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Effective Talent Retention Strategies Employed by Information Technology Managers in Ghana

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Walden University

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Walden University

College of Management and Human Potential

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Isaac Mensah Nyame

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

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Walden University
2024

Abstract

Effective Talent Retention Strategies Employed by Information Technology Managers in

Ghana

by

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MBA, University of the People, 2021

BS, Kwame Nkrumah University of Science and Technology, 2016

Research Project Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2024

Abstract

Employee turnover presents a significant challenge in Ghana's IT industry, undermining the sector's growth and development. Technology managers in Ghana are struggling to retain skilled employees, who are frequently lured away by competing companies offering more attractive compensation packages and greater opportunities for professional growth. Grounded in Frederick Herzberg's two-factor theory of motivation, the purpose of this qualitative pragmatic inquiry study was to identify and explore effective strategies that information technology managers employ to reduce high employee turnover in Ghana's IT industry. The participants were six eligible technology leaders who have implemented effective retention strategies. Data were collected using semistructured interviews and public information. Through thematic analysis, three themes were identified: (a) contributing factors, (b) challenges and barriers, and c) strategies and initiatives. A key recommendation for technology managers in Ghana is to implement retention strategies such as competitive compensation packages, opportunities for professional development, work-life balance initiatives, and recognition and reward programs, all of which are crucial for reducing employee turnover. The implications for positive social change include the potential for technology leaders to cultivate a more stable and productive IT workforce, which can enhance economic prosperity and accelerate technological advancement in Ghana.

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Dedication

I dedicate this milestone, first and foremost, to my parents, Solomon and Georgina Mensah, your relentless love, sacrifice, and nurturing have shaped me into the man I am today. To my siblings, Matilda, Enoch, Bernard, and Ellen, your endless love, prayers, and belief in me have carried me through this journey. To Mr. and Mrs. Amoah, you have shown that friendship can transcend blood, and your encouragement and motivation have been invaluable. I also dedicate this to all my friends and family for their sacrifices and encouragement throughout the good and bad times. Finally, I want to thank “me” for believing in me, never quitting, spending endless night doing all the hard work, and dreaming big, for dreams do come true.

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Table of Contents

| | |
|---|----|
| List of Table | iv |
| Section 1: Foundation of the Project..... | 1 |
| Background of the Problem | 1 |
| Business Problem Focus and Project Purpose | 1 |
| Research Question | 3 |
| Assumptions and Limitations | 3 |
| Assumptions..... | 3 |
| Limitations | 3 |
| Transition | 4 |
| Section 2: The Literature Review | 5 |
| Review of Professional and Academic Literature | 5 |
| Table 1 | 6 |
| Purpose and Scope of the Review..... | 8 |
| Conceptual Framework (Herzberg’s two-factor theory)..... | 9 |
| Employee Turnover in Ghana’s IT Industry | 13 |
| Effective Retention Strategies in IT..... | 15 |
| Role of IT Managers in Employee Retention | 19 |
| Mentoring and Supportive Management Practices | 20 |
| Impact of Retention Strategies on Organizational Performance..... | 22 |
| Challenges in Implementing Retention Strategies | 24 |
| Gaps in the Literature..... | 25 |

| | |
|--|----|
| Summary of Key Findings | 26 |
| Transition | 28 |
| Section 3: Research Project Methodology | 29 |
| Project Ethics | 29 |
| Nature of the Project | 31 |
| Population, Sampling, and Participants | 32 |
| Data Collection Activities | 35 |
| Interview Questions | 36 |
| Data Organization and Analysis Techniques | 37 |
| Reliability and Validity | 38 |
| Reliability | 38 |
| Validity | 38 |
| Transition and Summary | 40 |
| Section 4: Findings and Conclusions | 41 |
| Presentation of the Findings | 41 |
| Theme 1: Contributing Factors | 41 |
| Factor 2: Professional Development Opportunities | 42 |
| Theme 2: Challenges and Barriers | 46 |
| Business Contributions and Recommendations for Professional Practice | 54 |
| Implications for Social Change | 56 |
| Recommendations for Further Research | 57 |
| Conclusion | 59 |

| | |
|-------------------------------------|----|
| References..... | 62 |
| Appendix A: Interview Protocol..... | 79 |

List of Table

Table 1. Total study References..... 6

Section 1: Foundation of the Project

Background of the Problem

Employee turnover is a complex phenomenon which impacts numerous organizations globally. Companies invest immensely in employees and high turnover costs a lot of money to companies (Singh, 2019). Employee turnover is a prevalent concern in Ghana's technology space though the IT industry has seen tremendous expansion and development in recent years positioning itself as a key player in the global tech landscape. According to Bartrop-Sackey et al. (2022) Ghana's IT industry has developed into a hub for innovation and technological development, drawing talented workers from all over the country. However, the industry is still facing a recurring problem of the lack of effective strategies to curb the high employee turnover that characterizes the field.

The problem at hand revolved around the high rate of talented IT professionals opting to leave their current positions, which results in a talent drain that impedes the industry's progress. In many cases, IT managers in Ghana find themselves grappling with the challenges of retaining skilled employees who are often courted by other managers and international technology companies offering more attractive packages and opportunities for professional growth. The consequences of this turnover are far-reaching, affecting not only the individual companies but the industry as a whole.

Business Problem Focus and Project Purpose

The specific business problem is that some information technology managers lack effective strategies to reduce high employee turnover in Ghana's IT industry. Therefore,

the purpose of this proposed qualitative pragmatic inquiry was to identify and explore effective strategies that information technology managers employ to reduce high employee turnover in Ghana's IT industry. The targeted population consisted of six technology managers in Ghana who have successfully employed strategies to reduce high employee turnover in their organizations. The most suitable sampling method was purposeful and stratified sampling with a desired level of precision and confidence interval as sampling size. Purposeful sampling is a nonprobability sampling technique commonly used in qualitative research to select participants who possess specific characteristics that are relevant to the research objectives (Staller, 2021). Purposeful sampling method was suitable because key organizations or institutions were identified in Ghana known to employ technology managers. A sample of technology organizations was also selected based on factors such as industry sector, company size, and geographical location.

The key participant eligibility criteria included: (a) participant must be a technology manager, (b) lives and work in Ghana, (c) implemented a minimum of two retention strategies, and (d) is 18 years of age or older. Data sources for this project consisted of: (a) semistructured interviews; (b) document analysis (such as publicly available company documents, employee handbooks, organization reports); and (c) literature such as peer review articles, journals and books that revealed findings that were relevant to the study focus. Frederick Herzberg's two-factor theory is the conceptual framework for this research project.

Research Question

What effective strategies do information technology managers employ to reduce high employee turnover in Ghana's IT industry?

Assumptions and Limitations

Assumptions

According to Galvan (2023) assumptions are beliefs considered to be true without necessarily proving them in research. Qualitative pragmatic inquiry was leveraged to emphasize several assumptions. Assumptions for this study comprised technology managers employing effective strategies to reduce employee turnover. Six technology managers in Ghana was assumed to provide enough information to answer the research objective. A participant's honesty, thoroughness, and objectivity were assumed when answering the questions. Finally, Herzberg two-factor theory is assumed as a significant framework which offers motivation and hygienic strategies that reduce employee turnover in the technology industry.

Limitations

Limitations refers to the constraints that may affect the scope or the conclusions of a research study (Hu & Plonsky, 2021). When conducting the study, potential challenges or limitations that required addressing included time and resource constraints, navigating ethical considerations, understanding cultural context and interpretation, and ensuring access to participants.

Transition

In Section 1, the groundwork for the exploration of the problem of high employee retention in Ghana's technology industry was established. The problem background showed the industry's expansion juxtaposed with the enduring problem of high turnover. The elaboration of the background of the problem prepared the ground for the project's main focus, which is the lack of effective retention strategies. While the open and honest acknowledgement of the assumptions and limitations sets the framework for the study, the research question directs the investigative process. A thorough professional and academic literature review was covered in Section 2, combining professional views with previously published scholarly works. The literature review provides insights from pertinent theories and empirical findings, placing the study within the larger discourse on employee retention.

In Section 3, the research project methodology was presented in detail, providing a road map for the methodology, which includes sampling strategies and analytical frameworks. Finally, Section 4 is the findings and conclusion which encapsulated the conclusion of the research journey, presenting actionable insights derived from the analysis. In addition to contributing to the body of knowledge about employee retention, the study was concluded by offering helpful advice to stakeholders in Ghana's technology sector.

Section 2: The Literature Review

Review of Professional and Academic Literature

The literature review will expand upon effective talent retention strategies employed by information technology managers in Ghana. The extent of high employee turnover in Ghana's IT industry highlights the need for some technology leaders to develop and deploy effective talent retention strategies. The literature review will comprise scholarly articles from Google Scholar, EBSCOhost, SAGE Premier Journals, ProQuest, International Journal of Consumer Studies, JSTOR and Emerald insights, and Scholar works accessed through the Walden University Library. The following keywords will be searched to help guide this study: *Talent Retention, Retention Strategies, Information Technology in Ghana, Human resources, Information Technology Industry, Workforce Management, Employee engagement, career development, skills development, Organizational culture, job satisfaction, compensation and benefits, Training programs, leadership styles, employee motivation, work-life balance, succession planning*. The study contains 64 references based on peer-reviewed articles and journal sources published within 5 years of my graduation date. Approximately 80% of which were peer-reviewed articles, and 80% were published between 2020–2024. Table 1 summarizes the types of references, their currency, and the percentage distribution.

Table 1*Total Study References*

| Reference type | Total | Total published in or after 2020 | Percentage published in or after 2020 |
|-------------------|-------|-------------------------------------|---|
| Peer-Reviewed | 96 | 88 | 92% |
| Non-Peer Reviewed | 0 | 0 | 0% |
| Total | 96 | 88 | 92% |

The literature review is organized so that it will cover the conceptual framework (Herzberg's two-factor theory), employee retention strategies, and the emergence of technology in Ghana. Herzberg's two-factor theory of motivation will be leveraged as the conceptual framework to explore how motivation is essential to employee retention in an organization (Herzberg, 1974). Adding on, criticisms and alternative will be explored theories to compare and contrast findings surrounding the Herzberg's two-factor theory. The relationship between the study and previous findings is also highlighted and concluded by summarizing the major elements of the literature review at the last subsection, which is the transition.

Background and Significance of Employee Turnover in IT

Employee turnover is a critical issue that has garnered substantial attention in organizational research due to its significant impact on organizational performance, costs, and employee morale. Lazzari et al., (2022) postulated that the phenomenon of employee turnover encompasses the rate at which employees leave an organization and are replaced

by new employees. Understanding and addressing the factors contributing to employee turnover is essential for maintaining a stable and effective workforce. There are numerous reasons for IT employee turnover, such as communication problems, slower career advancement, work-family conflict, lack of nonmonetary compensation, and a lack of work-family policies (Steiner et al., 2020). Frequent turnover can negatively affect employee morale, as remaining employees may experience increased workloads, uncertainty, and decreased job satisfaction, potentially leading to further turnover and creating a detrimental cycle within the organization.

Human resources leaders will have to work closely with senior management to attract, hire, develop, and retain talent. According to studies by US Department of Labor, investing in staff is far less expensive than replacing them, which is estimated to cost about one-and-a-half years of a departing staffer's annual salary (Andrews & Mohammed, 2020). Organization leaders must achieve long term stability from their talent management strategies to remain competitive in the global economy and not engage in short-term approaches that result in economic crisis, such as massive layoffs, which would affect the organization both internally and externally. An organization with high attrition rate not only has to bear high costs for hiring new employees, but also faces interruptions in customer service, loss to company's knowledge-base, and reduced goodwill (Sivathanu & Pillai, 2020). Retaining skilled employees ensures that the organization maintains a consistent level of service quality, which is crucial for customer satisfaction and business continuity. The loss of experienced staff can lead to knowledge

gaps that are hard to fill, negatively impacting the organization's operational efficiency and innovation capacity.

Purpose and Scope of the Review

In the competitive and dynamic IT industry, retaining skilled employees is essential for maintaining a competitive edge, ensuring continuity, and fostering innovation. Employee retention is one of the challenges facing many business organizations today (Brougham & Haar, 2020). For many organizations, strategic staffing has become a concern because the ability to hold on to higher talented employees can be crucial to future survival. Effective retention strategies examines the current human resource management practices of IT companies in Ghana, specifically focusing on employee retention. The research aims to identify core elements of management practices that strongly influence IT employees decisions to stay with their organizations.

Turnover rates in organizations, particularly within the Information Technology sector, where the study is focused, cannot be overlooked. According to Steers et al. (2004), employee turnover analysis reveals that age, tenure, overall satisfaction, job content, intentions to remain on the job, and commitment are consistently and negatively related to turnover. The IT industry is known for its high turnover rates, driven by rapid technological advancements, competitive job markets, and a high demand for skilled professionals. High turnover in IT can lead to substantial costs, including recruitment and training expenses, loss of organizational knowledge, and disruptions in service delivery and project timelines.

Conceptual Framework (Herzberg's two-factor theory)

The theory that grounds the study is Herzberg's two-factor theory. Herzberg (1974) constructed a two-dimensional paradigm of factors affecting people's attitudes toward work. The theory suggests that there are: (a) hygiene factors and (b) motivator factors. Hygiene factors include salary, working conditions, interpersonal relations, and company policies, which are considered essential for preventing dissatisfaction but do not necessarily lead to satisfaction. Conversely, motivator factors include recognition, responsibility, advancement, and achievement, which contribute to job satisfaction and motivation.

Herzberg's theory differentiates between intrinsic and extrinsic motivators in the workplace, identifying intrinsic factors as primary motivators. Herzberg's foundational work (Herzberg, 1974) highlights key intrinsic factors such as achievement, recognition, and the nature of the work itself, which directly influence employee motivation. The intrinsic factors suggest that motivation is most strongly driven when employees find personal value and satisfaction in their work rather than merely working for external rewards. In contrast, Herzberg classified hygiene factors, including salary and job security, as extrinsic because they do not inherently enhance job satisfaction but prevent dissatisfaction (Thant & Chang, 2021). Hygiene factors are essential but do not contribute to lasting motivational increases as they are expected baselines, similar to the lower levels of Maslow's hierarchy of needs. Understanding the distinction between these motivators supports developing effective employee retention strategies that focus on enriching job content and addressing basic employment conditions.

Overview of Relevant Theories on Employee Turnover

Motivational factors are intrinsic, aligning with higher levels of Maslow's hierarchy of needs, including recognition, responsibility, advancement, achievement, challenging work, relationships, and growth potential. Pope and Wall (2024) note that most theories of job satisfaction emphasize the importance of these intrinsic motivators in fostering satisfaction. Motivational factors suggest that true job satisfaction comes from fulfilling emotional and developmental needs, rather than relying solely on external incentives. Maslow's hierarchy of needs supports the idea that placing motivation factors at higher levels, indicating their significance in achieving self-actualization (Bowen, 2021). The intrinsic nature of motivation factors challenges employees and provides a sense of purpose and accomplishment, contributing to long-term job satisfaction and motivation. Recognizing and nurturing intrinsic motivators such as recognition and promotion is key to creating a work environment where employees feel fulfilled and engaged, leading to higher retention rates and overall organizational success.

Herzberg's theory of motivation is widely recognized for its applicability in organizational settings, particularly in enhancing employee satisfaction and motivation. The theory emphasizes the distinction between motivator factors, which are intrinsic and lead to satisfaction, and hygiene factors, which are extrinsic and prevent dissatisfaction but do not necessarily motivate (Peramatzis & Galanakis, 2022). The theory suggests that to create a truly motivated workforce, organizations should focus on improving motivator factors such as achievement, recognition, and the nature of the work itself, rather than solely addressing hygiene factors like salary and working conditions. Bhatt et al. (2022)

posited that focusing on improving motivator factors leads to a more motivated workforce. Aligning with Herzberg's theory, organizations can design jobs and work environments that foster long-term motivation and satisfaction among employees, ultimately leading to higher retention rates and increased productivity.

In the IT sector, characterized by high turnover rates, implementing Herzberg's principles may be highly effective in enhancing job satisfaction and reducing turnover. Recognizing employees' contributions, providing clear career advancement paths, and assigning meaningful responsibilities are key strategies that can positively impact employee satisfaction and retention (Herzberg, 1974). Emphasizing intrinsic motivators such as recognition and opportunities for growth, organizations in both sectors can create more fulfilling work environments, ultimately benefiting employees and the quality of services provided. Employees who feel valued and have opportunities for growth are more likely to be motivated and productive, leading to better outcomes for the organization.

Critics of Herzberg's theory claim that, although plausible, his framework is only limited to one particular set of situations (Thant & Chang, 2021). For instance, factors such as the personality of individuals and cultural background of employees, management of labor relations, operational control systems, and company attributions, such as the socio-political context of the organization, were not taken into consideration. In addition, it is important to identify that employees have different satisfaction levels based on age, educational level, and experience with the company.

Motivation is deemed to be complicated and pragmatic because different people have to be motivated differently as only one type of motivation cannot have a uniform effect on all employees. Maslow's Theory emphasized that peoples' motivation is tied to a level of needs depending on the stage of their lives. According to Sugathadasa et al. (2022), understanding the unique needs of employees at different stages of their careers can help tailor retention strategies effectively. Entry-level employees may prioritize job security and a supportive work environment, while more experienced employees might seek opportunities for leadership, innovation, and professional growth.

Vroom's expectancy theory assumes that employee motivation is influenced by the expected outcomes of their actions (Hackman & Porter, 1968). Methods for increasing work motivation should be developed to address the varying needs of workers, which depend on their social, organizational, and personal perceptions. Frederick Herzberg theory is inconclusive because sets of conditions in two research areas are mutually exclusive.

Application of Theories to the IT Industry

In the IT sector, characterized by high turnover rates, implementing Herzberg's principles may be highly effective in enhancing job satisfaction and reducing turnover. Herzberg's two-factor theory forms a strong foundation for developing effective talent retention strategies, especially in the Information Technology (IT) sector (Sugathadasa et al., 2022). Integrating Herzberg's focus on intrinsic motivators, organizations can address the diverse motivational needs of IT professionals, enhancing job satisfaction and retention. Peramatzis and Galanakis (2022) supported the assertion, suggesting that

strategies informed by both theories can help retain top talent in the IT sector. The combined approach recognizes the complexity of motivation in the IT industry, where factors like challenging work, recognition, and growth opportunities are crucial for retaining skilled professionals. IT managers can benefit from adopting strategies that blend Herzberg's and Maslow's theories, creating a work environment that nurtures and retains top talent, ultimately improving organizational performance.

Employees who feel valued and have opportunities for growth are more likely to be motivated and productive, leading to better outcomes for the organization. Recognizing employees' contributions, providing clear career advancement paths, and assigning meaningful responsibilities are key strategies that can positively impact employee satisfaction and retention (Herzberg, 1974). Emphasizing intrinsic motivators such as recognition and opportunities for growth, organizations in both sectors can create more fulfilling work environments, ultimately benefiting employees and the quality of services provided. Herzberg's two-factor theory may help explain how the strategies implemented by the managers and business leaders in this study reduced turnover.

Employee Turnover in Ghana's IT Industry

It is extremely challenging to retain IT professionals due to the interactive and complex nature of the IT job and the high demand for such professionals. Brougham and Haar (2020) studied that compensation is not the only salary element and it is extremely important to employees in the technology field. The reality is technology professionals are leaving the industry due to a lack of commitment and the economic conditions and labor market dynamics in Ghana play a significant role in employee turnover. Ghana's

economy has experienced fluctuations, impacting job stability and employment opportunities (Mumin & Iddrisu, 2022). During periods of economic growth, employees may have more job opportunities, leading to higher turnover rates as they seek better pay and career advancement. Conversely, during economic downturns, job security becomes a priority, and turnover rates may decrease as employees are more inclined to retain their current positions.

The collectivist culture in Ghana emphasizes group harmony, family ties, and loyalty, which can influence employees' attachment to their organizations. The Ghana statistical service in the 2020 census reported that Ghana's cultural context also affects employee turnover (Jumpah et al., 2020). However, the influence of extended family obligations and social expectations can sometimes lead to turnover, as employees may need to relocate or change jobs to meet family needs. Pauw (2022) posits that cultural attitudes towards authority and hierarchy can impact employee satisfaction and retention, with respectful and inclusive management practices being crucial for reducing turnover. Employees' perceptions of how they are treated by their superiors and the overall organizational culture play a vital role in their decision to stay with or leave an organization. Employee perception factors emphasizes the importance of understanding and adapting to cultural nuances in management practices to foster a positive work environment.

Factors Contributing to High Turnover in the IT Sector

Employee turnover in the technology sector is a critical issue with significant implications for organizational performance, innovation, and competitiveness. The

technology industry, characterized by rapid advancements, high demand for skilled labor, and intense competition, faces unique challenges in retaining talent (Triwulan, 2023).

The demand often leads to increased job mobility as employees are presented with numerous opportunities for career advancement and higher compensation. In Ghana, the growing tech industry and the presence of multinational companies exacerbate employee turnover, making it challenging for local firms to retain top talent.

Effective Retention Strategies in IT

Organizations must not only attract but also retain skilled and experienced workers to address high turnover rates, especially in the technology sector. According to Saks (2022), to address the high turnover rates in the technology sector, organizations need to implement comprehensive retention strategies that address both intrinsic and extrinsic motivators. In order to maintain workforce motivation, organizations must now employ a variety of strategies, recognizing the unique nature of each individual. Bartrop-Sackey et al. (2022) note that retaining valuable staff members is becoming increasingly difficult in today's competitive environment. Although each organization needs to assess the pattern of turnover for its own particular circumstances, there are some general policies to consider that have been shown to improve satisfaction among employees. In addition to ideas about flexible work arrangements, compensation and benefits, the following recommendations have been considered for retaining valuable employees.

A safe workplace reduces the risk of accidents and illnesses, which directly impacts employee well-being and satisfaction. Ashikali et al. (2021) proposed that creating a supportive and inclusive work environment that promotes employee well-being

and reduces stress can enhance job satisfaction and reduce turnover. Work conditions can be in the form of ensuring a safe working environment. A positive work environment not only boosts morale but also promotes productivity, innovation, and overall organizational success (Basalamah, 2021). Employees who feel safe are more likely to be engaged and less likely to seek employment elsewhere, thus reducing turnover rates. Ensuring a safe working environment involves complying with health and safety regulations, providing necessary protective equipment, and conducting regular safety audits.

Professional Development and Career Advancements

Employees who perceive that they have opportunities for professional and personal growth within their organization are more likely to be motivated, loyal, and productive. Growth and development opportunities are crucial elements in fostering employee engagement, satisfaction, and retention (Kumar, 2022). Growth and development opportunities significantly impact employee motivation and retention. When employees recognize that their employer is invested in their professional growth, they are more likely to reciprocate with higher levels of engagement and commitment. Employee growth creates a positive cycle where motivated employees contribute more effectively to the organization's success, and the organization, in turn, continues to invest in its employees' development.

The IT industry is fast-paced and constantly evolving, making continuous learning and skill development essential. Peramatzis and Galanakis (2022) elaborated that when employees see a clear path for advancement and have access to continuous

learning, they are more likely to remain committed to their organization. Growth opportunities not only enhance employee skills and competencies but also contribute to their overall job satisfaction and sense of fulfillment. According to Herzberg's two-factor theory, opportunities for growth and advancement are key motivators that can lead to job satisfaction and higher performance (Herzberg, 1974). Employees who feel that their skills and career aspirations are supported are less likely to seek opportunities elsewhere, reducing turnover rates. Prioritizing growth and development opportunities is a strategic approach to enhancing employee retention.

Work-Life Balance and Flexible Working Conditions

Work-life balance is an essential aspect of employee well-being and has become a critical focus for organizations aiming to enhance job satisfaction and reduce turnover. According to Thilagavathy and Geetha (2021), achieving a healthy balance between work responsibilities and personal life can significantly impact employees overall happiness, productivity, and loyalty to their employer. Flexible working arrangements, such as remote work options and flexible hours, allow employees to manage their work schedules more effectively around personal commitments. Lewis and Humbert (2010) studied that promoting the use of vacation days and establishing policies that limit after-hours communication help employees disconnect from work and focus on their personal lives, further enhancing their well-being. Implementing strategies that promote work-life balance is essential for organizations aiming to improve employee retention and productivity. Fostering a supportive and flexible work environment, organizations can

enhance employee satisfaction, reduce turnover rates, and cultivate a positive workplace culture that attracts and retains top talent.

Compensation and Benefits

Competitive salaries and comprehensive benefits packages, including health insurance, retirement plans, and bonuses, are essential for attracting and retaining skilled employees. A study by Bokaii (2023) found that 7 out of every 10 employees cited compensation and benefits as a critical factor in their job satisfaction and decision to stay with their current employer. When employees feel that they are being fairly compensated for their work, it fosters a sense of value and appreciation, which can lead to higher job satisfaction and loyalty. Sorn et al. (2023) stated that competitive compensation and comprehensive benefits are crucial for attracting and retaining top talent. Employers who invest in attractive compensation and benefits packages demonstrate their commitment to their employees' financial security and personal growth, which can significantly reduce turnover rates.

Recognition and rewards are powerful tools for enhancing employee motivation, satisfaction, and retention. Recognition and rewards are essential components of effective human resource management and play a crucial role in employee motivation, satisfaction, and retention (Andrews & Mohammed, 2020). Acknowledging and valuing employees' contributions, organizations can foster a positive work environment that encourages high performance and loyalty. Recognition and rewards significantly impact employee motivation and performance. When employees feel appreciated for their efforts, they are

more likely to be engaged, productive, and committed to their work (Kalogiannidis, 2021). Recognition is a key motivator that can lead to job satisfaction and enhanced performance and employees who receive regular recognition are more likely to go above and beyond in their roles, contributing to the overall success of the organization.

Role of IT Managers in Employee Retention

IT managers play a crucial role in retaining employees within the competitive IT industry by fostering a positive work environment, providing growth opportunities, and maintaining effective communication. According to Sareen and Agarwal (2016), IT managers are responsible for creating a supportive and inclusive culture, which enhances job satisfaction and reduces turnover. Implementing a supportive work environment, technology managers ensure that employees feel valued and engaged, which directly impacts their decision to stay with the organization. Kuswati (2020) posited that an employee's sense of being heard and valued can lead to increased loyalty and commitment to the organization. Implementing effective communication strategies is vital for technology managers seeking to enhance employee engagement and retention. Ensuring effective communication not only improves the work environment but also aligns with the broader goal of maintaining a stable and committed workforce, which is critical for achieving organizational objectives.

Different leadership styles have a significant impact on employee retention, influencing job satisfaction, engagement, and loyalty. Ashikali et al. (2021) mentioned that the transformational leadership style fosters a positive organizational culture,

encourage professional growth, and recognize individual contributions, thereby increasing job satisfaction and loyalty. Transformational leaders create an environment where employees feel valued and motivated, leading to higher engagement and a stronger commitment to the organization. Sareen and Agarwal (2016) argued that the leadership style adopted by each leader has a major influence on organizational performance, as well as has significant impacts on organizations, whether small or large, affecting everyone from senior management to newcomers. The leadership style adopted by managers significantly affects employee retention and overall organizational performance. Transformational and democratic leadership styles generally promote higher retention rates by creating supportive and engaging work environments, while autocratic and laissez-faire styles can negatively impact retention depending on how they align with employee needs and organizational culture.

Mentoring and Supportive Management Practices

Mentoring and supportive management practices are crucial for employee retention, as they enhance job satisfaction and professional development. Azeez (2017), explored that mentoring programs help employees navigate their career paths, offering personalized advice and professional growth opportunities. Mentoring provides a structured way for employees to develop their skills and advance their careers, which can lead to greater job satisfaction and lower turnover rates. According to Saks (2022), employees who feel supported by their managers are more likely to stay with their current employer, demonstrating higher levels of job satisfaction and loyalty. Supportive management practices further enhance this effect by creating a work environment where

employees feel appreciated and heard. Mentoring and supportive management practices are essential components of effective employee retention strategies, and these practices not only enhance job satisfaction and engagement but also strengthen employees commitment to the organization.

Creating a Positive and Inclusive Work Environment

Organizations should actively promote diversity through hiring practices, training programs, and inclusive policies. According to Onyeador et al. (2021), an inclusive and diverse work environment where all employees feel appreciated and respected is essential to job satisfaction and retention. Creating employee resource groups and celebrating cultural differences can also enhance inclusivity and when employees feel that their unique contributions are recognized and appreciated, they are more likely to be committed to the organization and less likely to leave. Kuume and Angula (2021) stated that each employee should be individually assessed to understand their specific concerns and interests, and active responses should be provided to address the issues they raise. The approach helps employees perceive themselves as integral to the organization's advancement and success. Employees increasingly seek leaders who genuinely care about their well-being, both personally and professionally, fostering a more committed and productive workforce.

Successful Retention Programs in IT Companies

In a competitive business landscape, success hinges much on the retention of employees. META retention strategies emphasize a holistic approach to employee well-

being and career development, contributing to high job satisfaction and low turnover rates (Basalamah, 2021). The technology giant strategy addresses various aspects of employee needs and expectations, fostering a supportive and engaging work environment. Investing in career growth, work-life balance, competitive compensation, and a supportive culture, IT companies can enhance employee retention and maintain a motivated workforce necessary for sustained competitiveness in the industry. META's retention strategies collectively contribute to creating an environment where employees feel valued and motivated to stay long-term.

Implementing enhanced retention strategies that discourages talented employees from leaving their jobs should be the primary concern of every organization. According to Holton et al. (2015), NASA employs robust retention strategies to cultivate high employee satisfaction and foster long-term commitment in a competitive industry. NASA's provides extensive career growth opportunities through specialized training programs, leadership development initiatives, and exposure to cutting-edge technologies. A recent breakthrough regarding NASA's Jet Propulsion Laboratory offers employees opportunities to work on groundbreaking missions like the Mars Rover projects, which not only advance their skills but also provide a sense of purpose and achievement.

Impact of Retention Strategies on Organizational Performance

During the last decade, employee retention has become a most critical issue for both public and private sector organizations as a result of the shortage of skilled labor, economic growth and employee turnover. High-retention organizations benefit from lower turnover costs, which include expenses related to recruiting, hiring, and training

new employees (Stichler, 2005). These savings can be redirected towards other critical business functions, thereby improving overall operational efficiency. According to Kaye and Jordan-Evans (2000) a stable workforce contributes to higher levels of productivity and morale, as employees develop a deeper understanding of their roles and are more likely to engage in collaborative efforts. Organizations that prioritize employee retention are often better positioned to innovate and adapt to market changes. Experienced employees bring valuable institutional knowledge and skills that drive creative problem-solving and strategic planning.

The relationship between employee retention and productivity is a critical area of focus for organizations aiming to enhance their performance and competitiveness. High employee retention rates contribute to increased productivity by ensuring that experienced and skilled employees remain within the organization (Mohammed Alwardi, 2022). Experienced and skilled employees have a deep understanding of their roles and the organizational processes, which reduces the learning curve and increases efficiency. Long-term employees are more likely to develop strong working relationships with colleagues, fostering a collaborative environment that enhances overall productivity.

Cost Implications of High Turnover and Benefits of Retention

High turnover leads to substantial direct and indirect costs, including recruitment, hiring, and training expenses. Mohammed et al. (2016) highlight that advertising job openings, paying for recruitment services, and the time investment of HR staff can be considerable cost. The continuous cycle of recruiting and training new employees not only consumes valuable time and money but also prevents the

organization from focusing on core business activities. In contrast, effective retention strategies such as offering competitive compensation, career development opportunities, and fostering a supportive work culture significantly benefit organizations (Kumar, 2022). A stable workforce reduces the need for constant recruitment and training, allowing the organization to focus on long-term strategic initiatives. to mitigate the high costs associated with employee turnover and to reap the benefits of a more productive and efficient workforce, organizations should prioritize and invest in effective retention strategies.

Challenges in Implementing Retention Strategies

One major challenge in implementing retention strategies is the presence of organizational and industry-specific barriers. Ghani et al. (2022) highlights that certain industries such as technology traditionally experience high turnover rates due to the seasonal nature of the work and the prevalence of contract positions. Industry-specific factors like rapid technological advancements can require constant upskilling, which may be challenging for both employees and employers to keep up with. This can lead to frustration and attrition if not managed properly.

Resistance to change is another significant obstacle when implementing retention strategies. Employees and managers alike may be resistant to new policies or initiatives, particularly if they feel that these changes threaten their established routines or job security (Rehman et al., 2021). Despite the fact that change is implemented for positive reasons like adapting to volatile environment conditions and remaining competitive, organization members often react to change efforts negatively and resist change.

Resistance to change can manifest in various ways, from passive non-compliance to active opposition, making it challenging to effect meaningful change (Sofiah & Aslami, 2022). In order to attain effectiveness, it is essential to contribute continuous improvement approaches under changing situations. Clear communication and involving employees in decision-making can mitigate resistance, but these measures require careful planning and execution.

Gaps in the Literature

There are numerous gaps in the technology sector retention strategies despite the availability of extensive research. Abdulai Sawaneh and Kanko Kamara (2019) highlights that further research will help develop a deeper and more holistic understanding of what drives employee retention in the technology sector, enabling companies to implement more effective and sustainable strategies. Firstly, the literature predominantly centers on large, established technology companies. The central focus leaves a significant gap in understanding the unique challenges and effective retention strategies for startups and smaller tech firms. Smaller technology firms often operate under different constraints and may require tailored approaches to retain talent.

Another underexplored area is the role of cultural diversity and inclusion initiatives in employee retention. According to Iddagoda and Opatha (2017) technology companies need to investigate best practices for creating an inclusive workplace that fosters belonging and reduces turnover among underrepresented groups. While there is growing recognition of the importance of diversity in the workplace, there is limited research on how these initiatives specifically contribute to retaining a diverse workforce.

Understanding how to create an inclusive environment that meets the needs of employees from various backgrounds could enhance retention strategies significantly.

The intersection of employee mental health and retention is an area that requires more attention. The technology sector is known for its high-stress environments, which can lead to burnout and high turnover rates (Brougham & Haar, 2020). There is a need for more research on how workplace wellness programs, mental health support, and work-life balance initiatives can be effectively integrated into retention strategies to enhance employee well-being and reduce turnover. Further research in mental health and wellness programs will help develop a deeper and more holistic understanding of what drives employee retention in the technology sector, enabling companies to implement more effective and sustainable strategies.

Summary of Key Findings

The literature review on retention strategies in the technology sector highlights several key findings essential for understanding how to keep talented employees in this competitive industry. According to Chege and Wang (2020) effective retention strategies often revolve around offering competitive compensation packages. The benefits includes not just salaries, but also bonuses, equity options, and comprehensive benefits that meet the diverse needs of employees. Ukpokodu (2020) postulate that for employees career development opportunities play a crucial role. Employees value clear pathways for advancement, access to training programs, and mentorship opportunities that foster their professional growth. Creating a positive work environment is equally important and

encompasses a supportive management style, a collaborative team culture, and a workplace that promotes work-life balance.

The emergence of technology in Ghana has transformed various sectors, drove economic growth and enhancing the quality of life. According to Mohammed et al. (2016) competitive compensation and benefits are essential but must be complemented by robust career development programs to retain top talent. In Ghana, technology managers can implement remote and hybrid work models which has become more prevalent globally. Acheampong and Boateng (2023) explored the rapid emergence of technology in Ghana which has become a cornerstone of the country's economic and social development. Retaining skilled technology employees in Ghana will also depend on IT managers creating a strong corporate culture that supports workers' personal and professional goals.

Future research should focus on several areas to further enhance retention strategies in the technology sector. Longitudinal studies are needed to evaluate the long-term effectiveness of various retention approaches, providing deeper insights into their sustainability. Research on retention strategies tailored specifically for startups and smaller tech firms is crucial, given their unique challenges compared to larger companies. The impact of remote and hybrid work models on employee retention in different cultural contexts, including Ghana, should be explored in greater detail. There is also a need for more studies on how mental health and wellness programs can be optimized to support employee retention. Finally, investigating the role of organizational culture and how it

can be cultivated to improve retention rates will provide valuable guidance for IT management practices globally.

Transition

In Section 2, a comprehensive literature review will be explored, examining existing research on employee retention strategies within the technology sector. Herzberg's two-factor theory will be explored as the conceptual framework underpinning the study, highlighting how motivators and hygiene factors influence employee satisfaction and retention. The literature review provides a nuanced understanding of the factors driving employee retention and highlights the importance of tailored strategies to address these challenges effectively.

In Section 3, the nature of the project will be explored, which involves a qualitative inquiry using semistructured interviews as the primary data collection method. The nature of the project outlines population and eligibility criteria, focusing on technology managers in Ghana, and discuss the purposeful sampling approach. Data collection will involve in-depth interviews guided by open-ended questions to capture detailed insights into employee retention strategies. The research study's focus on qualitative approach aims to build on the theoretical foundations and literature reviewed in Section 2, providing empirical data to inform my understanding of retention practices in the Ghanaian technology sector. Section 4 follows Section 3 which will delve into the findings from the collected and analyzed data.

Section 3: Research Project Methodology

In this section, the research project methodology was thoroughly outlined, offering a comprehensive guide that encompasses the project ethics, nature of the project, sampling strategies, data collection activities, and analytical frameworks.

Project Ethics

The role of a researcher is multifaceted and critical in advancing knowledge, addressing societal challenges, and contributing to the growth of their respective fields (Holmes, 2020). In qualitative research study, a researcher plays a key role in the data collection phase and adhering to ethical principles (Rademaker & Polush, 2022). Project ethics requires seeking consent in the form of writing from project participants, ensuring participants fully understand the roles and responsibilities as managers who have leveraged retention strategies, and providing clarity regarding their right to opt out of the research at any time. Took on the role of gathering and analyzing data concerning the effective retention strategies employed by technology managers in Ghana. Alongside my primary roles, undertook the tasks of recruiting and conducting interviews with technology managers, systematically documenting, and categorizing semistructured interviews into coherent themes.

As a cofounder of a technology consulting start-up, I have developed an interest in understanding what effective retention strategies successful managers employ. Founding and scaling a start-up in the competitive technology industry has not only exposed me to the intricacies of managing a workforce but has also heightened my awareness of the role that employee retention plays in the success and sustainability of a

company. Through firsthand experiences, the challenges of retaining talented individuals in a rapidly evolving landscape have been encountered, prompting me to delve deeper into understanding the strategies employed by successful managers to mitigate turnover and foster a positive work environment.

As a researcher, the role involving human subjects is conducted ethically was ensured with respect for the rights, well-being, and dignity of the participants based on the Belmont report protocol. In 1978, the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research authored the Belmont Report, which serves as a comprehensive outline of ethical standards and guidelines governing research with human subjects (Human Subjects Research Review, 2022). This seminal document introduced three fundamental principles to direct ethical research with human subjects: (a) respect for persons, (b) beneficence, and (c) justice.

As per the Belmont Report, the principle of respect for people underscores the importance of researchers regarding participants as autonomous individuals capable of making informed decisions (Lantos, 2020). The process of informed consent for enrolment to a research study can be complex for both participants and research staff (O'Sullivan et al., 2021). In this study, the respect for individuals by ensuring that participants are fully informed about the potential risks and benefits associated with their involvement, utilizing an informed consent document was ensured. The informed consent document (See Appendix A) outlined the voluntary nature of participation in the study, as well as informing participants of their right to withdraw from the study at any point, for any reason. In the event that a participant chooses to withdraw, they were required to

submit an email confirming their withdrawal request, after which all related materials were securely destroyed using data destruction software. Participants were not provided with any incentives for their participation in the study.

Safeguarding participant confidentiality and privacy is in any research study involving human subjects (West-Oram et al., 2020). As part of the ethical protection of participants, the procedures and guidance outlined by IRB on ethical research were followed. In every research endeavor, adherence to the fundamental ethical principles concerning human subjects is paramount, encompassing principles such as respect, beneficence, and justice (White, 2020). Data collection is confidentiality, including the privacy of participants and organization identities were ensured. Data confidentiality was done by masking any identifying information such as names, addresses, or specific locations of participants or their organizations. Unique codes were assigned to participants and organizations instead of using their actual names. In furtherance, measures were put in place for safeguarding participant confidentiality and privacy including the secure storage of data for a 5-year duration to protect participants rights. Transparency was ensured in the distribution of findings, with participants receiving a summary of the results to prioritize their welfare and establish trust. The research project has been approved by Walden IRB with approval number as 07-12-24-1183648.

Nature of the Project

Qualitative pragmatic study was chosen. Qualitative research offers a rich approach in understanding complex social phenomena (Nassaji, 2020). The use of qualitative research is useful since it may delve into the complexities of the technology

industry and the contextual elements that impact retention tactics. Pragmatic study approach is appropriate for this study because a pragmatic research design focuses on relevance and practicality, making it possible to identify and explore how well real-world solutions to the problem of high employee turnover actually work (Ramanadhan et al., 2021). The research study also benefited from the pragmatic research approach, which considers organizational, cultural, and industry-specific elements that can affect retention strategy effectiveness.

Population, Sampling, and Participants

Selecting research study participants is a phase that directly impacts the quality and validity of research findings (Morgan, 2022). The total population of the study on strategies employed by technology managers consisted of at least six technology managers in Ghana who have successfully employed strategies to reduce high employee turnover in their organizations. The eligibility criteria included: (a) managers in the technology field, (b) lives and work in Ghana, (c) implemented a minimum of two retention strategies, and (d) is 18 years of age or older. Eligibility criteria in research is required to ensure that the study's participants meet specific characteristics that are necessary for the study's objectives (Capili, 2021). Access to participants requires careful planning and consideration due to factors such as the availability of participants, organizational policies, and cultural norms.

Collaborating with professional associations related to technology management in Ghana provided access to a pool of potential participants. Collaboration provides quick facilitation and access to the population in question. Utilizing online platforms and social

media channels can help reach a broader audience of technology managers in Ghana. Professional networking sites such as LinkedIn and Facebook were leveraged to attract potential participants. Leveraging personal and professional networks within the technology management community in Ghana can be an effective way to identify and recruit participants (Chaudhry, 2014). Colleagues, industry contacts, and acquaintances who were willing to participate in the study were contacted.

After identifying the strategies to gain access to participants, it becomes apparent that positive and collaborative working relations with the participants were established. The strategies that were employed included: (a) communicating clearly and transparently with participants about the purpose and objectives of the research study; (b) demonstrated respect for participants perspectives, experiences, and cultural norms; (c) took proactive steps to establish trust with participant by being reliable and approachable; (d) and recognized and appreciated participants for their contributions to the study (Stratton, 2021). The chosen technology managers that were selected understood the retention strategies and have successfully implemented strategies (Stratton, 2021).

The most suitable sampling method for the study in focus is purposeful sampling. Purposeful sampling is a non-probability sampling technique commonly used in qualitative research to select participants who possess specific characteristics or experiences that are relevant to the research objectives (Staller, 2021). According to Mweshi and Sakyi (2020), purposeful sampling methods are particularly useful when the researcher seeks to explore a specific phenomenon, understand a particular perspective, or investigate a unique context within a limited population. Purposeful sampling method

was suitable because it helped in identifying key organizations or institutions in Ghana known to employ technology managers. Participant selection was based on a sample of organizations that included industry sector, company size, and geographical location. Six participants were interviewed, with each meeting all the selection criteria. The six participants were based on the primary goal of the study, which emphasizes the depth of investigation, time and resource constraints, and data richness. The number of six participants were chosen because the sample size allowed for data saturation to be reached.

Staller (2021) suggested that case study research could benefit from a smaller sample size, typically ranging from six to ten participants. This is because participants within this range often share similar perceptions and responses, allowing for data saturation to be achieved with fewer data points. Due to the study's qualitative nature, obtaining rich, in-depth analysis that is manageable within a time conscious effort was focused. Data saturation is required in qualitative research to reach a point where no new information is introduced in the research from additional data collection (Alam, 2021). Gill (2020) further reiterates that data saturation strategies enhance the credibility and validity of research findings. Data saturation strategies such as triangulation, theoretical sampling, participant validation and ongoing analysis was introduced. Data saturation was ensured by establishing strategies such as triangulation of the data, participant validation and theoretical sampling.

Data Collection Activities

Data collection in research involves gathering information or evidence to address research questions or objectives (Mazhar et al., 2021). Khoa et al. (2023) postulated that researchers can ensure that data collection is systematic, rigorous, and aligned with the objectives of the study, ultimately contributing to the validity and reliability of research findings. There are two data collection instruments for the study. I was the primary instrument. The second data collection instrument was semistructured interviews. Interview protocol (see Appendix B) was utilized to help me keep focused and remain on the topic during the process.

The interview consisted of semistructured, open-ended and follow-up questions which focused on key inquiries about the participants perspectives on successful employee retention strategies. The techniques that was leveraged to collect data included an in-person or remote interview depending on availability and preferences, and participants were informed about the use of a recording device to document their responses during the interview. A primary benefit of the semi-structured interview is that it permits interviewers to be focused while still giving the investigator the autonomy to explore pertinent ideas that may come up in the course of the interview (Adeoye-Olatunde & Olenik, 2021). Public company documents were leveraged to identify effective employee retention strategies. This adds depth to the research by integrating insights from both primary interviews and secondary sources. Utilizing techniques like research logs, reflective journals, and NVivo for thematic analysis ensures comprehensive data management and analysis in the research process (Alam, 2021).

Enhancing reliability and validity of data is needed in data collection and usage (Dobakhti, 2020). Reliability and validity of data was ensured by creating an opportunity for the participants to review the interview summary and verify the accuracy of the summary which ensures that their perspectives are accurately represented. As part of the interview process, a good researcher maintains focus and stays on subject to make sure the data are pertinent to the study while considering the various experiences and points of view of the participants (Price & Smith, 2021). The following interview questions as included in Appendix B were asked.

Interview Questions

1. What do you perceive as the main reasons behind high employee turnover in the IT industry in Ghana?
2. How do you identify and assess the factors contributing to employee turnover?
3. What specific strategies or initiatives have you implemented to address high employee turnover?
4. What examples of successful retention strategies that have been effective in reducing employee turnover?
5. How do you prioritize and allocate resources for employee retention efforts?
6. What role do you play in promoting employee retention?
7. How do you measure the effectiveness of your employee retention strategies?
8. What challenges or barriers have you encountered in implementing retention strategies?

9. In your opinion, what additional steps or improvements could be made to further reduce employee turnover in the IT sector?

Data Organization and Analysis Techniques

The choice of data organization and analysis methods depends on the research objectives, the nature of the data, and the researcher's expertise (Antonio et al., 2020). First, research logs were used to document the progress of data collection, including dates of interviews, participant data, and any notable observations. Reflective journals were utilized to record personal reflections, and emerging patterns. A research technique for examining meaning patterns in a dataset is thematic analysis (Majumdar, 2022). Using thematic analysis, qualitative data was examined to find recurrent themes and trends in the respondents answers. NVivo tool provides a functionality of analyzing open-ended responses collected during semi-structured interviews (Locke et al., 2022). NVivo was utilized to organize, analyze, and code my transcript data after thematic data analysis. Open coding was engaged by assigning labels and codes to segments of the data that represent key concepts or themes related to retention strategies. Through constant comparison and refinement, a comprehensive coding framework was developed, and key themes were identified and organized into a coherent structure.

The analysis focused on identifying and exploring key themes related to effective retention strategies employed by technology managers in Ghana. These key themes were correlated with existing literature, including seminal studies and new research published since the writing of the proposal, to provide theoretical grounding and contextual understanding. All raw data, including interview transcripts, research logs, and reflective

journals, were securely stored for a minimum of five years in compliance with research ethics and data management guidelines (Ibbett & Brittain, 2020). Digital files were encrypted and password-protected, accessible only to authorized personnel.

Reliability and Validity

Reliability

In order to assure accuracy and reliability of the data interpretation and findings, practices like member checking, transcripts review, and peer debriefing must be followed when it comes to the research study's dependability (Sürücü & Maslakci, 2020). Member checking ensures dependability and was conducted to validate the accuracy and credibility of the data interpretation. After the initial analysis was completed, in order to make sure that their viewpoints are fairly reflected, the participants were given the chance to examine the interview summary and confirm its accuracy. Member checking process allows participants to provide feedback, corrections, or additional insights, thereby enhancing the dependability of the data (Schwartz-Shea, 2020). Reviewing the transcript thoroughly ensures accuracy and completeness. The transcripts were compared against the audio to ensure all areas have been captured, accurately documented and without errors. Ensuring research reliability provides an opportunity for the researcher to discuss and validate the interpretations, findings, and conclusions with peers, receiving feedback and insights that contribute to the reliability and rigor of the study (Khoa et al., 2023).

Validity

In ensuring the credibility of research, it is imperative to employ various strategies (Sürücü & Maslakci, 2020). These include member checking, transcript review,

and triangulation. Member checking serves to validate data interpretation, while triangulation enhances credibility by corroborating information from multiple sources (Natow, 2020). Data triangulation entails comparing and contrasting data from different sources to validate consistency and reliability. Participants were provided with research findings and data summaries to review, verify transcripts and contribute to the accuracy of responses, thus bolstering data credibility.

Carcary (2020) postulated that transferability strategy in research seeks to successfully direct future research endeavors and offer researchers insightful lessons. To address transferability concerns, a thorough description of the research context, participants, and methodology were provided, along with discussions on study limitations and potential influences on findings' transferability. Confirmability was ensured through a transparent and systematic research process, documented meticulously to create an audit trail. Transparency in research makes it easier for findings to be independently verified, improving study confirmability (Johnson et al., 2020).

Alam (2021) emphasizes that data saturation ensures representation of diverse perspectives within a research sample, ultimately enhancing the validity and trustworthiness of the research. To achieve data saturation, interviews were conducted until reaching theoretical saturation, where further data collection did not yield new insights. Organizational documents were reviewed on retention to ensure data trustworthiness.

Transition and Summary

In Section 3, the nature of the project was explored which involves qualitative inquiry, utilizing semi-structured interviews as the primary data collection method. The population and eligibility criteria included technology managers working in various organizations within the technology sector in Ghana. Sampling involved purposeful sampling to select participants with relevant experience and insights into retention strategies. Data collection activities consisted of conducting semi-structured interviews with selected participants, guided by a set of open-ended questions designed to explore their perspectives and experiences with employee retention. Moving forward, section 4 of the proposal delved into the findings from the collected and analyzed data.

Section 4: Findings and Conclusions

Presentation of the Findings

The purpose of the qualitative pragmatic inquiry was to identify and explore the effective retention strategies information technology managers employ to reduce high employee turnover in Ghana. Semi-structured interviews were conducted via Zoom with six Technology leaders in Ghana who met the eligibility criteria. Each participant was assigned with participant numeric codes P1, P2, P3, P4, P5 and P6 during the interview process. Thematic analysis allows researchers to capture rich, detailed, and nuanced data (Kiger & Varpio, 2020). After the interview was conducted with six technology managers, NVivo software was leveraged to organize the collected data. Codes are basic labels that capture key features of the data relevant to the research question (Braun & Clarke, 2019). Firstly, the transcripts were imported into Nvivo, organized into numeric codes and identifying the various patterns that will be defined and named into themes. After examining collected data from the six Technology leaders in Ghana, three themes emerged: (a) contributing Factors, (b) strategies and initiatives, and (c) challenges and Barriers.

Theme 1: Contributing Factors

Factor 1: Compensation

Compensation plays a critical role in influencing employee turnover, particularly among skilled IT professionals who are increasingly sought after in the market (Al Mamun & Hasan, 2017). Companies that fail to match or exceed market compensation standards are likely to face high turnover rates, as employees move to positions that offer

better financial rewards and more favorable working conditions. P2 and P5 highlighted that as IT professionals enhance skills and become more desirable in the industry, tech professionals start receiving offers from other organizations that provide better compensation packages. The trend indicates that companies with more attractive salary offerings and benefits have a competitive edge in retaining top talent. The allure of higher pay and innovative work environments often leads these skilled individuals to leave current positions for more lucrative opportunities. P1 emphasized the difficulty in retaining top talent in a competitive market where large tech companies offer significantly better compensation. P1 pointed out that in order to keep talented employees, companies either need to offer much higher salaries or risk losing them to competitors who can provide better conditions. The challenge is further compounded by the fact that even after investing in training and development, these employees may still leave for better-paying jobs once they become more skilled.

Factor 2: Professional Development Opportunities

Career development opportunities are an essential factor influencing employee turnover, especially in Ghana's IT industry. Limited opportunities for career advancement and professional growth are driving factors behind the decision of many employees to leave current roles in search of better prospects (Salleh et al., 2020). Almost all participants expressed that lack of career development opportunities not only affects employee satisfaction but also contributes to higher turnover rates, as employees seek roles that align with their aspirations for growth and development.

P1 highlighted the importance of career advancement as a key motivator for employees. For instance, P1 noted that employees often leave current jobs in search of better career advancement opportunities, particularly when they feel that the current roles do not offer the potential for growth. The manifestation of this is particularly evident when employees seek larger platforms, such as moving from regional locations to bigger cities like Accra, or even exploring international opportunities in countries like the USA and UK. Son and Kim (2021) posited that the pursuit of career growth and advancement is a primary driver behind the decision to seek new employment opportunities.

P3 and P6 indicated that the lack of intervention opportunities for ongoing learning and development within current roles often lead employees to look for jobs elsewhere that provide these opportunities. Employees are more likely to stay with organizations that offer structured programs for continuous education and professional growth, as this aligns with the long-term career goals (Son & Kim, 2021). P1, P3, and P6 mentioned that the absence of clear and structured career progression pathways within organizations pushes employees to seek better prospects. When employees do not see a clear path for advancement or lack sufficient professional development opportunities, they are more inclined to leave for employers who provide better growth prospects.

Factor 3: Competitive Job Market

High employee turnover is driven by the competitive job market, and responses from participants illustrate how the demand for skilled IT professionals, both locally and internationally, creates an environment where better opportunities frequently lure employees away. The competitive job market in Ghana's IT industry, characterized by

high demand for skilled professionals and frequent poaching by other companies, significantly contributes to high employee turnover. The competitive nature of the job market intensifies the rate at which IT professionals are approached by other companies (Gribbling & Duberley, 2021). P4 and P5 pointed out that the competition often results in employees leaving current roles for better opportunities elsewhere, particularly when they perceive that the current position does not offer the same level of benefits or growth potential. The ease with which IT professionals can move between jobs, coupled with attractive offers from other companies, contributes to a high turnover rate.

The scarcity of high-quality opportunities in certain regions or within certain companies also plays a role in driving turnover. When employees perceive that better opportunities are available elsewhere, whether in larger cities like Accra or in other countries, they are more likely to leave the current positions. The competitive job market thus acts as both a push and pull factor, pushing employees out of current roles due to limited opportunities and pulling them into new roles with the promise of better conditions (Choi & Park, 2020). P1 emphasized that the IT job market is highly competitive, with skilled professionals being in high demand. This demand leads to frequent poaching by other companies, both within Ghana and from abroad. As IT professionals are highly sought after, they often receive multiple offers from different employers, many of whom can provide better compensation, benefits, and career advancement opportunities.

Connecting Contributing Factors and Frederick Herzberg Two Factor Theory

According to Herzberg (1974), compensation is a hygiene factor. While adequate compensation can prevent dissatisfaction, it does not necessarily motivate employees to perform better or stay in the current roles. However, poor compensation or a lack of competitive pay can lead to dissatisfaction and, consequently, high turnover. P3 noted that inadequate compensation is a significant factor driving high employee turnover. In the competitive IT industry, where skilled professionals are in high demand, better compensation packages offered by other companies can lure employees away, leading to turnover. While improving compensation may not increase job satisfaction, it is vital for preventing dissatisfaction and retaining employees.

Herzberg emphasized that professional development opportunities are considered motivators that contribute to an employee's job satisfaction and intrinsic motivation (Herzberg, 1974). When employees see clear paths for career growth and have access to ongoing learning and development, they are more likely to feel fulfilled and motivated, reducing the likelihood of turnover. P1 highlighted the importance of career development opportunities in retaining IT professionals as evident in the technology sector. The absence of structured career progression pathways and professional development opportunities leads to dissatisfaction, prompting employees to seek better prospects elsewhere. Organizations that invest in employee development and provide clear advancement opportunities can increase job satisfaction and reduce turnover by aligning with the intrinsic motivations of employees.

Linking Contributing Factors to Literature

Contributing factors provides a deeper understanding of the underlying reasons for high turnover rates and helps to contextualize the factors within existing literature. Werdhiastutie et al. (2020) argues that employees are motivated by the expectation that the efforts will lead to desirable outcomes, such as career advancement. If an organization fails to provide clear career development opportunities, employees may lose motivation and seek growth elsewhere, leading to higher turnover. P1, P4 and P5 reiterated that employees leave an organization if they perceive that the career goals cannot be met. Employees who do not perceive sufficient investment in their development may feel that the organization is not holding up its end of the exchange, leading to dissatisfaction and turnover. According to Walmsley (2004), employees who do not perceive sufficient investment in their development may feel that the organization is not holding up its end of the exchange, leading to dissatisfaction and turnover.

Theme 2: Challenges and Barriers

Implementing effective employee retention strategies in the IT industry can be fraught with challenges, particularly when resources are limited (Ajayi & Udeh, 2024). P5 and P6 highlighted that limited financial resources significantly restrict the scope and effectiveness of their retention programs. Budget constraints hindered their strategy of offering comprehensive benefits, competitive salaries, extensive training and professional development opportunities. These limitations made it difficult to compete with larger companies or international firms that have more substantial resources to invest in their employees.

P1 and P3 mentioned that it is difficult in convincing leadership to allocate sufficient budget to retention initiatives, especially in their industries that are not traditionally tech-focused. Leadership may prioritize other areas of the business or be hesitant to commit significant resources to initiatives that they perceive as non-essential. This resistance can hinder the implementation of effective retention strategies and make it challenging to sustain efforts aimed at retaining IT talent. P2 reiterates that there are many other things the company wants to achieve, and these goals may take precedence over retention efforts. The juggling of priorities led to insufficient attention and resources being allocated to employee retention, making it more difficult to implement and sustain effective strategies.

Resistance to change is a significant barrier to implementing effective employee retention strategies, particularly in organizations with long-standing traditions and practices (Srivastava & Agrawal, 2020). P4 pointed out that in an established company like his, there is a strong attachment to traditional ways of doing things. Management is always reluctant to adopt new practices or invest in innovative retention strategies, viewing them as unnecessary or disruptive to the status quo. This resistance prevents the implementation of changes that are necessary to address modern retention challenges, making it difficult to improve employee satisfaction and reduce turnover. P4 further highlighted that resistance to change is not only limited to management, employees themselves can also be hesitant to embrace change. In their line of work, where certain practices have been entrenched for years, employees are comfortable with the existing systems and resistant to new initiatives, even if they are designed to benefit them. The

challenge can manifest in various ways, such as reluctance to participate in new training programs, skepticism about new performance evaluation systems, or a preference for familiar work routines.

In the rapidly evolving IT industry, keeping up with industry trends is a necessary yet challenging aspect of effective employee retention. P1 highlighted the complexities of maintaining up-to-date retention strategies in an industry characterized by constant change and innovation. The IT sector is inherently dynamic, with continuous advancements in technology, changing work practices, and evolving employee expectations. The rapid changes in the IT landscape required our organization to constantly adapt and innovate our retention strategies. Based on our exit interview reports, it was identified that Failure to innovate resulted in outdated practices that no longer resonate with employees, leading to higher turnover rates.

Linking Frederick Herzberg Theory of motivation to the challenges and barriers

The theme of the challenges and barriers to effective employee retention in the technology space in Ghana can be viewed through the lens of Herzberg's Two-Factor Theory, which recognizes the need to address both hygiene factors and motivator factors. Most participants reiterated that when companies lack the necessary funds to offer competitive salaries, comprehensive benefits, or robust professional development programs, employees may become dissatisfied. Although the presence of these factors does not necessarily lead to high motivation, their absence can cause dissatisfaction and, consequently, lead to higher turnover. Additionally, if employees feel that their environment is stagnant to their needs, it can lead to dissatisfaction, and management's

resistance to adopting new practices will prevent the improvement of working conditions, contributing to dissatisfaction.

Linking Challenges and Barriers to Literature

The theme 2 on the challenges and barriers identified in the study of employee retention strategies to existing literature provides a deeper understanding of the underlying issues and supports the development of more effective strategies. Participants emphatically stated budget constraints as a major challenge in exercising retention strategies and this aligns with the concept of resource-based view theory. Baia et al. (2020) studied that a company's financial resources are critical to gaining and sustaining competitive advantage. Budget constraints limit a firm's ability to invest in retention strategies, thereby hindering its ability to leverage these strategies as a competitive advantage (Ritchken & Wu, 2021). According to Baia et al. (2020), when firms cannot allocate sufficient resources to employee retention, they risk losing valuable human capital, which is a key resource in the IT industry.

Theme 3: Strategies and Initiatives

Strategy 1: Work life Balance

Work-life balance has emerged as a critical strategy in the retention of employees, particularly in the highly competitive IT industry in Ghana. Enhancing work-life balance through flexible work arrangements is a powerful strategy for retaining employees in Ghana's IT industry. Bahar et al. (2022) studied that by recognizing and addressing the diverse needs of employees, companies can create a more accommodating and supportive environment, which not only helps retain top talent but also boosts overall employee

satisfaction and productivity. P1, P3 and P5 highlighted the implementation of flexible work arrangements, such as flexible working hours and remote work options, as a deliberate strategy to improve work-life balance. These arrangements allow employees to better manage their professional and personal responsibilities, making it easier for them to stay in their current roles. P6 mentioned that flexible work arrangements were introduced in response to critiques about the challenges of maintaining a healthy work-life balance, which had previously contributed to higher turnover rates.

Strategy 2: Competitive Compensation Package

In Ghana's highly competitive IT industry, offering competitive compensation packages is a key strategy for retaining top talent. Competitive compensation packages are an essential component of employee retention strategies. P1 and P2 said that their organizations have introduced competitive compensation packages, even for new employees, to attract and retain talent from the outset. P4 mentions that beyond just salaries, retention strategies also incorporate comprehensive health benefits and wellness programs into employees compensation packages. The programs include mental health support, fitness initiatives, and other wellness-related benefits that have been identified as successful strategies for improving employee well-being and loyalty.

P3 and P5 reiterates the importance of ensuring that compensation packages are as competitive as possible. Maintaining competitive salaries and benefits is crucial for motivation and retention in a market where employees are frequently approached by other companies with better offers. According to P6, when employees receive fair compensation and are assured of their financial and personal well-being, they are more

inclined to remain with the company even in the face of external opportunities. The results were proven through surveys and performance reviews.

Strategy 3: Recognition and Rewards

Recognition and rewards are powerful tools for enhancing employee retention, particularly in competitive industries like technology. P3 noted that promoting employees who perform well is a key initiative that has been implemented within their organization. These promotions often come with higher pay, which not only rewards employees for their hard work but also serves as a tangible recognition of their contributions. This approach not only incentivizes employees to excel in their roles but also strengthens their loyalty to the organization, as they see a clear path for advancement and financial growth within the company. P1, P2, P4, and P6 highlighted that when employees are regularly acknowledged and rewarded for their contributions, they feel valued and are more likely to remain committed to the organization. P5 mentioned that his recognition and reward programs have significantly reduced turnover by making employees feel appreciated for even the smaller contributions they make. The regular acknowledgment reinforces the idea that hard work is noticed and rewarded, which in turn motivates employees to continue putting in their best effort.

Strategy 4: Professional Development

Professional development is a highly effective strategy for retaining employees in Ghana's IT industry and offering comprehensive career development programs, organizations can create an environment that supports employee growth and fosters long-term loyalty. P1, P3 and P6 mentioned that their organizations offer structured career

development programs, which include training sessions, workshops, and certifications. The structured career development programs often involve industry stakeholders and experts who provide guidance and mentorship to employees. Training sessions, workshops, and certification initiatives not only enhance current performance but also prepare employees for future roles within the organization, giving them a clear sense of career progression.

P1 further highlighted the role of mentorship programs in supporting career growth and helping employees feel more invested in technology roles. Mentorship programs provide employees with personalized guidance and support, which can be particularly motivating for those looking to advance careers in technology. When employees see that the organization is committed to personal and professional development, they are more likely to remain loyal and committed. Son and Kim (2021) reiterates that continuous learning opportunities are a cornerstone of effective professional development strategies. P4 noted that providing opportunities for ongoing education and skill enhancement has been particularly effective in encouraging employees to stay with the company. When employees know they have access to continuous learning and professional development, they feel more secure in the long-term career prospects within the organization. This sense of security and potential for growth makes them more likely to stay, reducing the risk of turnover.

Linking Frederick Herzberg Theory of motivation to the strategies and initiatives

The theme of strategies and initiative, with emphasis on competitive compensation package and work-life balance, are hygiene factors that prevent

dissatisfaction by addressing a basic need and allowing employees to balance professional and personal lives more effectively. Participants mentioned that adequate pay and benefits and work-life balance reduce stress and prevent employee dissatisfaction, which can otherwise lead to high turnover. Strategies and initiatives, specifically recognition, rewards and professional growth are key motivators in Herzberg's theory. According to Herzberg (1974), recognition, rewards and professional growth tap into employees needs for achievement and the intrinsic value of the work. P1 and P5 mentioned that when employees perceive that they have opportunities to grow, acknowledged for the hard work and achievements, there is an increase in job satisfaction and motivates them to stay with the company.

Linking Strategies and Initiatives to Literature

Retention strategies and initiatives in Ghana implemented by organizations to retain employees are strongly supported by various theoretical frameworks in the literature. Adams and Freedman (1976) equity theory posits that employees are motivated by fairness in compensation and when employees perceive the pay and benefits as equitable compared to others in similar roles or industries, they are more likely to remain with the organization. Competitive compensation packages address the need for equity and help reduce turnover by ensuring that employees feel fairly compensated for their contributions (Fitri, 2024). Sorn et al. (2023) argues that compensation addresses the basic physiological and safety needs of employees, which are foundational in the hierarchy of needs. Offering competitive compensation, organizations ensure that these

fundamental needs are met, allowing employees to focus on higher-level needs within the company.

Seman et al. (2022) reiterates that work-life balance initiatives, such as flexible working hours and remote work options, help reduce work-family conflict by allowing employees to better manage personal and professional responsibilities, thereby increasing job satisfaction and reducing turnover. The above assertion is supported by Cvenkel (2021) who suggested that work-life balance initiatives serve as job resources that help employees cope with job demands. Work-life balance initiatives can mitigate stress and burnout, leading to higher engagement and lower turnover rates. Providing such flexibility, companies address employee's need for work-life balance, contributing to the overall well-being and retention.

Business Contributions and Recommendations for Professional Practice

The study on retention strategies employed by technology managers in Ghana has a significant impact on the professional practice of employee management in Ghana. The technology sector turnover is a critical issue with significant implications for organizational performance, innovation, and competitiveness (Lin & Huang, 2021). The section outlines the practical implications of the findings and offers actionable recommendations for technology managers to enhance talent retention strategies effectively. The study lay the foundation for future research into retention strategies in Ghana's technology sector.

The study findings offered a comprehensive analysis of the factors contributing to high employee turnover in the IT industry in Ghana, including compensation, career

development opportunities, work-life balance, and competitive market dynamics. Gurusinghe et al., (2021) highlights that the understanding of effective retention strategies can help technology organizations, human resource professionals, and industry stakeholders better grasp the complexities of turnover and the interplay of various factors that lead to it. The study offers a strategic framework that organizations can utilize to develop and execute focused retention strategies by pinpointing the precise elements that contribute to employee turnover. The study framework can serve as a guide for IT companies looking to minimize turnover, ensuring that organization retention efforts are focused on areas that matter most to employees.

Understanding the cultural aspect can help businesses recognize the non-monetary factors that contribute to retention and take steps to improve organizational culture. Ghana is a country that values culture greatly, and research have shown how important organizational culture and leadership are influencing turnover rates (Opoku et al., 2022). The contribution underscores the need for technology firms to foster a positive work environment and leadership that supports change, innovation, and employee development. Organizations can use the theoretical grounding to inform human resource practices and create more effective retention programs (Sorensen et al., 2021). The research study connects theoretical frameworks such as Herzberg's Two-Factor Theory, Equity Theory, and Maslow Hierarchy needs with real collected data from the Ghana technology industry. The connection enhances the practical relevance of these theories, offering insights into how the theories can be applied in the context of employee retention in Ghana technology space.

The study findings portray diverse retention strategies that have been successful in Ghana technology space. Kudyba et al., (2020) postulate that technology research study must cover a wide range of strategies that leadership can use to encourage IT-skilled workers to stay on the job which include competitive compensation packages, career development programs, and promoting work-life balance initiatives. The qualitative pragmatic inquiry aimed to research effective retention strategies employed by technology managers in Ghana. Technology managers can address the issue of competitive job markets and the poaching of skilled IT professionals by regularly benchmarking employee compensation against industry standards.

Technology managers should prioritize the establishment of structured career development programs. Career development programs include continuous learning opportunities, mentorship programs, and clear career progression pathways (Sugiarti, 2022). P2 expressed that in his previous company, leadership considered partnerships with educational institutions and industry bodies to offer certifications and training that keep employees skills up-to-date, and the employee resource investment did not only improve employee retention but also enhance the overall skill set within the organization. Providing resources for stress management, mental health support, and promoting a culture that respects work-life balance will help in retaining employees who value flexibility and personal well-being.

Implications for Social Change

Ghana's technology sector has experienced a significant growth with a 40% annual growth rate in technology services and a notable increase in internet penetration

from 12% in 2012 to over 60% in 2019 (Acheampong & Boateng, 2023). When Technology leaders address the factors contributing to high employee turnover, particularly through better compensation, career development opportunities, and work-life balance initiatives, the IT industry in Ghana can empower its workforce. The empowerment leads to greater job satisfaction, increased productivity, and higher morale, which can contribute to a more motivated and engaged workforce across the country. Social change implication from this study also spans across helping reduce economic disparities by ensuring that employees are fairly compensated for the skills and contributions. This can lead to a more equitable distribution of income, which is essential for reducing poverty and promoting economic stability within communities. The implications for social change arising from the study on employee turnover in Ghana's IT industry are profound and addressing the root causes of turnover and implementing effective retention strategies, the IT sector can not only improve its internal operations but also contribute to broader societal advancements.

Recommendations for Further Research

After carrying out a qualitative pragmatic study on the effective retention strategies employed by technology managers in Ghana, few areas were identified that require further research. Future research could delve into turnover factors specific to different sectors within the IT industry, such as software development, cybersecurity, and technology consulting. Understanding the unique challenges and retention strategies required for each sub-sector could provide more tailored solutions and insights. The emergence of remote work globally can influence further research that could explore how

remote work policies influence employee retention in Ghana's IT industry. This includes studying the balance between remote work and onsite requirements, employee preferences, productivity, and the overall impact on turnover.

Researchers can investigate the role of leadership in influencing employee retention and could offer insights into how leadership styles, communication, and decision-making impact employee loyalty. The research could focus on identifying leadership practices that are most effective in retaining IT professionals. Additionally, the role of organizational culture in influencing employee turnover in the IT industry is untapped. This includes studying how company values, leadership styles, and internal communication impact employee satisfaction and retention. To gain a more comprehensive understanding of the factors impacting employee retention and turnover in Ghana's IT business, further research in the above areas is recommended. In addressing these untapped areas, further studies can provide deeper insights and more nuanced recommendations for organizations aiming to reduce turnover and foster a more stable and productive workforce.

Two limitations were identified in the doctoral study. Hu and Plonsky (2021) defined limitations as the constraints that may affect the scope or the conclusions of a research study. The two limitations include not understanding the cultural context in Ghana and not ensuring access to participants. Firstly, to address the limitation of understanding the cultural context in Ghana, there is a need for researchers to immerse themselves in the local cultural environment. This can be achieved by conducting a thorough literature review on the sociocultural factors influencing the Ghanaian

workforce, specifically within the IT sector. Further research could also engage with local cultural experts, HR professionals, and industry leaders who have deep insights into how cultural factors, such as hierarchical structures, work ethics, communication styles, and employee expectations, influence turnover.

Second, to mitigate the limitation of gaining access to participants, new research should develop a strategic plan to build and leverage local networks. Establishing partnerships with IT industry associations, HR bodies, universities, and relevant professional organizations can help create a pool of willing participants to engage with the study. Collaborating with gatekeepers, such as HR managers and industry leaders in the Ghanaian IT community, can also facilitate introductions to potential participants. Additionally, flexibility in scheduling and ensuring minimal disruption to participant's work routines will further encourage participation and improve response rates. Addressing the above limitations will not only enhance the quality of further study but also contribute to more practical and contextually relevant findings for addressing employee turnover in Ghana's IT sector.

Conclusion

The emergence of technology in Ghana is a key driver of economic and social development; however, technology managers lose skilled technology professionals to other sectors and brain drain annually. Ukpokodu, O. N. (2020) revealed that 80% of technology-skilled graduates expressed a desire to seek employment in a competitive company or abroad due to better career prospects, greener pastures, and higher salaries.

The loss of skilled professionals not only hampers the growth and competitiveness of local technology firms but also undermines the country's broader economic development.

Leaders understanding of the effective retention strategy in Ghana's technology is central. The study explored the critical issue of employee turnover within Ghana's IT industry, focusing on understanding the contributing factors, effective retention strategies, and the broader implications for businesses and society. The study involved gathering data and reviewing publicly available documents on retention strategies. Key findings from the study highlighted the significance of competitive compensation packages, professional development opportunities, recognition and rewards, and flexible work arrangements as pivotal strategies for retaining talent. These strategies, when effectively implemented, can significantly reduce turnover rates and enhance employee satisfaction and loyalty.

The study also identified several challenges and barriers to effective retention, such as budget constraints, resistance to change, and the need to continuously adapt to industry trends. These challenges underscore the complexity of developing and sustaining successful retention initiatives, especially in an industry as fast-paced and innovation-driven as technology. The literature review and the study findings contribute to the growing body of knowledge on employee turnover in the technology industry and offer valuable guidance for technology managers in Ghana. Addressing the key factors influencing turnover and identifying effective retention strategies, the study provides a roadmap for technology managers to enhance company competitiveness and sustainability in the global tech landscape. This study underscores the urgent need for

technology managers in Ghana to prioritize and implement effective retention strategies to stem the loss of skilled professionals. As the technology sector continues to drive economic growth and innovation, addressing employee turnover is not just a matter of organizational survival but a critical factor in securing the country's competitive edge in the global marketplace.

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Appendix A: Interview Protocol

Primary Business Research Phenomenon Under Study and Overarching Research

Question

The topic for my research project is *Effective Talent Retention Strategies Employed by Information Technology Managers in Ghana*. The overarching research question is *What effective strategies do information technology managers employ to reduce high employee turnover in Ghana's IT industry?*

Primary Research Goal to Achieve from This Interview

The purpose of this interview is to explore strategies that were used to reduce high employee turnover in Ghana's IT industry.

Introduction

1. Thank you for participating in this study. Your participation in this educational project on the Effective Talent Retention Strategies Employed by Information Technology Managers in Ghana is important. It will help explore what strategies are effective for retaining technology employees in Ghana.
2. I will be interviewing you and several other technology managers in Ghana. So, I hope to have adequate information for this research study. Before we get started, I would like to go over just a few things with you.
3. First, you should know that your participation is totally voluntary. So, if I ask a question that you don't want to answer, or if you need to stop the interview at any time, just let me know.

4. Also, with your permission, I will be audiotaping the interview and taking some notes. Later, I will provide you with a transcript of the audiotape along with my notes so you can look at them, review them, and make any corrections that you see need to be made, making sure that we captured what you needed to say accurately.
5. This study may be shared with faculty members and colleague students and in sharing, there will be no mention of your names. Even if I use direct quotes, I will use pseudo names. It might also be used in conferences and professional meetings.
6. I will keep your shared information strictly confidential and safely stored for five years after my study's completion date and then destroy them.
7. Do you have any questions?
8. As you know, we have set about 60 - 90 minutes for this interview. Does that seem to be ok for you? We won't go beyond that time unless you wish to do so.
9. Is audiotaping still fine?
10. Ready to go?
11. Let's get started then!

Initial Probe Questions

1. Please state your name and title.
2. What is your current scope of responsibility within the organization?
3. How would you describe your tenure with the organization?
4. How would you describe the organizational experience of your company over the past several years?

Targeted Interview Questions

While asking these questions, I will watch for nonverbal cues, paraphrase as needed, and follow up on responses with probing questions to obtain more depth.

1. What do you perceive as the main reasons behind high employee turnover in the IT industry in Ghana?
2. How do you identify and assess the factors contributing to employee turnover?
3. What specific strategies or initiatives have you implemented to address high employee turnover?
4. What examples of successful retention strategies that have been effective in reducing employee turnover?
5. How do you prioritize and allocate resources for employee retention efforts?
6. What role do you play in promoting employee retention?
7. How do you measure the effectiveness of your employee retention strategies?
8. What challenges or barriers have you encountered in implementing retention strategies?
9. In your opinion, what additional steps or improvements could be made to further reduce employee turnover in the IT sector?

Targeted Wrap-up Question

1. Is there anything else you feel can be important to this study?

Closing

1. Thank you very much for your time, The information you provided is valuable and will help me successfully complete my study.
2. I would like to schedule a follow-up interview with you to review and discuss the audiotape transcript and my notes to ensure I interpreted your responses accurately.
Would xx date and xx time be okay for you?
3. I will provide you with the transcript and notes at least three days in advance to allow you sufficient time to review.
4. Again, thank you very much for participating in my research study.