

EMPLOYEE TURNOVER IN LEBANESE NGOS: THE ROLE OF COMPENSATION, HR POLICIES, AND PROFESSIONAL DEVELOPMENT

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Abstract:

Employee turnover is a critical issue affecting organizational performance and sustainability, particularly in Lebanese non-governmental organizations (NGOs). The aim of this study is to examine the impact of the lack of adequate compensation and benefits, HR policies, growth and development, and employee perception of NGO work on employee turnover in Lebanon. A mixed-method strategy combining qualitative and quantitative methodologies was employed. Quantitative data were collected through surveys administered to 100 NGO employees, while qualitative data were gathered through 20 semi-structured interviews. Quantitative data were analyzed using SPSS, and qualitative data were analyzed through thematic analysis. The results revealed that compensation and benefits, HR policies, growth and development, and employee perception of NGO work are associated with employee turnover within the organization. The findings contribute to employee turnover literature in the NGO sector and suggest that improving compensation, HR policies, professional development opportunities, and employee support mechanisms may strengthen employee retention in Lebanese NGOs.

Keywords: Turnover – Compensation – HR policies – Growth – Development – Employee.

Résumé :

Le turnover des employés constitue un enjeu majeur qui affecte la performance et la pérennité des organisations, en particulier au sein des organisations non gouvernementales (ONG) libanaises. Cette étude vise à examiner l'impact du manque de rémunération et d'avantages sociaux adéquats, des politiques de ressources humaines, de la croissance et du développement professionnels, ainsi que de la perception qu'ont les employés du travail en ONG sur le turnover des employés au Liban. Une approche mixte combinant des méthodes qualitatives et quantitatives a été adoptée. Les données quantitatives ont été recueillies au moyen d'un questionnaire administré à 100 employés d'ONG, tandis que les données qualitatives ont été collectées à travers 20 entretiens semi-directifs. Les données quantitatives ont été analysées à l'aide du logiciel SPSS, et les données qualitatives ont fait l'objet d'une analyse thématique. Les résultats montrent que la rémunération et les avantages sociaux, les politiques de ressources humaines, les possibilités de croissance et de développement, ainsi que la perception du travail en ONG sont associées au turnover des employés au sein des organisations. Les conclusions enrichissent la littérature sur le turnover dans le secteur des ONG et suggèrent que l'amélioration de la rémunération, des politiques de ressources humaines, des opportunités de développement professionnel et des mécanismes de soutien aux employés pourrait renforcer leur rétention dans les ONG libanaises.

Mots-clés : Turnover – Rémunération – Avantages sociaux – Politiques de ressources humaines – Croissance – Développement – Employés.

Introduction

Employee turnover is a critical area of study that affects both organizational performance and sustainability, especially within non-governmental organizations (NGOs) operating in Lebanon. This study contributes to understanding organizational stability and effectiveness in a sector that often faces unique challenges related to funding, staffing, and mission-driven work.

Our objective is to explore how the lack of adequate compensation and benefits, ineffective HR policies, limited opportunities for professional growth and development, and employee perceptions influence turnover rates among NGO employees in Lebanon. Examining these factors may help NGOs improve employee retention. This study adopts Herzberg's Motivation-Hygiene Theory to analyze the factors affecting employee satisfaction and retention.

NGOs operate in a unique environment that is characterized by donor dependence, resource constraints and employment uncertainty. Despite the growing literature on employee turnover in NGO context, evidence from Lebanon is still limited. This study thus investigates the factors influencing employee's turnover in this context.

1. Literature review and theoretical framework

1.1. The Motivation-Hygiene Theory

Herzberg's Motivation-Hygiene Theory serves as the theoretical foundation of the study. Both intrinsic motivators (recognition and opportunities for advancement) and hygiene factors (salary, job security) can influence attitude and behaviour of the employees. Intrinsic motivation comes from within the individual while hygiene factors are associated with job dissatisfaction, according to Zhang *et al.* (2020). Based on the findings of Chyung and Vachon (2008), Bett (2019) and Wedadjati and Helmi (2022), it was revealed that this theory is fundamental in elucidating job attitudes as well as organisational commitment and performance. Research has shown that if motivating and hygiene factors are taken care of, the firm can have positive workplace behaviours of employees, including motivation, satisfaction and productivity (Bundtzen 2020, Parker and Zhang 2006). Accordingly, earlier studies have highlighted the influence of motivation and hygiene factors on employees' well-being, organizational commitment, retention and performance (Valk and Yousif, 2021; Shaikh *et al.*, 2019; Zhang *et al.*, 2010; Sachau, 2007; Baldonado, 2013). According to Herzberg's Motivation- Hygiene Theory, a worker's level of job satisfaction may be influenced by two elements: motivational and hygiene-related factors. Motivation factors include achievement, recognition, and opportunities for advancement, whereas hygiene factors include salary, job security, organizational policies, and working conditions. When both motivation and hygiene factors are considered, an employee's level of job satisfaction can significantly influence their intention to remain with or leave an organization. Therefore, Herzberg's Motivation-Hygiene Theory provides an appropriate framework for examining how compensation and benefits, HR policies, professional growth and development opportunities, and employee perceptions influence employee turnover in NGOs.

1.2. The Impact of Compensation and Benefits and HR Policies on Employee Turnover

When turnover increases, operational costs go up. The relationship between salary and benefits, HR policies and practices, and employees' propensity to quit has been examined through several studies. Various studies have shown that compensation, benefits and HR practices influence employee satisfaction, engagement and turnover intentions. Employees are more likely to stay committed to the organization when they are compensated competitively, have fair human resource policies, development

opportunities and a good working environment (Shuck et al., 2014; Umer et al., 2016; Hee et al., 2018; Yunikawati et al., 2021; Aman-Ullah et al., 2023). All these studies suggest that compensation and HR policies are important determinants of retention. Compensation receives higher priority in influencing perceptions of fairness and organizational support while HR policies play a more important role in work-life balance or greater career development opportunities or higher overall job satisfaction.

1.3. The Impact of Professional Growth, Skill Development, and Short-Term Contracts on Employee Turnover

Different research studies have been conducted to understand how professional growth and skill development and short-term employment cause employees to quit their jobs. Karavardar (2014) found a negative correlation between the intention of employees to leave an organization and the career development opportunities (i.e. development of professional skills). Besides, the researcher discovered that this relationship has a significant role to play in employee retention. According to Ohunakin *et al.* (2018), there is a significant negative relationship between the development of professional skills and the intention of the employees to leave the job. Furthermore, commitment is an important part of employee satisfaction and reduces the likelihood that employees quit their jobs (Lu *et al.*, 2016). The authors emphasised that professional commitment has a major effect on employee satisfaction and retention.

Kang et al. (2021) concluded that many reasons factor into the choice to leave an organization, and training and skill development are part of that. According to Guthrie (2000), paying workers for their skills may lead to better retention of workers than any other pay. Rewarding employees further strengthens organizational commitment with a correspondingly lower propensity for turnover, according to the findings. In sum, the findings from the studies show that PD and T & SA contribute to employee retention. When employees see the scope for learning and career growth, they tend to be more engaged with the organization and leave less.

1.4. The Impact of Employee Perception on Employee Turnover

When employees have a positive impression of their employers, they are less likely to leave. Perceptions of care from management toward employees and customers impact job satisfaction and loyalty (Alexandrov *et al.*, 2007). Perceptions of organizational support and emotional engagement are negatively associated with employees' intentions to leave their current employment (Wang *et al.*, 2017). Greater perceptions of organizational support can lessen employees' intentions to quit, as noted by Wilson and Chaudhry (2017). Similarly, Malek *et al.* (2018) found that managerial support and relationship quality reduce employees' turnover intentions. El-Hatw and Aziz (2022) found that employees' perceptions of corporate social responsibility were associated with stronger organizational commitment and lower turnover intentions. **Together, these studies suggest that employee perceptions can influence turnover intentions through organisational support, emotional engagement, relationship management and identification with organisational values.** Previous studies have also examined nonprofit and NGO organizations, highlighting the importance of organizational practices, governance, accountability, and employee-related factors in understanding organizational sustainability and retention (Leete, 2000; Kim & Lee, 2007; AbouAssi & Trent, 2016).

2. Research gap

Current literature generally focuses on employee turnover in private-sector organizations and developed economies. Research on how compensation and benefits, human resource (HR) policies, professional development opportunities, and employee perceptions affect employee turnover in NGOs operating in crisis settings remains limited. This study explores the determinants of employee turnover among NGO employees in Lebanon to help fill this gap.

3. Hypothesis

Hypothesis 1: High employee turnover in NGOs is associated with inadequate compensation and benefits.

Hypothesis 2: High employee turnover in NGOs is associated with inadequate HR policies.

Hypothesis 3: High employee turnover in NGOs is associated with limited professional growth and development opportunities.

Hypothesis 4: High employee turnover in NGOs is associated with employee perceptions of NGO work.

4. Methodology

In this study, we implemented a mixed-method strategy combining qualitative and quantitative methodologies to study the impact of the lack of adequate compensation and benefits, HR policies, growth and development, and employee perception of NGO work on employee turnover in Lebanon. In the quantitative methodology, we surveyed 100 NGO employees in Lebanon using a convenience sampling strategy through a Google Forms questionnaire distributed electronically through NGO professional networks. Participation was voluntary. The questionnaire included questions covering compensation and benefits, HR policies, professional growth and skills development, employee perception of NGO work, and employee turnover variables.

For the qualitative aspect of the study, 20 participants were chosen using purposive and snowball sampling methods. The selection was based on the participants' NGO experience and their willingness to participate in the study. Interviews lasting 45-90 minutes were conducted in Arabic, English, or French, audio-recorded with participants' consent, and transcribed verbatim. The quantitative data were analyzed using SPSS through various instructions such as descriptive statistics, principal component analysis, reliability testing, Pearson correlation and chi-square analysis, whereas the qualitative data were analyzed manually using thematic analysis and coding techniques.

5. Quantitative Results

5.1. Descriptive Analysis

Age	Frequency	Percent	Valid Percent	Cumulative Percent
26-40	52	52.0	52.0	52.0
41-55	21	21.0	21.0	73.0
56-70	8	8.0	8.0	81.0
Less than 25	19	19.0	19.0	100.0
Total	100	100.0	100.0	

Table 1: Age

Sex	Frequency	Percent	Valid Percent	Cumulative Percent
Female	42	42.0	42.0	42.0
Male	58	58.0	58.0	100.0
Total	100	100.0	100.0	

Table 2: Gender

Nationality	Frequency	Percent	Valid Percent	Cumulative Percent
Lebanese	100	100.0	100.0	100.0

Table 3: Nationality

Marital status	Frequency	Percent	Valid Percent	Cumulative Percent
Divorced	3	3.0	3.0	3.0
Married	52	52.0	52.0	55.0
Single	45	45.0	45.0	100.0
Total	100	100.0	100.0	

Table 4: Marital Status

How many children do you have?

	Frequency	Percent	Valid Percent	Cumulative Percent
Four or more	9	9.0	9.0	9.0
None	47	47.0	47.0	56.0
One	13	13.0	13.0	69.0
Three	15	15.0	15.0	84.0
Two	16	16.0	16.0	100.0
Total	100	100.0	100.0	

Table 5: Number of children

Number of dependents (spouse, children, extended family members, and other):

	Frequency	Percent	Valid Percent	Cumulative Percent
Four	16	16.0	16.0	16.0
More than five	22	22.0	22.0	38.0
One	13	13.0	13.0	51.0
Three	14	14.0	14.0	65.0
Two	35	35.0	35.0	100.0
Total	100	100.0	100.0	

Table 6: Number of dependents

Level of education

	Frequency	Percent	Valid Percent	Cumulative Percent
BA/BS	52	52.0	52.0	52.0
MASTER	23	23.0	23.0	75.0
PHD/DBA/MD	7	7.0	7.0	82.0
School level/ Technical level	18	18.0	18.0	100.0
Total	100	100.0	100.0	

Table 7: Educational Level

Type of university attended (if applicable):

	Frequency	Percent	Valid Percent	Cumulative Percent
Private	48	48.0	48.0	48.0
Public	52	52.0	52.0	100.0
Total	100	100.0	100.0	

Table 8: University type**Do you have any professional experience outside of Lebanon?**

	Frequency	Percent	Valid Percent	Cumulative Percent
No	87	87.0	87.0	87.0
Yes	13	13.0	13.0	100.0
Total	100	100.0	100.0	

Table 9: Experience**How did you know about the position in the NGO that you worked at?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Family/Friends/Referral from an employee within the NGO	34	34.0	34.0	34.0
NGO website	30	30.0	30.0	64.0
Recruitment agency	18	18.0	18.0	82.0
Social media (Facebook, Instagram, Twitter, LinkedIn, etc.)	18	18.0	18.0	100.0
Total	100	100.0	100.0	

Table 10: NGO information

The specialization of the NGO you worked at:

	Frequency	Percent	Valid Percent	Cumulative Percent
Education	12	12.0	12.0	12.0
Food, Financial Support, medical Aid	42	42.0	42.0	54.0
Professional/Personal Skill	8	8.0	8.0	62.0
Development	38	38.0	38.0	100.0
Total	100	100.0	100.0	

Table 11: NGO specialization

Location of the NGO you worked at

	Frequency	Percent	Valid Percent	Cumulative Percent
Beirut	44	44.0	44.0	44.0
Beqaa	18	18.0	18.0	62.0
Mount Lebanon	24	24.0	24.0	86.0
South Lebanon	7	7.0	7.0	93.0
Baalbeck – Hermel	1	1.0	1.0	94.0
North Lebanon	6	6.0	6.0	100.0
Total	100	100.0	100.0	

Table 12: NGO location

How long was your commute to work

	Frequency	Percent	Valid Percent	Cumulative Percent
1-2 hours each day	29	29.0	29.0	29.0
2-3 hours each day	42	42.0	42.0	71.0
Full time job	4	4.0	4.0	75.0
Less than 1 hour each day	15	15.0	15.0	90.0
More than 3 hours each day	10	10.0	10.0	100.0
Total	100	100.0	100.0	

Table 13: Time commuted

In which currency did the NGO you worked at provide salaries?

	Frequency	Percent	Valid Percent	Cumulative Percent
Foreign Currency	71	71.0	71.0	71.0
Lebanese currency or hybrid	29	29.0	29.0	100.0
Total	100	100.0	100.0	

Table 14: Salary currency

Did the NGO you worked at, suffer from high rates of employee turnover?

	Frequency	Percent	Valid Percent	Cumulative Percent
No	58	58.0	58.0	58.0
Yes	42	42.0	42.0	100.0
Total	100	100.0	100.0	

Table 15: Employee turnover at NGO

The sample consisted primarily of respondents aged 26–40 years (52%), with 58% male and 42% female participants. Most respondents held a bachelor's degree (52%), were either married (52%) or single (45%), and had no professional experience outside Lebanon (87%). The NGOs represented in the study were primarily located in Beirut (44%) and focused mainly on food and financial support (42%) or professional and personal skill development (38%). Regarding employee turnover, 42% of respondents reported that their organizations experienced high turnover rates.

5.2. Normality Test: Descriptives

		Statistic	Std. Error
Employee turnover	Mean	3.0167	.09240
	95% Confidence Interval for Mean		
	Lower Bound	2.8333	
	Upper Bound	3.2000	
	5% Trimmed Mean	3.0370	
	Median	3.0000	
	Variance	.854	
	Std. Deviation	.92402	
	Minimum	1.00	
	Maximum	4.67	
	Range	3.67	
	Interquartile Range	1.33	
	Skewness	-.282	.241

	Kurtosis	- .857	.478
Compensation and Benefits	Mean	3.2520	.07594
	95% Confidence Interval for Mean		
	Lower Bound	3.1013	
	Upper Bound	3.4027	
	5% Trimmed Mean	3.2800	
	Median	3.4000	
	Variance	.577	
	Std. Deviation	.75938	
	Minimum	1.20	
	Maximum	4.60	
	Range	3.40	
	Interquartile Range	1.00	
	Skewness	-.521	.241
	Kurtosis	-.124	.478
HR Policies	Mean	3.2771	.07463
	95% Confidence Interval for Mean		
	Lower Bound	3.1291	
	Upper Bound	3.4252	
	5% Trimmed Mean	3.2937	
	Median	3.2857	
	Variance	.557	
	Std. Deviation	.74627	
	Minimum	1.57	
	Maximum	4.86	
	Range	3.29	
	Interquartile Range	.86	
	Skewness	-.395	.241
	Kurtosis	-.217	.478
Growth Development	Mean	3.2225	.07688
	95% Confidence Interval for Mean		
	Lower Bound	3.0699	
	Upper Bound	3.3751	
	5% Trimmed Mean	3.2472	
	Median	3.3750	
	Variance	.591	
	Std. Deviation	.76883	
	Minimum	1.38	

	Maximum	4.63	
	Range	3.25	
	Interquartile Range	1.13	
	Skewness	-.487	.241
	Kurtosis	-.375	.478
Perspective	Mean	2.5980	.06730
	95% Confidence Interval for Mean		
	Lower Bound	2.4645	
	Upper Bound	2.7315	
	5% Trimmed Mean	2.5889	
	Median	2.4000	
	Variance	.453	
	Std. Deviation	.67300	
	Minimum	1.20	
	Maximum	4.20	
	Range	3.00	
	Interquartile Range	.80	
	Skewness	.220	.241
	Kurtosis	-.698	.478

Table 16: Normality Test

The skewness and kurtosis values indicate a small deviation from normal. Many of the variables were slightly negatively skewed and rather flat. Statistical analysis was performed to see whether there was any significant effect.

5.3. Principal Component Analysis - Employee Turnover Variable Component Matrix^a

	Component 1
ET1: I frequently think of quitting my job.	.909
ET2: I am planning to search for a new job during the next 12 months.	.618
ET3: If I have my own way, I will NOT be working for this employer/organization one year from now.	.859

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Table 17: Employee turnover PCA

PCA indicated a single-factor structure for employee turnover. All three items loaded above 0.50 (0.618–0.909), supporting the construct validity of the scale.

Compensation and Benefits Variable

Component Matrix^a

	Component 1
CB1: Employees are secured with good inkind benefits by the organization.	.688
CB2: My organization secures deals, offers, and discounts that are exclusive for its employees.	.374
CB3: My organization's salaries are competitive in the market.	.747
CB4: My organization offers periodic raises for employees.	.871
CB5: Employee raises are significant and impactful.	.867

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Table 18: Compensation and Benefits PCA

A PCA revealed a one-factor structure for compensation and benefits. Four items loaded above 0.50 (0.688–0.871), whereas the loading for CB2 was weak (0.374). In general, the results afford reasonable support for the construct.

HR Policies Variable:

Component Matrix^a

	Component 1
HR1: HR policies regarding discipline policies, dress code, and ethics are equally and fairly applied on all employees.	.463
HR2: The policies and procedures to evaluate employee performance are realistic, feasible, and fair.	.831
HR3: The policies and procedures to evaluate employee performance are known and understood by all staff.	.894
HR4: NGO policies are updated to fit the changing needs and requirements of the employees and company.	.313
HR5: HR policies show respect for employees.	.674
HR6: HR policies are equitable between corporate and employee interests and do not favor either one over the other.	.901
HR7: My organization provides flexibility in working hours and days.	.478

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Table 19: HR Policies PCA

The HR policies were supported by PCA for single factor structure. Items HR2, HR3, HR5 and HR6 had a strong loading of 0.674–0.901 whereas HR1, HR4 and HR7 had a weak loading. Results indicate moderate support for the construct.

Professional Growth Variable:

Component Matrix^a

	Component 1
G1: My organization offers employees personal development opportunities/courses (emotional intelligence, social skills, physical activities, etc.).	.670
G2: My organization offers employees professional growth opportunities/courses (technical program or software use, skill workshops, conferences, career training, etc.).	.896
G3: Employees have the required tools and equipment to complete their jobs.	.881
G4: The management identify skills and encourage them to develop their skills.	.880
G5: My organization motivates its employees through adequate and positive communication.	.267
G6: My organization motivates its employees through financial rewards.	.119
G7: My organization focuses on creating a supportive work environment by organizing outings and other team building activities.	.831
G8: Employee interactions among each other are positive and supportive.	.841

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Table 20: Professional Growth PCA

PCA showed that professional growth and development represented one factor. Most items loaded above 0.50. Nonetheless, G5 (0.267) and G6 (0.119) showed weak loadings and contributed less strongly to this construct.

Short-term Perspective variable

Component Matrix^a

	Component 1
P1: Employees think NGO jobs will be unsustainable when social and economic ameliorate and indicators become Better.	.752
P2: Employees think NGO jobs will be unsustainable when health services by the government and/or private sector improve.	.860
P3: Employees think NGO jobs will be unsustainable when educational services by the government and/or the private sector improve.	.257
P4: Employees in my organization feel unstable due to the prevalence of shortterm projects.	.465
P5: Short-term projects in my organization do not provide a sense of work longevity for employees.	.859

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Table 21: Short-term Perspective PCA

PCA supported a single-factor structure for short-term employment perspective. P1, P2, and P5 loaded strongly (0.752–0.860), whereas P3 (0.257) and P4 (0.465) demonstrated weaker loadings.

Reliability Test:

Reliability Statistics

Cronbach's Alpha	N of Items
.826	5

Table 22: Reliability Test

The results of the reliability assessment of the Short-Term Employment Perspective Scale, which comprised five items, indicated a Cronbach alpha of 0.826, which was above 0.70. This indicates that they essentially measure the same thing and it and the two samples are appropriate for analysis.

Correlation Analysis:

Correlations

		Employee turnover	Compensation and Benefits	HR Policies	Growth and Development	Perspective
Employee turnover	Pearson Correlation	1	.076	.126	.072	.121
	Sig. (2 tailed)		.455	.212	.474	.229
	N	100	100	100	100	100
Compensation and Benefits	Pearson Correlation	.076	1	.867**	.855**	.804**
	Sig. (2 tailed)	.455		.000	.000	.000
	N	100	100	100	100	100
HR Policies	Pearson Correlation	.126	.867**	1	.820**	.758**
	Sig. (2 tailed)	.212	.000		.000	.000
	N	100	100	100	100	100
Growth and Development	Pearson Correlation	.072	.855**	.820**	1	.828**
	Sig. (2 tailed)	.474	.000	.000		.000
	N	100	100	100	100	100
Perspective	Pearson Correlation	.121	.804**	.758**	.828**	1
	Sig. (2 tailed)	.229	.000	.000	.000	
	N	100	100	100	100	100

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

Table 23: Correlation table

The correlation matrix presented reveals the associations between various factors and their impact on employee turnover in Lebanese NGOs.

Pearson correlation analysis revealed that employee turnover has no significant relationship with compensation and benefits ($r = .076$, $p = .455$), HR policies ($r = .126$, $p = .212$), growth and development ($r = .072$, $p = .474$), and employee perspective ($r = .121$, $p = .229$). Consequently, Pearson correlation results did not find significant linear relationships between employee turnover and the independent variables.

Chi square Test:

Test Statistics

Employee turnover		Compensation and Benefits	HR Policies	Growth and Development	Perspective
Chi-Square	27.920a	44.500b	51.340c	52.360d	58.100e
Df	11	16	22	25	14
Asymp. Sig.	.003	.000	.000	.001	.000

Table 24: Chi square table

The chi-square test outcomes reveal statistically substantial affiliation between employee turnover and compensation and benefits ($\chi^2 = 44.500$, $p < .001$), HR polices ($\chi^2 = 51.340$, $p < .001$), growth and development opportunities ($\chi^2 = 52.360$, $p = .001$), and employee perspective ($\chi^2 = 58.100$, $p < .001$). This implies that factors related to compensation, HR practices, career development, and overall employee sentiment are likely important in influencing or predicting employee turnover within the organization. The chi-square test results provide evidence of meaningful associations between employee turnover and these other organizational and employee-related variables.

Although the Pearson correlation analysis did not reveal statistically significant relationships between employee turnover and the independent variables, the chi-square analysis and qualitative findings demonstrated meaningful associations. Therefore, the hypotheses were considered partially supported rather than fully supported.

5.3. Qualitative Results

By analyzing the results of the interviews, we gained an important understanding of how various factors impact employee turnover in non-governmental organizations (NGOs) in Lebanon:

Compensation & Benefits: Satisfaction of participants with compensation and benefits emerged as a significant factor impacting turnover. Participants who believed their salary was competitive and were satisfied with their benefits showed less intentions of leaving their organizations. Conversely, participants who expressed dissatisfaction with their compensation and benefits were more inclined to leave their organizations. Fair and competitive compensation packages may enhance employee retention.

HR Policies: The participants' intention to leave was influenced by their opinions of HR policies, mainly regarding retention assistance. Employees who felt supported by HR departments through work-life balance initiatives and professional development programs were less likely to consider quitting. Individuals who felt unsupported by HR policies were more likely to seek alternative employment. If HR practices in Lebanese NGOs put an emphasis on the development and well-being of their workforce this may reduce turnover rates.

Professional Growth & Skill Development: the availability of opportunities for professional growth and skill development emerged as one of the most important factors affecting turnover. Workers who were satisfied with their organizations' opportunities for skill development and advancement reported lower turnover intentions. Employees who perceived limited opportunities for advancement were more likely to consider leaving. Lebanese NGOs can reduce employee turnover by creating free training programs and offering clear career progression routes.

Short-Term Employment Perspectives: The plans to leave of participants were influenced by their perceptions of short-term employment contracts. Participants who valued flexibility and diverse professional experiences were less likely to consider leaving despite the short-term nature of NGO employment. Participants who had negative perceptions of short-term contracts, showing worries about job security and stability, had expressed a greater desire to leave their jobs. Organizations that offer short-term contracts can lower employee turnover by improving job satisfaction and commitment through the provision of clarity, openness, and support to staff.

6. Discussion

The mixed-method approach used in this study provided an in-depth understanding of the variables affecting employee turnover in Lebanese non-governmental organizations (NGOs). Although the Pearson correlation could not find any statistically significant linear relationships, the chi-square analysis found significant relationships which suggest that these relationships may not be strictly linear and were further supported by the qualitative findings. The results of compensation and benefits are consistent with the findings of Aman-Ullah *et al.* (2023) showing that compensation affects employee satisfaction and retention. The findings indicate that, even in NGOs, employees are still concerned about fair pay and consider it an important antecedent of organizational commitment.

According to Karavardar (2014) and Ohunakin *et al.* (2018), opportunities for career promotion lessen turnover intention and positively affect the commitment level towards the organization. In like manner, the findings relating to HR policies are supportive of Hee *et al.* (2018), who found that fair HR practices lead to lower turnover intentions. Likewise, employee views and short-term recruitment outlooks affected turnover intentions. These findings demonstrate that both motivational and hygiene factors identified by Herzberg's Motivation-Hygiene Theory contribute to employee retention within the NGO sector. The findings related to employee perceptions are similarly aligned with Alexandrov *et al.* (2007), Wang *et al.* (2017), Wilson and Chaudhry (2017), and Malek *et al.* (2018) who noted that perceived organizational support and positive employee experiences reduce turnover intentions. This would contribute theoretically to extending Herzberg's Motivation-Hygiene Theory within the NGO sector in Lebanon. In a practical and managerial sense, NGOs must strengthen their compensation systems, human resource policies, and professional development opportunities to ensure employee retention. Reducing employee turnover may enhance organizational continuity and improve service delivery to communities.

The findings provide evidence regarding the proposed hypotheses based on the convergence of empirical evidence derived from both quantitative and qualitative methodologies:

- Hypothesis 1: High employee turnover in NGOs is associated with the lack of adequate compensation and benefits.

Partial support: Although Pearson correlation results were not statistically significant, chi-square analysis and qualitative findings suggest a meaningful association between compensation and benefits and employee turnover.

- Hypothesis 2: High employee turnover in NGOs is associated with the lack of adequate HR policies.
- Partial support: Although Pearson correlation results were not statistically significant, chi-square analysis and interview findings indicate that HR policies may influence employee turnover.

- Hypothesis 3: High employee turnover in NGOs is associated with the lack of adequate professional growth and skills development opportunities.

Partial support: Qualitative findings and chi-square results suggest that professional growth and development opportunities are associated with employee turnover intentions.

- Hypothesis 4: High employee turnover in NGOs is associated with employee perception of NGO work.

Partial support: Qualitative findings and chi-square analysis suggest that employee perceptions of NGO work may influence turnover intentions.

7. Limitations

This study has several limitations that should be considered when interpreting the findings. The use of self-reported data, which raises the possibility of response bias and mistakes, is one significant drawback. The reliability and validity of the results may have been impacted by participants' socially acceptable replies or their inability to correctly recollect their experiences. Furthermore, the results' ability to be applied outside of the Lebanese setting is disadvantaged by contextual specificity. There may be cultural, national, and sociopolitical differences in the factors driving turnover and organizational dynamics, so extending the results to other situations should be done with caution. The independent variables were strongly correlated with one another, indicating overlap between the different organizational factors that were examined. Although no regression analysis was performed, future research may further examine these relationships using multivariate techniques.

8. Implications

The results highlight the significance of having competitive compensation, as well as HR policies and opportunities for growth, to enhance employee retention in Lebanese NGOs. Studies indicated that experts from NGOs, especially in lesser-known organisations, opt to leave because they find better opportunities or move to industry jobs. So, from a practical/managerial point of view, NGO leaders must invest in fair compensation systems, transparent HR practices, and structured career development opportunities to create a more stable and committed workforce.

Theoretical support for Herzberg's Motivation-Hygiene Theory further lends credence to the findings, demonstrating the significance of hygiene factors – compensation, organizational policies, etc. – and motivators – professional growth, employee support, etc. – in influencing employee retention. A social perspective may help reduce employee turnover in NGOs, increase the continuity of their operations and service delivery, as well as improve their ability to address social and humanitarian problems in Lebanon.

Conclusion

The key contribution of the current study is addressing an important gap in the literature on employee turnover in Lebanese NGOs. A mixed method combining qualitative interviews and quantitative analysis gives a greater understanding of the various dynamics at play and their managerial implications for organizations. This study aims to enable the researcher to identify the main factors influencing employee turnover through quantitative analysis of survey data and in-depth interviews. Compensation and benefits, HR policies, professional development opportunities, and perceptions of NGO work are among

these factors. By examining these variables in detail, this study contributes to understanding the dynamics of employee turnover in the unique setting of nonprofit organizations in Lebanon.

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