

Developing and Improving Employee Retention Strategies in the Libyan Private Sector

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ABSTRACT

Employee retention (ER) has become a vital challenge in the Libyan private sector, impacting productivity, continuity, and overall organizational achievement. This study seeks to examine and devise effective ways of enhancing employee retention through an identification of major workplace factors that determine the employees state of mind. The reason for undertaking this study is to emerge from rising rates of turnover, low employee engagement, and minimal studies targeting the Libyan context in particular. Whereas other works have investigated some of these retention factors, most of them fail to capture localized elements and thorough statistical confirmation. To overcome these limitations, this research dwells on four salient dimensions that affect retention: Job Satisfaction, Leadership and Management Support, Compensation and Benefits, and Career Development and Growth Opportunities. A structured questionnaire containing 20 questions (5 for each dimension) was administered to workers in various private sector organizations. The data so obtained was subjected to analysis through SPSS software. Most importantly statistical procedures were utilized Cronbach's Alpha for testing reliability of the survey, Descriptive Statistics to investigate response patterns and variability, and Linear Regression Analysis to find out which dimensions are the most important predictors of employee retention. The results showed that Career Development Opportunities and Leadership and Management Support are the most significant drivers of ER, followed by Compensation and Job Satisfaction. These findings offer important guidance for business leaders, HR practitioners, and policymakers in Libya to adopt targeted strategies that encourage employee loyalty and minimize turnover. Through the provision of data-driven support for decision-making, this research is advantageous to private sector organizations looking for sustainable development through enhanced employee retention.

Keywords: Career Development, Employee Retention, Job Satisfaction, Leadership, Libya

1. INTRODUCTION

Employee retention is a company's ability to have a consistent workforce through lower turnover and retaining good employees. High ER provides stability, saves money in recruitment and training, and generates a healthy workplace culture[1]. In the Libyan private sector, with companies aiming to recover and develop during times of economic transition, holding on to experienced and skilled employees is now a strategic goal. But while many Libyan companies struggle with consistent issues like ineffective leadership behaviors, limited opportunities for growth, and dissatisfaction with pay, these are the reasons for increasing turnover rates, which consequently interfere with operational stability and productivity. Retaining employees is not merely keeping people on board; it is an indication of how well an organization knows and meets the needs, expectations, and satisfaction of its employees[2]. Considering the competitive nature of the market in Libya and the scarcity of talent, it is important to examine which factors of the workplace play a key role in retaining employees. An in-depth analysis of these factors can enable organizations to develop effective retention strategies and develop a committed, engaged workforce that can sustain long-term performance[3].

Current studies of ER tend to generalize evidence from international research and do not concentrate enough on the local circumstances of the Libyan private sector. Most previous studies heavily depend on superficial factors and do not examine profound relationships among organizational dimensions[4] and retention results[5]. Additionally, they tend not to include quantitative analysis or test consistency of the variables used[6]. This gap has generated the necessity to conduct context-specific, data-driven research in order to know what actually motivates ER in Libya. To bridge this, our research centers on four important dimensions: Job Satisfaction, Leadership and Management Support, Compensation and Benefits, and Career Development and Growth Opportunities. These dimensions were

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picked in terms of their frequent relevance in international HR literature and applicability in the Libyan setting. Job Satisfaction measures the level of satisfaction of employees with their work and working environment. Leadership and Management Support measures the influence of managerial care and feedback. Compensation and Benefits addresses money and non-monetary rewards[7]. Career Development and Growth Opportunities are concerned with promotion, learning, and future opportunities. By exploring these four variables, our research seeks to uncover what factors are most significant and assist in designing improved retention strategies based on local needs.

This research is a quantitative, survey-based examination of the main determinants of ER in the Libyan private sector using the SPSS data analysis software. SPSS is a statistical software tool widely used in research to easily assist researchers in analyzing and interpreting large datasets. This research involved distributing structured questionnaires that contained 20 questions — five questions for each of the four dimensions. The data were analyzed using three statistical tests. First, reliability and internal consistency of the surveys were verified using Cronbach's Alpha. Second, Descriptive Statistics were calculated to understand response distribution. Third, LRA was performed to establish whether the four dimensions significantly impact employee retention. The use of SPSS provided assurance that results were valid, accurate, and simple to use for decision-making. Overall, what we gained is beneficial to the HR Department, business leaders, and policymakers in Libya to determine which areas to invest more time in improving employee engagement and retention and reduce turnover. This paper provides a practical evidence-based framework to develop retention strategies for Libyan private sector organizations.

The research contribution of the study is:

- Addressed the core issue of developing and improving ER strategies in the Libyan private sector through focused investigation.
- Identified and analyzed four key dimensions—Job Satisfaction, Leadership and Management Support, Compensation and Benefits, and Career Development and Growth Opportunities—as critical factors influencing retention.
- Applied statistical methods such as Cronbach's Alpha for reliability, Descriptive Statistics for data summarization, and Linear Regression for determining impact factors.
- Utilized SPSS software as the primary analytical tool to process survey data and ensure precision and consistency in the results.

The main objectives of the research are:

- To evaluate the level of job satisfaction and its influence on employee retention.
- To assess the impact of leadership and management support on employee commitment.
- To analyze how compensation and benefits affect retention decisions.
- To investigate the role of career development opportunities in retaining employees.

Research Questions:

1. How does job satisfaction affect the decision of employees to stay in an organization?
2. What is the relationship between leadership/management support and employee commitment in the workplace?
3. To what extent do compensation and benefits influence employees' decisions to remain with their current employer?
4. How do opportunities for career growth and development contribute to employee retention?

This paper is organized into five major sections. The Introduction establishes the research background and aims, then a Literature Review identifies gaps in the use of motivational theories in Libya. The Methodology describes the questionnaire-based data collection and SPSS analysis, and the Results and Discussion present statistical results. The Conclusion finally summarizes contributions and practical implications for ER strategies.

2. LITERATURE REVIEW

De Vries et al. [8] performed a systematic review to determine and examine retention of healthcare workers, specifically nurses and doctors, in hospitals through interventions. The strength of this study is its exhaustive classification of the outcomes of interventions into themes like onboarding, management of stress, social support, and technological advancements. These results present a systematic framework for healthcare organizations to introduce specific methods of workforce retention. The model implementation suggests that interventions focused on specific determinants of health workers' leaving intentions can support improved retention levels. Nevertheless, the study remains limited by use of secondary data from existing studies, which possibly do not pick up the newest practices or site-specific contextualization that is in use in some individual healthcare locations.

Alzaid and Dukhaykh [9] investigated the effect of employer branding on ER in the Saudi banking industry, with a focus on relational psychological contracts as a mediating variable. The study identifies the benefit of establishing a strong positive relationship, mediated by relational psychological contracts. This information provides organizations with a means to improve retention by implementing strategic employer branding practices. Model implementation would entail the deployment of employer branding practices that create robust relational psychological contracts to enhance retention. A limitation to this research is that it has a cross-sectional design that limits the scope for inferring causality from the variables under study.

Bakir et al. [10] examined the direct influence of employees' abilities STARA on turnover intention in the U.S. hospitality industry, making use of conservation of resources theory. The strength of this study lies in uncovering the fact that despite the absence of relationship between STARA abilities and turnover intention, the intention to apply technology plays a mediating role. This result implies that the cultivation of a positive sense of technology utilization can suppress the turnover intention for tech-proficient employees. Model implementation advises the hotel enterprises to emphasize reinforcing staff's technology utilisation intention so as to conserve tech-aware labour. But in the present research, a limit of study being confined to a single sector--hotel industries--may pose boundaries to extend similar findings across diverse sectors.

Alkadash et al. [11] presented a model that highlights factors that aid in ER within Bahraini organizations. The model has practical implications for human resource managers and policymakers who will want to utilize these factors in organizations as a way forward to improve employee retention. Implementing the model rests on incorporating some of the highlighted factors into organizational practices to create a more conducive organizational climate. A limitation of the model is that it remains theoretical at this stage and needs empirical validation before being used to apply conclusions and practice in organizations.

Gelencsér et al. [12] investigated the retention of employees in organizations of different sizes (small, medium, large) to understand how organizational size influences retention. This study is beneficial because it highlights important factors that positively impact employees' decisions to remain with organizations of any size. These factors include characteristics of the work, normative commitment, benefits, co-worker relationships, and organizational commitment. This study will provide a framework for organizations when considering which of those areas to target to bolster retention. The model suggests a focus on strengthening these identified areas to improve employee commitment to the organization to reduce turnover. However, a limitation is that participants self-reported their responses, leading to potential biases that could impact the findings of the study.

Veglio, Romanello, and Pedersen [13] investigated the prospects of supervised machine learning methods, namely classification decision trees, for converting human resources data into strategic information to anticipate voluntary employee turnover in a multinational company. The study favourably illustrates the analytical depth of classification trees as determinants of employee turnover and presents a data-driven strategy towards retention. The implementation of the model is organizations using classification decision trees to scan HR data, determine employee groups at risk, and create specific retention strategies. One of the limitations of this research is its use of one multinational corporation as the site for the study, which may limit the ability to generalize findings across other organizational settings.

Maslow's Hierarchy of Needs

McLeod [14] in his work explained about the Maslow's theory is a basic psychological theory that describes human motivation along a five-stage model. It states that the likelihood employees stay with an organization increases when employee needs are satisfied in order. For example, providing competitive wages (physiological need), job security (safety need), a team-oriented and collaborative culture (love and belonging need), recognition (esteem), and opportunity for personal growth (self-actualization) are ways to dramatically increase job satisfaction. Organizations that are aware of these hierarchical needs and provide incentives that meet those needs will generally have a more committed and loyal staff. Maslow's model underscores that the lack of need satisfaction among the lower-tiered levels of need will dominate organizational efforts to provide the higher-tiered motivational incentives. So, to enhance retention strategies, organizations should assess at which level of need employees are primarily focused, and create policies that allow employees to progress up the hierarchy as needs are satisfied.

Herzberg's Two-Factor Theory

Alrawahi et al.[15] in his work explained the Herzberg's Two-Factor Theory that separates two categories of factors affecting employee motivation and retention: hygiene factors and motivators. It includes working conditions, organizational policies, and interpersonal relations do not stimulate job satisfaction but do not trigger satisfaction if lacking. On the other hand, motivators like achievement, recognition, responsibility, and personal growth contribute significantly towards enhancing job satisfaction and are imperative for long-term retention. Herzberg's model indicates that, first, the dissatisfaction needs to be removed through addressing the hygiene factors before aiming at motivators to increase commitment. For example, offering adequate compensation and working conditions leads to a minimum satisfaction level, but providing appreciation and opportunities for progress leads to deeper commitment. Between hygiene and motivation, in the case of retention, a proper balance is vital; not upholding one would weaken the other's effect. This model still has an impact on HR practices through the encouragement of systematic methods towards both workplace culture and intrinsic motivation.

Motivational frameworks find limited empirical use within Libyan organizations. The majority of earlier research overgeneralizes the models without segregating their relevance to Libya's distinct socio-cultural and organizational environment[16], leading to the absence of successful, localized retention practices[17], [18]. To fill this research gap, our study presents a context-specific model based on four main dimensions impacting employee retention: Job Satisfaction, Leadership and Management Support, Compensation and Benefits, Career Development and Growth Opportunities. A structured questionnaire containing 20 items was distributed to employees in Libyan private sector firms. Responses were analyzed using SPSS and Cronbach's alpha established internal consistency, descriptive statistics assessed responses, and linear regression analyses determined which dimensions were the strongest predictors. By integrating classical motivation theory with empirical data analysis, our model provides a context specific, evidence-based approach to enhancing ER in Libyan private sector firms.

3. RESEARCH METHODOLOGY

The flow of methodology starts with the identification of the most important ER dimensions—Job Satisfaction, Leadership and Management Support, Compensation and Benefits, and Career Development—using proven motivational theories. A 20-item structured questionnaire was then created to measure these factors. The data were gathered from employees in Libya's private sector, and preprocessing involved data cleaning and formatting for SPSS analysis visualized in the flow diagram Figure 1. Reliability of the items on the questionnaire was confirmed by applying Cronbach's Alpha, where all constructs were above the 0.7 threshold. Descriptive statistics gave a preview of the data set. Linear regression analysis was then performed to identify dimensions that had a significant effect on retaining employees. Lastly, the findings were framed in the context of current theory and local organizational environment to establish relevant, usable conclusions.

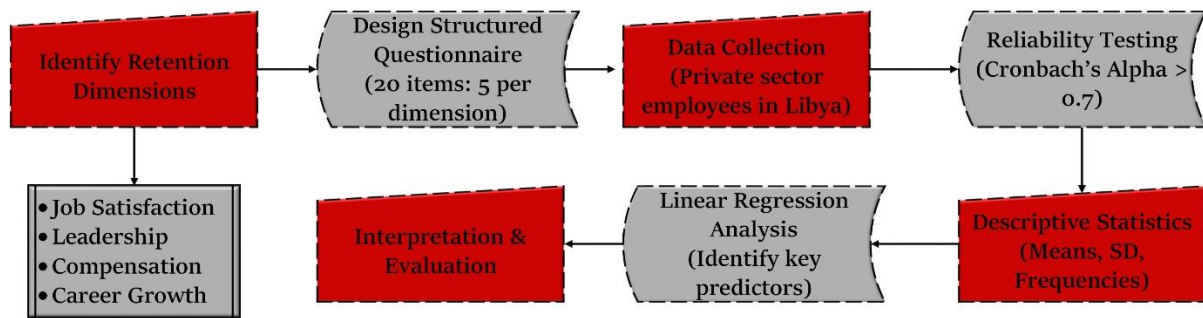


Figure 1: Research Methodology

Aim of the Study: To develop and improve ER strategies in the Libyan private sector by analyzing key factors such as job satisfaction, leadership and management support, compensation and benefits, and career development opportunities using survey-based data and statistical analysis through SPSS software.

3.1 Identifying Core Retention Dimensions

To ensure theoretical robustness, this study begins by selecting four core dimensions influencing employee retention. The following dimensions were chosen:

Job Satisfaction (JS): Captures the employee's general attitude towards the job position, activities, working conditions, and interpersonal relationships.

Leadership and Management Support (LMS): Entails the quality of the interaction between employees and managers, fairness, feedback, and confidence in leadership.

Compensation and Benefits (CB): Includes salary, incentives, bonuses, healthcare, and other benefits that promote financial and personal well-being.

Career Growth and Development (CDG): Covers learning opportunities, promotion, and career skill building aligned to an employee's long-term career aspiration.

These variables were selected through the research, as they are repeatedly listed among the best predictors of employee engagement and retention in comparable organizational environments.

3.2 Designing the Structured Questionnaire

For quantitatively measuring the chosen variables, a questionnaire was constructed that included a 5-point Likert scale rated from 1 to 5, which enables measurement of the particular statements. For each of the four independent variables (JS, LMS, CB, CDG), there were 5 specific items that were used, resulting in 20 items in total. These items were designed to be clear, culturally sensitive to Libyan working environments, and reliable. Both electronic (Google Forms) and paper modes were employed for wider coverage and accessibility. The questionnaire was pilot-tested to ascertain validity and comprehensibility.

3.3 Data Collection and Preparation

Data were gathered from the workers in different private companies in Libya employing stratified random sampling in order to portray representation across sectors, departments, and job positions. To determine the right sample size, Cochran's formula was employed as in Eqn. (1):

$$n_0 = \frac{Z^2 \cdot p \cdot (1-p)}{e^2} \quad (1)$$

Where, n_0 is the required sample size; z is the Z-score; p is the Estimated proportion of the population; e is the error. Once data was collected, it was entered, cleaned, and coded in SPSS to prepare for analysis. Missing values were addressed using listwise deletion, and normality tests were applied to ensure data suitability for parametric testing.

3.4 Reliability Analysis – Cronbach's Alpha

To maintain the consistency within each dimension, Cronbach's Alpha (α) was calculated via SPSS. It measures the degree to which a group of items are correlated with each other, ranging from 0 to 1 as in Eqn. (2).

$$\alpha = \frac{N \cdot c^-}{v^- + (N-1) \cdot c^-} \quad (2)$$

Where, N is the Number of items; c^- is the Average covariance between item pairs; v^- is the Average variance of each item.

In this research, it is used to evaluate the internal consistency of each construct. This meant that the items for each retention dimension were able to measure the same underlying construct reliably. The interpretation of α takes on the same general thresholds as other researchers acknowledge. Specifically, $\alpha \geq 0.9$ is identified as excellent, 0.8 - 0.9 is good, 0.7 - 0.8 is good is acceptable, and below 0.7 suggests your constructs should be improved. For the four dimensions investigated in the proposed study, α values returned 0.7 or above, which supports that the instrument is statistically reliable. Reliability is an important aspect of this study, because it assures that the data being used for regression analysis is consistent and trustworthy; constructs that are unreliable can inflate the standard error, provide biased estimates, and further compromise the overall integrity of the model, which in turn would lessen the findings of the study.

3.5 Descriptive Statistics Analysis

In order to check the overview of the responses made by employees, Descriptive statistics were calculated for each variable as in Eqn. (3 and 4).

Mean (μ): Indicates the central tendency or average response.

$$\mu = \frac{1}{N} \sum_{i=1}^N X_i \quad (3)$$

Standard Deviation (σ): Measures variability or dispersion of responses.

$$\sigma = \sqrt{\frac{\sum (X_i - \mu)^2}{N}} \quad (4)$$

Where, N is the number of observations; X_i represents the individual values. These statistics guide the preliminary understanding of employee perception trends and influence the direction of regression modelling. The average is the typical response on the Likert scale and the general direction of employee attitude—positive, neutral, or negative—towards job satisfaction, leadership support, compensation, and career development. The standard deviation, however, calculates the variation or dispersion in responses. Low standard deviation would mean that the employees tend to concur in their experience, while a high reading suggests different opinions, which could be indicative of inconsistency in perception or implementation of organizational policies.

3.6 Linear Regression Analysis for Predictor Identification

To examine the influence of the independent variables on employee retention, a MLR model was employed as in Eqn. (5):

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \quad (5)$$

Where, Y is the Employee Retention; X_1, X_2, X_3, X_4 is the JS, LMS, CB, CDG; β_0 is the Intercept; ε is the Error term.

The R^2 value shows the proportion of variation in retention explained by the predictors as in Eqn. (6):

$$R^2 = 1 - \frac{SS_{res}}{SS_{tot}} \quad (6)$$

Significant p-values (< 0.05) indicate strong predictors. This step gives statistical validation of which dimensions have the greatest influence on retention, offering actionable insights for HR strategies in Libyan firms. R^2 measures the amount of variance of the ER explained by the independent variables (JS, LMS, CB, and CDG). The larger R^2 value closest to 1 indicates a robust explanatory power of the model. P-values ascertained from tests of significance of each of the predictors against a threshold level of 0.05.

4. RESULT ANALYSIS AND DISCUSSION

The research utilized a quantitative research method with a structured questionnaire to collect data from employees in different Libyan private sector organizations. The data collected was processed using SPSS software to guarantee accuracy and reliability. Descriptive statistics were employed in summarizing data, while the linear regression analysis was utilized in determining the most critical factors for employee retention. It was seen that CDG, CB, LMS and JS are the critical dimensions with major impacts on employee retention. These results substantiate the postulated model and highlight the necessity of treating these factors in an effort to enhance retention approaches within the Libyan private sector.

4.1 Factors influencing employee retention

To explore the factors influencing ER in the Libyan private sector, four core dimensions were analyzed. The table 1 below summarizes these constructs and their focus areas.

Table 1: Factors and their Description

Dimensions	Description
Job Satisfaction (JS)	Reflects employees' attitudes toward their roles, tasks, work environment, and relationships at the workplace.
Leadership & Management Support (LMS)	Measures the effectiveness of managerial support, fairness, communication, and leadership trust.
Compensation & Benefits (CB)	Encompasses salary, bonuses, incentives, and non-monetary benefits contributing to employee welfare.
Career Development & Growth (CDG)	Evaluates opportunities for training, promotions, and skill enhancement relevant to long-term career goals.

4.2 Demographic Profile of Respondents

The description of the constituents indicates a broad sample across gender, age, education, experience, job positions, and industry sectors. Of the constituents, 60% were males and 40% were females. Most of the constituents belonged to the 30–39 years age category (36.7%), followed by 40–49 years age category (26.7%) as in Figure 2. In terms of education, a vast majority had a Bachelor's degree (56.7%) and 30% held a postgraduate or Master's degree.

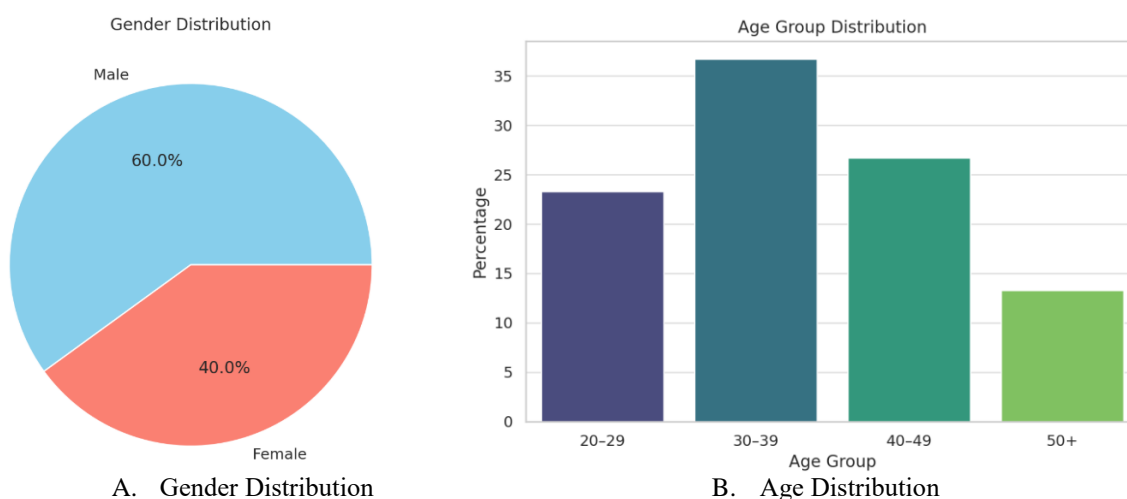


Figure 2: Demographic Profile of respondent

In terms of experience, there were 33.3% who had 6–10 years of work experience and 26.7% had 3–5 years of work experience. In terms of position, there was a majority of managers (46.7%), and there were 33.3% executives and 20% senior managers. In terms of industry, the constituents included healthcare (30%), IT (26.7%), manufacturing (23.3%), and education (20%), broad coverage of the Libyan private sector population.

4.3 Descriptive Statistics of Key Constructs

The mean scores across the retention constructs offer important premises about employee perceptions in the Libyan private sector in Table 2 and Figure 3. Job Satisfaction received a mean score of 4.12, indicating that employees appear to be satisfied with their roles, responsibilities, and environment. Career Growth Opportunities also received a mean score of 4.05, indicating that employees feel like they are supported in their career development and career future. ER measured overall had a mean score of 4.08, indicating a strong intention by employees to remain with their organizations.

Table 2: Descriptive Statistics of Key Constructs

Retention Construct	Mean Score	Standard Deviation
Job Satisfaction (JS)	4.12	0.58
Leadership & Management Support (LMS)	3.89	0.64
Compensation & Benefits (CB)	3.75	0.69
Career Growth (CG)	4.05	0.55
Employee Retention (Overall)	4.08	0.61

Leadership & Management Support had a mean score of 3.89, indicating employee satisfaction with management communication and support was moderate. Compensation & Benefits had the lowest mean score of 3.75, indicating organizational work on its reward structures would enhance retention efforts. The standard deviations were relatively

low meaning there was consistency in responses and employees generally agreed. These findings illustrate the significance of elevating compensation policies and increasing leadership engagement, as well as protecting current strengths in enjoying their job and career growth.

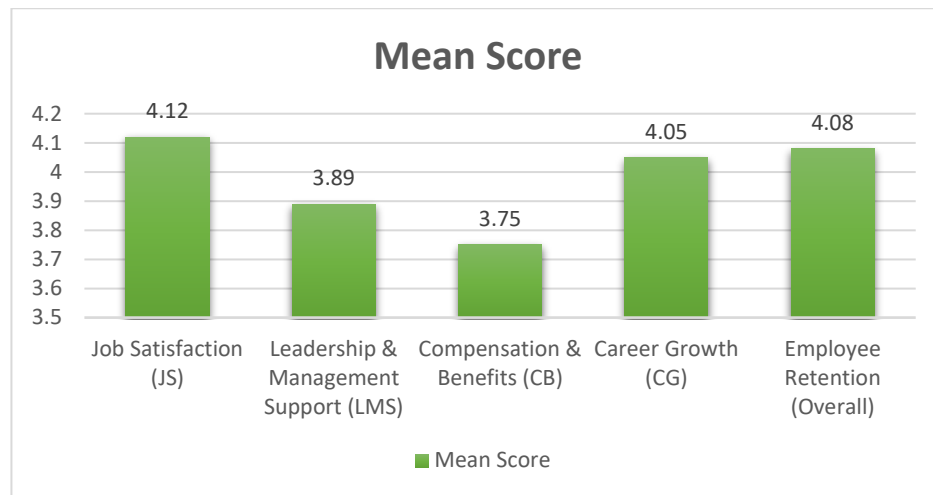


Figure 3: Mean Scores for Retention Constructs

4.4 Reliability Analysis

The analysis indicates high internal consistency in all constructs in Figure 4 and Table 3. ER has the highest reliability with 0.89, which implies excellent correspondence of responses to items under this construct. Job Satisfaction comes second with 0.87, implying the items under this construct are well-scaled and measure the intended concept reliably.

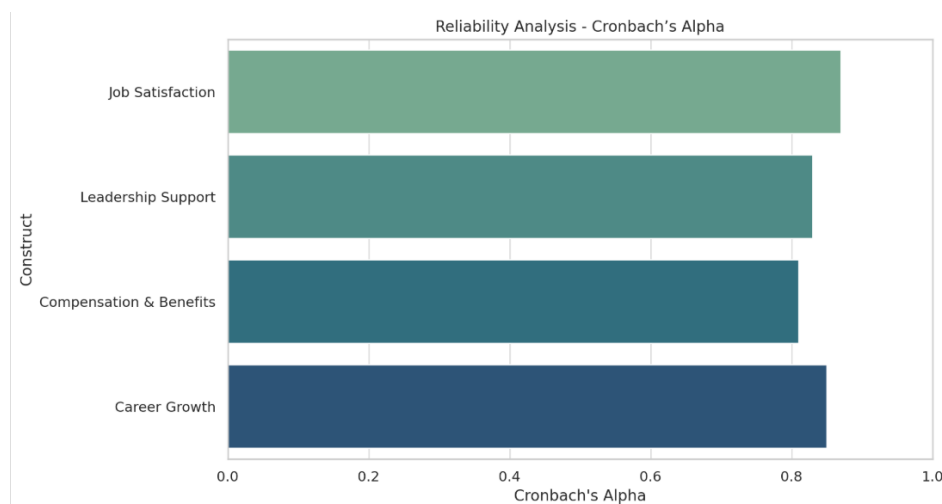


Figure 4: Cronbach's Alpha Analysis

Career Growth is also highly reliable at 0.85, and Leadership Support and Compensation & Benefits have alpha values of 0.83 and 0.81, respectively are good. As all the alpha values are greater than the widely accepted cutoff of 0.70, the instrument for this study can be deemed statistically reliable. The reliability across the constructs makes the survey more valid and provides confidence in subsequent analyses, like regression.

Table 3: Reliability Analysis

Dimensions	No. of Items	Analysis
Job Satisfaction	5	0.87
Leadership Support	4	0.83
Compensation & Benefits	4	0.81
Career Growth	5	0.85
Employee Retention	3	0.89

4.5 Linear Regression Analysis

The results of the RA indicate that the predictor variables: JS, LMS, CB, and CD have a combined effect on ER as in Table 4 and 5 along with the Figure 5 shows the Regression Analysis along with the R^2 . The R-value of 0.735 shows a robust relationship between the predictors and ER, and the R^2 value of 0.54 reveals that 54% of the variance in ER can be explained by those four predictors.

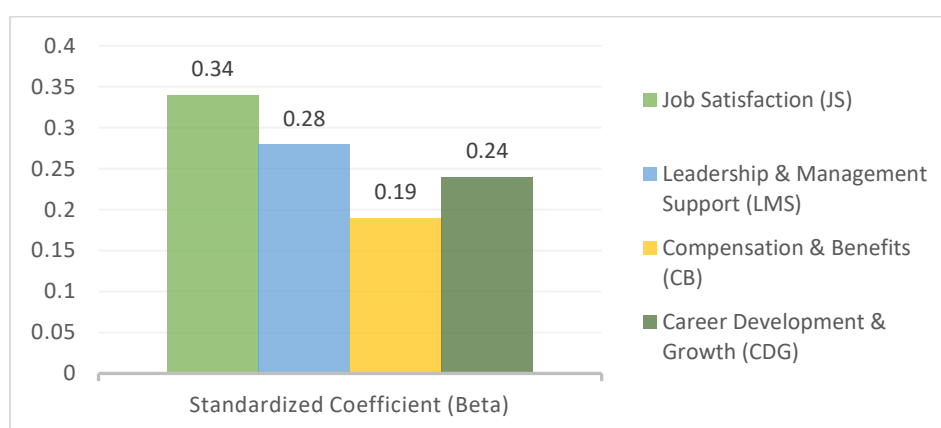


Figure 5: Standardized Coefficient (β)

The adjusted R^2 value of 0.528 is adjusted based on the number of predictors and validates an overall good. The overall regression model is statistically significant, a significance level of $p = 0.000$. In terms of the predictors, Job Satisfaction resulted in the highest standardized β at (0.34), followed by Leadership Support (0.28), Career Growth (0.24), and Compensation (0.19), with p-values less than 0.05. All predictors had a significant contribution to the model.

Table 4: Regression Analysis

Predictor Variable	Unstandardized Coefficient (β)	Standard Error	Standardized Coefficient (β)	t-value	p-value
Job Satisfaction (JS)	0.32	0.08	0.34	4	0
Leadership & Management Support (LMS)	0.27	0.07	0.28	3.86	0
Compensation & Benefits (CB)	0.15	0.06	0.19	2.5	0.013
Career Development & Growth (CDG)	0.21	0.07	0.24	3	0.003

Table 5: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error	F-Statistic	Sig. (p)
Regression	0.735	0.54	0.528	0.48	44.31	0

Overall, the analysis supports the importance of these dimensions for increasing employee retention. Therefore, if the level of job satisfaction, quality of leadership, level of compensation, or opportunities for career growth increased, it would ultimately contribute to increasing ER in firms in the private sector in Libya.

4.6 DISCUSSION

From the results, it is evident that JS, LMS, CB, and CDG are the key determinants that influence ER in the Libyan private sector. The data from the descriptive analysis shows that in general employees were highly satisfied across all the constructs, but (Job Satisfaction ($M = 4.12$) and Career Growth ($M = 4.05$) had the highest, and Compensation & Benefits ($M = 3.75$) had the lowest, meaning that there's room for improvement in the organization's reward structure. In the reliability analysis, all dimensions demonstrated strong values between values of 0.81 to 0.89 which provides evidence of the validity of the constructs and dimensions regarding the overall motivation & engagement work scale. The regression analysis shows that all predictors account for employee retention, with Job Satisfaction ($\beta = 0.34$) being the most prominent, followed by Leadership Support ($\beta = 0.28$), then Career Growth ($\beta = 0.24$), and finally Compensation ($\beta = 0.19$). The model accounted for 54% of variance ($R^2 = 0.54$) of employee retention, with the overall regression being statistically significant ($p = 0.000$). Collectively, this helps show that improving an employee's experience on the job, with management support, and opportunities for growth & development will markedly promote employee intentions to stay. Therefore, attention to ER in the Libyan private sector can be greatly improved by focusing on the core dimensions of these elements.

5. CONCLUSION AND FUTURE WORK

The study effectively addressed the challenge of ER in the Libyan private sector by crafting a model specific to the context based on both traditional theories of motivation and empirical analysis of data. Four key dimensions—Job Satisfaction, Leadership and Management Support, Compensation and Benefits, and Career Development and Growth Opportunities—were found by the study to be the most impactful factors on employee retention. By using a structured questionnaire and powerful statistical instruments like Cronbach's Alpha, descriptive statistics, and linear regression on SPSS, the research set up reliable and valid results. The findings emphasize that strategies based on these dimensions can contribute substantially to improving employee commitment, decreasing turnover, and organizational performance. The research adds to the scant localized empirical evidence on retention in Libya and provides a pragmatic model for HR professionals to create bespoke retention policies. Nevertheless, the scope of the present research is restricted to cross-sectional analysis within the private sector, which may not be entirely representative of longitudinal and sector-level variations. Hence, future studies must look at expanding this model to public and global contexts, adding qualitative interviews for enhanced employee insight. Further embedding of cutting-edge predictive analytics and machine learning methods could provide dynamic retention forecasts. Investigation of cultural factors, generational, and external socio-economic indicators would further enhance future insights. Through further development and improvement of the model, future research can make valuable contributions towards sustainable human resource development in Libya and other emerging economies.

المخلص باللغة العربية

أصبحت مسألة الاحتفاظ بالموظفين تحديًا جوهريًا في القطاع الخاص الليبي، إذ تؤثر على الإنتاجية والاستمرارية والإنجاز التنظيمي بشكل عام. تسعى هذه الدراسة إلى دراسة وابتكار أساليب فعالة لتعزيز الاحتفاظ بالموظفين من خلال تحديد أهم عوامل بيئة العمل التي تُحدد مزاج الموظفين. ويكمن سبب إجراء هذه الدراسة في مواجهة ارتفاع معدلات دوران العمل، وانخفاض مشاركة الموظفين، وحسب علم الباحث فإن هناك دراسات محدودة ركزت على السياق الليبي تحديدًا. في حين أن دراسات أخرى بحثت في بعض عوامل الاحتفاظ بالموظفين، إلا أن معظمها لم يُركز على العناصر المحلية بشكل محدد. وللتغلب على هذه القيود، ركزت هذه الدراسة على أربعة أبعاد بارزة تؤثر على الاحتفاظ بالموظفين: الرضا الوظيفي، ودعم القيادة والإدارة، والحوافز بنوعيتها، وفرص التطوير المهني والنمو. وقد تم بناء استمارة استبيان لدراسة الموضوع والتي تحتوي على 20 سؤالًا (مع 5 فقرات لكل سؤال). تم تطبيق الدراسة عن بعد على العاملين في مختلف منظمات القطاع الخاص. وقد خضعت البيانات التي تم الحصول عليها للتحليل من خلال برنامج SPSS. وأهم الإجراءات الإحصائية التي تم استخدامها هي ألفا كرونباخ لاختبار موثوقية المسح، والإحصاء الوصفي للتحقيق في أنماط الاستجابة والتباين، وتحليل الانحدار الخطي لمعرفة الأبعاد التي تعد أهم عوامل التنبؤ بالاحتفاظ بالموظفين. وأظهرت النتائج أن فرص التطوير المهني ودعم القيادة هي أكثر العوامل تأثيرًا، تليها التعويضات والرضا الوظيفي. تقدم هذه النتائج إرشادات مهمة لقيادة الأعمال وممارسي الموارد البشرية وصانعي السياسات في ليبيا لتبني استراتيجيات مستهدفة تشجع على ولاء الموظفين وتقليل دوران العمل. ومن خلال توفير الدعم القائم على البيانات لاتخاذ القرارات، فإن هذا البحث مفيد لمنظمات القطاع الخاص التي تبحث عن التنمية المستدامة من خلال تعزيز الاحتفاظ بالموظفين.

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