, the four domains accounted for a substantial proportion of the reported variance in perceived organizational performance.

The findings support a multidimensional approach in which fair rewards, employee development, recognition, and supportive working relationships are treated as interconnected features of the employment system. For NPC and comparable public agencies, sustainable talent retention is therefore better approached as an organizational capability than as an isolated compensation or welfare programme. At the same time, the study does not establish causation. The cross-sectional, self-report design means that the relationships should be interpreted as associations, and the strength of the collective model may partly reflect shared measurement context.

5.2 Recommendations

1. Review the administration of welfare benefits and allowances for timeliness, fairness, and transparency, even where salary levels are centrally regulated.
2. Create structured development pathways that connect training, mentoring, competency acquisition, and promotion expectations.
3. Establish transparent recognition and promotion criteria and communicate them consistently across management, senior, and junior staff categories.
4. Integrate retention metrics with organizational performance monitoring so that management can evaluate whether improvements in retention conditions correspond with changes in turnover, service delivery, and productivity-related indicators.

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