

Investigating the main factors that influence employee retention at private universities in Kurdistan

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Abstract— This study aimed to examine the main factors influencing employee retention at private universities in Kurdistan. A quantitative method was used to analyze the data in this study, the researcher prepared questionnaire and distributed in the private universities. The survey was divided into two sections; the first section was demographic analysis which started with respondent's age, gender, and level of education. The second section of survey consisted of 28 questions regarding factors affecting employee retention. A random sampling method was used in this study. The researcher distributed 140 questionnaires, 115 questionnaires were received and being completed properly and 25 questionnaires were missing. Participants were varied as for age, gender and level of education. The findings revealed that the highest value was for job security, which demonstrates that the degree of employee retention increases by their job security factors.

Keywords— *employee retention, compensation, job security, demographic, private university, Kurdistan.*

I. INTRODUCTION

Employee retention issues are developing as the most basic workforce management difficulties of the prompt future. Inquires about have demonstrated that later on, fruitful organizations will be those which adjust their authoritative conduct to the substances of the present workplace where life span and achievement rely on advancement, inventiveness and adaptability. Truth be told, the flow of the workplace should mirror a various populace contained people whose inspirations, convictions and esteem structures contrast endlessly from the past and from each other. This wonder is particularly valid in light of current financial vulnerability and following corporate downsizings when the effect of losing basic workers increments exponentially (Ambrosius, 2018). Basic investigation of workforce patterns focuses to an approaching deficiency of exceedingly gifted employee retention who have the imperative learning and capacity to

perform at abnormal states, implying that organizations neglecting to hold superior workers will be left with an understaffed, less qualified workforce that eventually obstructs their capacity to stay aggressive with chiefs confronting a troublesome test of propelling and holding the employee retention in a situation of expanded vulnerabilities (Dhanpat, et al. 2018). It is a procedure in which the employee retention is urged to stay with the organization for the greatest timeframe or until the fruition of the task. Employee retention Strategies enables organizations to give compelling representative correspondence to enhance responsibility and upgrade workforce bolster for key corporate activity s. As per (Vatwani & Hill, 2018), employee retention is characterized as "A precise exertion by managers to make and cultivate a situation that urges current employee retention to stay utilized by having arrangements and practices set up that address their different needs. The expenses related with turnover may incorporate lost clients, business and harmed assurance. Moreover, there are the hard expenses of time spent in screening, checking certifications, references, talking with, contracting and preparing the new worker just to return to where you began.

The employee retention of workers has been appeared to be noteworthy to the advancement and the achievement of organizations objectives and goals particularly in building upper hand over other organization in the period of expanded globalization. Today, changes in innovation, worldwide financial aspects, exchange assertions, and so forth are specifically influencing worker/boss connections along these lines prompting high representative turnovers in this manner influencing employee retention in an organization. As per (Ehrhart, & Kuenzi, 2017), extraordinary workers may leave an organization since they ended up disappointed, came up short on or unmotivated and keeping in mind that endeavoring to hold employee retention inside the organization they may exhibit different difficulties too. (Ambrosius, 2018), shows that few elements are viewed as

vital in a well-working of employee retention. The determinants that are considered to directly affect employee retention include: vocation openings, workplace and work-life adjust. (Jadon, & Upadhyay, 2018), recommends that individuals remain at such organizations where there is a feeling of pride and will work to their fullest potential. The motivations to stay are workplace, prizes, development and improvement and work-life adjust. The employee retention help make an authoritative culture. In managements offered by various Universities is all the more less a similar which makes it hard to contend on items premise. For private sectors of to stay aggressive, they have to make an organization culture where understudies and guardians are constantly happy with the steady quality managements advertised. For the private sector to offer steady managements, it is imperative that they enlist, prepare, create and hold qualified staff. Then again the expenses of worker turnover can be high. They incorporate partition costs for instance regulatory time, enrollment and arrangement costs, preparing costs for the new representative, and take off alone the lost information and conceivably harmed client connections, which can come about because of customary worker turnover (Siddiqui, & Bisaria, 2018). A large number of elements clarify why workers remain or leave an organization, yet communicated expectations to stay has reliably been perceived as a dependable antecedent to genuine turnover and is intelligent of worker sense of duty regarding the organization (Kundu & Lata, 2017). A decent match amongst worker and authoritative qualities is identified with representative fascination, fulfillment, and turnover. Be that as it may, because of the less consideration, top management does not focus on this significant issue. They are maybe minimal fit for understanding the circumstances about how worker turnover detrimentally affects the efficiency of the organization. Accordingly, it is more critical to direct the exploration on representative turnover to help business organizations by distinguishing their issues, examining the data and prescribing conceivable arrangements in late time. The reason for this exploration, hence, is to discover the different causes and powerful factors of representative turnover in business organization (Vishwakarma & Rao, 2017). This investigation additionally investigates some solid employee retention procedures on how an organization can hold workers and limit the rate of turnover. In view of past investigations, this examination has been performed broadly and internationally to reveal an assortment of elements in connection with representative turnover influencing the business for their efficiency. There are sound contentions that can be made for a specific measure of staff turnover. Organizations should be revived

with 'new blood' occasionally in the event that they are to abstain from getting to be stale and hindered. This is especially valid at senior levels, where new management is frequently required occasionally to drive change forward, more regularly, new faces bring new thoughts and encounters which help make organizations more unique. A level of turnover enables directors to keep their work costs in charge and particularly in organizations which are liable to consistent and erratic changes in business levels. At the point when salary falls, it is conceivable to keep down supplanting leavers until the point when such time as it grabs once more. It can be contended that representative turnover is 'useful' as opposed to 'useless' in light of the fact that it brings about the loss of poor entertainers and supplanting with more powerful workers. The contentions against staff turnover run from the expenses of supplanting individuals who have left, to costs required in accepting and preparing new workers (Mishra, 2017). Over these, there are less effectively quantifiable misfortunes brought about because of poorer execution with respect to less experienced employee retention. Individuals who leave an organization speak to a lost asset in which the organization has contributed time and cash. The harm is all the more prominent when great individuals, prepared and created at the organizations cost; work for contenders. It is contended that high turnover rates are symptomatic of an inadequately overseen organization. Individuals are disappointed with their occupations or with their boss, hence sending a negative message to clients and making a poor picture in the work showcase, making it continuously harder to enlist great entertainers later on, (Bibi, et al. 2017).

II. LITERATURE REVIEW

Employee Retention

As indicated by (Anitha & Begum, 2016), employee retention is the overall module of an organizations human asset techniques, which begins with the enrollment of the correct individuals with the correct aptitudes that is required by the organization and proceeds with rehearses which advances employee retention commitment and sense of duty regarding the organization According to (Aruna, & Anitha, 2015), employee retention is driven by a few key factors, which should be overseen consistently: hierarchical culture, procedure, pay and benefits logic, and profession improvement frameworks. As (Cloutier, et al. 2015), contended, if companies can't hold their workers, the monetary outcomes could be pulverizing for an organization. A significant measure of significant worth could possibly wind up utilized by a contender, or turn into the opposition. Employee retention turnover is portrayed to a circumstance in which workers leave the organization for a few reasons,

and in this manner, contrarily influence the organization as far as general consumption and the capacities to appropriate the base required managements (Beynon, et al. 2015). At the point when employee retentions leave the organization, this may effect on organization as well as on workforce itself. Because of its discouraging effect, employee retention turnover has been significant subject for researchers, scholastics and directors. In any case, one of the critical impacts of turnover is to build cost because of selecting and preparing new workers. It costs organizations cash to call for meeting and contract hopefuls. In addition, it is an exorbitant procedure that gifted laborers once in a while invest the energy and contribute in pay producing exercises, since they give preparing to new specialists (Presbitero, et al. 2016). As such, experienced specialists are in charge of preparing new employee retentions so they are less ready to focus on their ordinary occupation obligations. In a private company, the proprietor himself may need to prepare new employee retentions. What's more, the consolidated impact of the negatives can come about because of high turnover, driving a firm to produce less benefit. Anything that prompts increment costs or lessensefficiency; wage will have a tendency to diminish benefit. Confirmation for this is given by the Harvard Business School, when organizations encounter higher turnover, they will get bring down overall revenues (Sankar, 2015). It regularly takes months or years for another business to accomplish productivity because of increment of sudden expenses as high turnover and necessities to begin new dare to make a benefit. Employee retention employee retention can be characterized as the capacity of holding the capable and profitable workers in the organization from leaving from their activity for a more drawn out timeframe than the contenders (Johnson, 2000). It additionally can be expressed as responsibility regarding work with specific organization or organization in a ceaseless framework (Ahmad, et al. 2015). Other than that employee retentionlikewise can be referred to the arrangements or practices of a specific organization or organization applies for the anticipation of leaving of holy employee retentions. It would think about advancement of the maintaining of workers in a solitary organization or organization for a most extreme length (Deery & Jago, 2015.). Organizations need to put various endeavors to urge employee retentions to be committed, given and established in the organization or organization. The procuring of new skilled employee retentions may be a standout amongst the most essential issues for the maintainability of an organization; in any case, holding the significant workers could be a vastly improved cost sparing and more viable technique for the organization. It could be issues in current which a lot of the businesses had

disregard the costs required with the leaving or turnover of the primary key workers (CITP & Ballaro, 2014). The high inborn cost of contracting new staff including expense of preparing had driven the expanding estimation of gifted workers as the rare assets of an organization or organization. Worker turnover happens when employee retentions leave their employments and must be supplanted. Supplanting leaving employee retentions has cost to organization and ruinous to any task stream in general. Its power for management to decrease, to the base, the recurrence at which employee retentions, especially those that are vital to its tasks take off. Employee retention is a willful move by an organization to make a situation which draws in employee retentions for long haul (Alias, et al. 2014). The primary reason for employee retention is to keep the loss of equipped workers from the organization as this could have unfriendly impact on efficiency. In any case, employee retention of high perform workers has turned out to be all the more trying for management since employee retentions much of the time move starting with one occupation then onto the next as they are pulled in by in excess of some organization position at those time. Employee retention is one of the principle challenge looked by any industry. In the present developing focused worldwide economy, holding the scholarly resources is one of significant concern experienced by a large portion of the enterprises. Employee retention is the most ignored part of the organizations which are development arranged. For the most part the workers leave the organization as a result of the activity disappointment, absence of director right hand and input, absence of preparing and improvement and furthermore inadequate pay (Iqbal & Hashmi, 2015). As indicated by (Tangthong, et al. 2014), employee retention is dependent on management/initiative abilities and Human asset methodologies for instance, if the director/administrator isn't all around prepared and have destitute relationship building abilities than the employee retentions will leave the organization in less timeframe. The profitable and skilled workers of the organization are urged to stay while; the inefficient and poor entertainers are pressurized to leave the organization. In any case, if assessable an organization would keep every one of the employee retentions, the individuals who are gainful and the ones who are adverse as they probably am aware all the work and the organization does not have any desire to spend on contracting and preparing new workers (Pittino, et al. 2016). Then again, absence of chance, lacking pay and difficulties were the most widely recognized components for leaving the organization. In benefit industry, the fulfillment of the workers is an imperative issue for better client benefit, on the grounds that fulfilled employee retention can make a fulfilled client.

Workers who are specifically associated with end clients should be happy with their organization. Study directed in Pakistan by (Younge, & Marx, 2016), found that interior correspondence, preparing and inspiration have positive effect on employee retention employee retention in the keeping money segment. Successful initiative style is likewise required for employee retention employee retention (Dechawatanapaisal, 2018). A pioneer must value his employee retentions for their great work; he ought not to propel workers to take care of business. An examination concentrated on authoritative and individual factors that impact employee retention employee retention demonstrated a huge positive commitment of thankfulness and incitement of the workers for employee retention. It demonstrated that advantages got from self-awareness can upgrade employee retention employee retention and individual contrasts impact employee retention (Kossivi & Kalgora, 2016). It additionally demonstrated that authority abilities and rank have a positive organization with employee retention employee retention and the level of preparation though activities in regards to learning are contrarily connected with employee retention (Ambrosius, 2018). (Erasmus, et al. 2015), recognized seven factors that can upgrade employee retention employee retention. These are pay for and energy about the performed work, arrangement of testing work, opportunities to be elevated and to get the hang of, copying or favorable environment inside the organization, constructive relations with partners, a solid harmony between the expert and individual life and great correspondences. In another investigation it was discovered that the individual premises of reliability, trust, responsibility and connection with the organization impact employee retention. It has likewise been exhibited that work environment factors, for example, rewards, initiative style, vocation openings, preparing and improvement of aptitudes, physical working conditions and a harmony amongst expert and individual life have a circuitous impact (Paillé, et al. 2015) contended that workers are inspired by interior factors instead of outside components. Inborn elements are identified with work fulfillment and extraneous elements are identified with work disappointment. At the end of the day, inspiration is inside produced and is pushed by the variables that are characteristic for the work which Herzberg called "helpers". These inborn factors incorporate accomplishment, acknowledgment, the work itself, duty, headway and development. Herzberg likewise contended that cleanliness factors don't propel employee retentions; however this factor is required to assuage workers. Cleanliness factors are organization arrangements, pay, working condition, and so on. On the off chance that these variables are sufficient in an

occupation, individuals won't be disappointed. In the lack of the significant writing on employee retention employee retention with regards to Bangladesh this investigation will be way breaking (Ambrosius, 2018).

Factors affecting employee retention

Employee retention is by and large 'the expectation of representatives to remain faithful to their present work environment' (Dhanpat, et al. 2018). It is when workers are urged to stay in the organization for a long stretch or until the point when the progressing venture is finished (Vatwani & Hill, 2018). In this way, as referred to by (Ehrhart, & Kuenzi, 2017), the survival of organizations was profoundly reliant on their human-resources. Thusly, (Jadon, & Upadhyay, 2018) made; an obligatory prerequisite for organizations to hold those human-resources. In this way, this writing audit principally centers on perceiving the variables, and how they influence employee retention. Along these lines, according to investigations of; remuneration, work-life-adjust, working condition and prevalent subordinate-relationship were noted as the usually distinguished components influencing employee retention (Siddiqui, & Bisaria, 2018).

From writing survey, it is perceived that human asset management assume significant part in worker's employee retention. Scientists establishes that human asset management rehearses in pay and rewards, professional stability, preparing and improvements, chief help culture, workplace and organization equity can decrease truancy, employee retention and better quality work (Ambrosius, 2018).

As indicated by (Kundu & Lata, 2017), the worker's fulfillment and employee retention is viewed as the foundation for achievement of organization. Past examination isolated it into social, mental or physical measurement. The gathering depends on social contacts at work, qualities of the work undertaking or the physical and material conditions related with work. The employee retention components of the psychological measurement are work attributes, representatives holding by adaptable assignments where they can utilize their insight and see the consequences of their endeavors. The social measurement refers to the contact representatives with each other, both inside and outside. The physical measurement comprises of working conditions and pay. With a specific end goal to hold representatives, the organization needs to pick up data about the progression that portrayed the inspiration to work. (Vishwakarma & Rao, 2017), proposed that worker can turn out to be more faithful and remain in the organization when they recognize themselves inside a gathering and add to the

execution as a gathering. This recommendation depends on work performed by (Mishra, 2017), great setting hypothesis. The objective is group execution and the person's inclination part of the gathering. The focal point of Locke was on the objective, however keeping in mind the end goal to achieve the objective one must connect oneself with the gathering and undertaking. As per (Anitha & Begum, 2016), portrayed another system that administrator can utilize when speaking with its representatives to realize that the reason for employee retention comprise of nine unique indicators: authoritative procedures, part challenge, values, work, life adjust, data, stake/use/acknowledgment, management, workplace and item or management

Demographic factor

The surveys of writing of demographic factors that have been found to have stable organization with employee retention and turnover expectations are age, sex, residency, instruction and salary levels. These have impacted employee retention and turnover extra time. Demographic factors have been picked in light of the fact that they have an impact on representative employee retention techniques (Aruna, & Anitha, 2015). A few examinations in which demographic factors have been utilized to research work fulfillment and employment demeanors have demonstrated that they are solid indicators of turnover aims (Cloutier, et al. 2015). The most considered and the most reliable in its relationship to turnover is the worker's age. This was uncovered in an examination by (Beynon, et al. 2015), on the IT business in India. They found that age had a humble however noteworthy impact on turnover goal. There are diverse impression of employment fulfillment and inspiration over the age range. In their different examinations on employee retention of social insurance experts, they discovered more youthful medical caretakers had bring down levels of occupation fulfillment while the more seasoned age gathering of 40 or more had more elevated amounts of employment fulfillment (Presbitero, et al. 2016). A meta-examination by (Sankar, 2015), in their investigation on instructor whittling down and employee retention, they showed that the individuals who are 51 years old or more established are about 2.5 times more prone to stop educating than educators who are 50 or more youthful. As for years of management, (Ahmad, et al. 2015), announced that representatives with higher residency may have nature with their work part and have achieved a larger amount of profession accomplishment than those workers with bring down residency. Then again, a further report directed by (Deery & Jago, 2015), uncovered that medical attendants with various levels of residency are not inspired to stay with an organization by similar

motivating forces. Also, in an investigation by (Alias, et al. 2014), on the military, he revealed that ladies with five to eight years of management are well on the way to clear out.

Job security factor

Referred to (Iqbal & Hashmi, 2015), built up all through the investigation of Japanese laborers that business highlights like employer stability prompt high responsibility, work fulfillment and in addition employee retention in an organization. Moreover, (Tangthong, et al. 2014), added that Job Security has a tendency to improve the situation with a representative who is happy with his activity than the person who is disappointed with the activity. Furthermore, (Pittino, et al. 2016) directed in his investigation of professional stability and occupation fulfillment that activity disappointment is the result of weakness among representatives. As cited by (Younge, & Marx, 2016), set up in his investigation that there is a positive relationship between employee retention and Job Security.

Employee retention activity fulfillment is emphatically associated with employee retention. Different investigations confirmed that representatives with positive experience identified with more prominent level of employment fulfillment have a lower propensity to leave their present managers and organization (Dechawatanapaisal, 2018). (Younge, & Marx, 2016), has unmistakably expressed that activity fulfillment enhances the employee retention of representatives as well as decreases the cost of enlisting new workers. As indicated by (Vishwakarma & Rao, 2017), Employees that are satisfied and mollified in with their occupations are more devoted to completing an unrivaled activity and dealing with customers that carry on the procedure. Numerous analysts found that recovering activity fulfillment can lessen turnover and help keep a steady and spurred workforce (Deery & Jago, 2015).

Compensation factor

As indicated by numerous past scientists, compensation is the most essential factor of entire employee retention process. Pay bundles may vary from organization to organization. For the most part representatives dependably have elevated standards of their pay bundle from the organization that they will enlist. In this way, an alluring compensation dependably serves to holding great workers which are inescapable piece of an organization since organization contributes a considerable measure of cash on their enlistment, preparing and introduction (Ahmad, et al. 2015). As per (Anitha & Begum, 2016), the pay design can influence organization execution by impacting enrollment and employee retention notwithstanding affecting representatives. For instance by (Aruna, & Anitha, 2015), execution based compensation

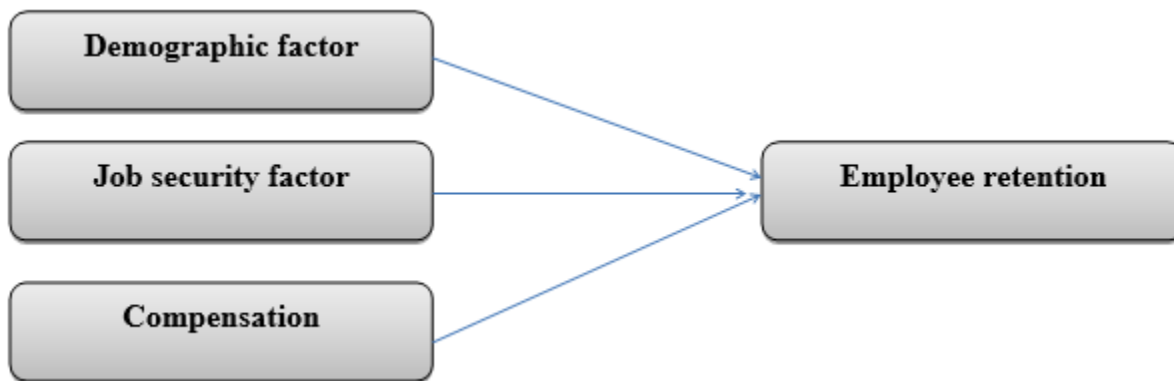
contracts can pull in and hold superior worker and separate high from low entertainers. As indicated by (Beynon, et al. 2015), compensation assumes a critical part in the enrollment procedure and it is the key factor for impacting the worker for fascination and employee retention. (Ehrhart, & Kuenzi, 2017) demonstrated that it might bring specialists or workers into the organization, yet it may not valuable for holding representative for quite a while. (Pittino, et al. 2016), included that compensation is considered as the most essential factor for pulling in and holding the ability of an organization.

III. METHODOLOGY

Quantitative method was used to analyze the data in this study, the researcher prepared questionnaire and distributed

in the private universities. The survey was divided into two sections; the first section was demographic analysis which started with respondent’s age, gender, and level of education. The second section of survey consisted of 28 questions regarding factors affecting employee retention. A random sampling method was used in this study. The researcher distributed 140 questionnaires, 115 questionnaires were received and being completed properly and 25 questionnaires were missing. Participants were varied as for age, gender and level of education. In order to examine the factors affecting employee retention, the participants were asked to mark each item for five points ordered scale. The scale measured and evaluated on a five point Likert Scale with potential answers ranging from strongly disagree to strongly agree.

Conceptual framework



Based on the above conceptual which was created by the author, may, 2018, the researcher developed the following research hypotheses in order to measure factors affecting employee retention:

Research hypothesis one: the degree of employee retention increases by their demographic factors.

Research hypothesis two: the degree of employee retention increases by their job security factors.

Research hypothesis three: the degree of employee retention increases by their compensation factors.

However, based on the analyzing which was conducted by SPSS; it was found the following results;

Table.1: Reliability Analysis

Items	Cranach’s Alpha	Number of questions used
Demographic	.712	7
Job security	.710	7
Compensation	.748	8

As we can see in the above table, the analysis of the reliability test for three independent factors which are demographic factor, job security factor and compensation factor to measure their relationship with employee retention. Regarding of demographic factor, the Cranach’s Alpha =.712 which is greater than .6 this reveals that the seven question used for demographic factor to measure employee retention all of them are reliable, furthermore, regarding of job security factor, the Cranach’s Alpha =.710 which is greater than .6 this reveals that the seven question used for job security factor to measure employee retention all of them are reliable, regarding of compensation factor, the Cranach’s Alpha =.748 which is greater than .6 this reveals that the seven eight used for compensation factor to measure employee retention all of them are reliable.

Table.2: Correlation Analysis

Items	Correlation	Employee retention
Demographic		.739 **

	Sing. (2-tailed)	.000
	N	115
Job security		.781**
	Sing. (2-tailed)	.000
	N	115
Compensation		.729**
	Sing. (2-tailed)	.000
	N	115

** correlation is significant at the level 0.01 level (2-tailed)

Based on the above table, which demonstrates the correlation analysis between independent variable and dependent variable, in this case; the researcher used three independent variables which are demographic factor, job security factor and compensation and a dependent variable which is employee retention. According to correlation analysis, the results showed that demographic factor has significantly and positively correlated ($r=.739^{**}$, $p<0.01$) with employee retention; moreover, job security factor has significantly and positively correlated ($r=.781^{**}$, $p<0.01$) with employee retention, and finally compensation factor has significantly and positively correlated ($r=.729^{**}$, $p<0.01$) with employee retention.

Table.3: Multiple regression Analysis

	Unstandardize		Standardize		
	d coefficients		d coefficients		
	B	Std. Error	Beta	t	Sig.
(constant)	3.125	.406		.601 2	.00 0
Demographic	.519	.102	.524	.321 5	.00 0
Job security	.773	.009	.781	.190 1	.00 0
Compensation	.612	.601	.619	.209 1	.00 0

Dependent : employee retention

The researcher used multiple regression analysis in order to find factors affecting employee retention, however as mentioned earlier that the researcher attempted to measure three different factors (demographic factor, job security factor and compensation factor) to find which one has the greater impact on employee retention. As it can be seen in the above table, the results of multiple regression analysis which demonstrates that the value B for demographic factor is .519 which is greater than .0001 this proves that the first

research hypothesis is supported which stated that the degree of employee retention increases by their demographic factors. As for the second research hypothesis, the value B for job security factor is .773 which is greater than .0001 this proves that the second research hypothesis is supported which stated that the degree of employee retention increases by their job security factors, and finally the value B for compensation factor is .612 which is greater than .0001 this proves that the third research hypothesis is supported which stated that the degree of employee retention increases by their compensation factors. The findings revealed that the highest value was for job security, which demonstrates that the degree of employee retention increases by their job security factors.

IV. CONCLUSION

The primary point of any organization is to acquire benefit. Be that as it may, to accomplish the greatest benefit, the organization should focus more on representatives and the approaches to hold them for their long run. From the examination it is recognized that absence of development openings and compensation are the main considerations which compel workers to change their employments. This investigation reasons that to diminish steady loss businesses ought to make a few open doors for the development of their workers inside the organization by receiving new Innovative Technologies and Effective preparing programs. The organization ought to likewise consider selecting individuals who are in the region of the business, with the goal that the family related issues won't prompt wearing down. Management ought to affect additionally projects to comprehend why workers quit the organization and recognize the issues that pull in and hold them in the organizations. Occupation fulfillment is the key determinant of turnover aim. Subsequently, if the above sound methodologies are connected, there is a plausibility that business organizations keep on existing in an energetic situation by considering their workforce as an indispensable asset. Numerous specialists are of the view that representatives are the fortitude of any organization so organizations require stepping up with regards to execute the workers' inspiration procedure, in this way improving the general representatives' execution by giving quality items and offering phenomenal managements. It is additionally required to understand the worker turnover expectation. Around fifteen percent of the workforce plans to leave, which are probably going to bring about genuine turnover if moderating methodologies are not set up. It is more affordable to hold the workers than to select, prepare and put new ones. Along these lines, each organization will have

vital measures to fill worker opportunities and need to create strong employee retention techniques to forestall advance representatives clearing out. The results of multiple regression analysis which demonstrates that the value B for demographic factor is .519 which is greater than .0001 this proves that the first research hypothesis is supported which stated that the degree of employee retention increases by their demographic factors. As for the second research hypothesis, the value B for job security factor is .773 which is greater than .0001 this proves that the second research hypothesis is supported which stated that the degree of employee retention increases by their job security factors, and finally the value B for compensation factor is .612 which is greater than .0001 this proves that the third research hypothesis is supported which stated that the degree of employee retention increases by their compensation factors. The findings revealed that the highest value was for job security, which demonstrates that the degree of employee retention increases by their job security factors.

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