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Analysis of Factors Influencing Judicial Staff Turnover at Lusaka District Court, Zambia

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Abstract

This paper explored factors that contribute to employee turnover in the Judiciary of Zambia: A case study of the Lusaka District. Employee turnover is a significant problem in public entities and the judiciary, as it impacts knowledge retention and institutional memory. The objectives were to i) identify the causes leading to high employee turnover, ii) evaluate organizational culture as a determinant of turnover, and iii) investigate the influence of compensation on the decision to turn over. Methods In order to address these research purposes, a sequential exploratory mixed-methods design was used for qualitative and quantitative data collection. Structured surveys were filled out by a total of 183 employees, chosen with stratified random sampling, and semi-structured interviews for in-depth exploration into turnover phenomena were implemented with 15 purposively selected employees. Descriptive statistics indicated that 76% of respondents considered job dissatisfaction as a key reason for leaving, followed by 75% who reported landscape-advancing opportunities. Additionally, 74% cited pay as the main motivator of why they are quitting. Out of the 76% of employees who agreed on their turnover intentions, they presented that autocratic leadership styles and poor communication had an impact on moods, leading to low morale. The lack of non-monetary incentives compounded these challenges. The results highlight the need for the judiciary to engage with these interrelated issues through focused initiatives including planned career planning and development, improved remuneration policy, and a more conducive organizational culture. These methods can help retention in the workplace, jobs that are more satisfying to do and ultimately will bring back public confidence in justice. It adds to the theoretical background of employee retention by demonstrating how turnover intention can be a function of organizational culture, remuneration, and managerial propositions. This longitudinal study of turnover trends in the past three years is recommended, as is further research exploring remote work impacts on employment satisfaction.

1. Introduction

High employee turnover is a pressing concern for advancements in organizational effectiveness; it has become an issue across all sectors and context including public sector organizations like the Judiciary (Bhakuni & Saxena, 2023). This has enabled many organisations, including Zambia's Judiciary identify that retaining skilled employees is more challenging than before because of changing career aspirations, economic changes and evolving work environment. Long term service creates a sense of belonging that in turn helps one feel more committed to the cause which improves morale (Gamper, 2022). Retention improves the institution's ability to retain knowledge, expertise and professional networks required that are necessary for effective and efficient functioning of the sites they serve (Kieckhaefer, 2024). On the other hand, high turnover disrupts continuity in operations, burdens those left behind to perform extra work and will often lead to a quality of work degrading—especially where the Judiciary is concerned where confidence in institutional knowledge and stability among employees are so important to executing justice as well as contributing to the public having faith in our institutions.

The Zambian Judiciary is critical to the justice and dispute resolution system in Zambia and the rights of citizens. High turnover undermines institutional capacity and directly impacts judicial service quality and timeliness, (Gamper, 2022). Turnover can result in delays in resolution of cases, increased burdens on remaining personnel, and loss of institutional memory factors that undermine public confidence in fair and effective administration of justice. Turnover (Santhosh, 2024) Recent studies indicate that turnover can be attributed to insufficient compensation, absence of promotion opportunities, low levels of employee engagement and even organizational culture dissatisfaction.

The socio-economic changes in Zambia for the past few decades have had an impact on employee expectation and accompanying labor market implications. This results in the loss of employees to private legal firms and international organisations who offer higher pay, indicating that public institutions must also be able to offer decent compensation. The Judiciary's workforce structure and management practices also may not effectively meet modern expectations for work-life balance or address career development needs of younger employees, leading to dissatisfaction and turnover. The objective of this research study is to explore the underlying causes for high turnover in Zambia's Judiciary (in Lusaka District) and provide recommendations on how the Judiciary can reduce employee turnover, promote job satisfaction, and ensure that it continues being a vital pillar of governance and law.

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Zambia is increasingly struggling to retain skilled employees in the Judiciary, compromising stability in administration of justice and fast-tracking delivery of timely, fair judgments. A high turnover exhausts staff that remain, affects delivery of services and drains experience from the organization as a whole reducing organizational capacity (Judiciary Report 2022). Constant departures breed failure in practical knowledge transfer and erode institutional memory, a pernicious issue for a sector profoundly reliant on procedural expertise. Replacing these employees has a financial cost and can hurt morale and productivity. All other staff may face demoralisation or perhaps overwork, making a cycle of turnover (Fuchs, 2021). In addition, the ongoing loss of seasoned personnel cripples the Judiciary's ability to fulfill its core mission of providing justice fairly, equally and in a timely manner. Judiciary Report (2022), the Judiciary in Lusaka District is an important public sector segment that forms a key part of rule of law and social order. Thus, ensuring stability in this segment is crucial to uphold institutional integrity and the delivery of justice.

In view of these challenges, the current study was aimed at determining the factors that affect employee turnover in the Judiciary, Lusaka District and were investigated for their relationship to variables such as organizational culture, employee compensation job satisfaction, leadership styles and career development opportunity Recognizing these factors provides clues for retention strategies that will enhance the judiciary workforce, minimize attrition, and cultivate a reliable setting for the efficient administration of justice. Lusaka District, which includes the capital and largest city in Zambia, was selected for analysis. We welcome you in Lusaka as the new administrative and economic capital of Zambia is home to core offices of the central Judiciary leading from the High Court and magistrate courts thus serving as a focal hub for legal governance. Lusaka Judiciary is also confronted to a unique pressures caused by huge case loads, complex and variety of the legal issues it deals with as well as increasing demands coming from such a rapidly urbanizing population.

But the Judiciary in Lusaka cannot escape high expectations for efficiency and professionalism, given its visibility and centrality. Stable, trained and motivated work forces has to be sustained to meet these demands. However, one of the biggest challenges is high turnover. Abstract This study investigates the driving factors of turnover in Lusaka's Judiciary focusing on a number of organizational structures, leadership conduct, levels of engagement and career advancement opportunities amongst others. But why then is Lusaka the chosen city—strategically so, because it represents all that ails Zambia's Judiciary in miniature? These findings can serve as a basis for recommending systematic changes to improve retention nationally.

The capacity and effectiveness of the justice delivery system, particularly in respect of Lusaka District employee turnover in Zambia's Judiciary, undermines judicial independence by causing instability and institutional memory deficits. One of the issues is high turnover of employees, which affects operations, destroys institutional knowledge and creates extra workload for those who were retained. The Judiciary Report (2022) identifies the reasons for turnover as economic issues, lack of opportunity for advancement, organizational culture at the workplace, negative leadership style and work-life balance problems. Tackling these issues will require a solution in totality with competitive pay, workplace learning and development, enabling management styles and employee engagement initiatives. This study intends to gain more insight into the reasons behind turnover in Lusaka's Judiciary and gather possible solutions or measures that could be taken up to improve retention- thereby strengthening institutions. Instead, by pulling at root causes the Judiciary will bolster workforce stability and morale while making real progress in quality of justice. The findings can guide evidence-based modifications in policy leading to a resilient, active and dedicated work force.

1.2 Problem Statement

High turnover rates within the Judiciary of Zambia is a major issue, severely affecting service delivery (Judiciary Report 2022). The resignation rates increased steadily from 7.8 in 2016 to a whopping 33.1 (2023), with 27.8 alone resigning just the year before (2022). Research advocates, magistrates and court reporters as well as administrative staff have also moved to other institutions (Makasa & Hapompwe, 2024). Research in similar jurisdictions implicated insufficient remuneration, limited career growth and work-related stress as key turnover drivers, placing additional pressure on public sector organisations (Tian et al., 2021; Holliday, 2021; Morris, 2018).

Although different Zambian governments (UNIP, MMD, PF, UPND) have made attempts to improve remuneration, working conditions or career development aspects of their civil service all struggling with high levels of turnover (BTI, 2024; International Growth Centre, 2019). These steps and previous research recommendations have not tackled the core reasons for such limitations, which are still not well understood. Public service delivery is compromised, too: high attrition drains institutional memory and disrupts continuity required to fill specialist roles in the Judiciary where experience and expertise are paramount. Despite significant turnover literature in the wider civil service context, previous research has described challenges specific to various sectors like (but not limited to) the Judiciary in cursory detail only. Focused investigation is therefore needed in relation to this knowledge gap, particularly among Lusaka District. Consequently, this study seeks to identify the drivers of turnover in the Judiciary in Zambia and propose evidenced-based considerations aimed at retaining a high performing workforce that is critical to both the functioning of justice as well as public confidence.

1.3 Specific Study Objectives

- To examine the causes of employee turnover among employees of Judiciary of Zambia.
- To explore the impact of organisational culture on employee turnover in Zambian Judiciary.
- The study investigated the relationship between compensation and turnover in the Judiciary of Zambia.

2 Literature Review

2.1 Why Employees Are Quitting Their Jobs In Droves

Employee turnover is an ever-present issue stemming from a variety of components signalling flaws in retention approaches. According to Singh (2018), ineffective communication, lack of promotional opportunities, inadequate recognition and low engagement are four key factors directly contributing to job dissatisfaction and resulting exits. Singh highlights the importance of regular communications and strong engagement programs to reduce attrition and keep institutional knowledge. Modau et al. A study of call center agents by Ghosh et al. (2018) has identified compensation as an important retention factor. Because pay tends to be perceived as differential, employees leave very frequently, thereby making clear and fair compensation structures quite imperative.

A study by Osei (2019) on turnover determinants in Ghana's judicial service showed that demographic factors were insignificant predictors of turnover, while economic and organizational factors were significant. When poor working conditions trigger turnover, and culturally-aligned policies help address the retention crisis of judicial staff. Alkaabi et al. (2024) propose a framework that recognizes turnover antecedents including job satisfaction, organizational commitment, managerial support, organizational justice and workplace climate and emphasize the high cost of turnover. Similarly, Al-suraihi et al. (2021) indicate that: job stress, job satisfaction, motivation, wages and rewards are the factors of creational impact; The sizes will be higher than the sum of the parts regarding each personnel vitals moreover in particular for addressing employee needs will help to improve satisfaction on space customs affecting turnover.

Kanchana, K. and Jayathilaka, R.S (2023) identify psychographic and socio-demographic variables influencing turnovers in Sri Lankan start-ups found that job satisfaction and co-worker support are negatively significant predictors of turnover intention while leader member exchange was a positively associated variable for the turnover intentions. Employees in their thirties, especially men, had the highest likelihood of leaving suggesting targeted retention efforts. Hussain and Xian [23] discovered that not only the issue of organizational politics alone but also poor communication were related to turnover intention in Malaysia construction sector, thus suggested that organizational practices must be improved. In Zambia, Makasa and Hapompwe (2024) indicate that performance and retention is negatively affected by insufficient incentives, working conditions that are poorly designed for optimum professional functioning and in which the health care workers report they do not feel valued. But in a Zambian NGO, Bulaya (2017) recognises lack of participatory leadership, acknowledgement and recognition as major turnover drivers. Overall, these studies suggest that inclusive cultures supported by equitable compensation and effective communication can help reduce turnover.

2.2 The Impact of Organisational Culture on Employee Turnover

The influence of organizational culture on turnover has been well-researched, with evidence showing that cultural characteristics can either buffer or reinforce intentions to leave the organization. From Research Kharismawan dan Sucento (2019) in Bank XYZ, Jakarta mentioned that turnover was influenced by innovation culture, risk-taking culture, people orientation and team orientation. The results show that poor turnover decreased job satisfaction, comprising mainly of wage, coworker relationships and promotion opportunities. Findings: Girma (2019) revealed that a negative bureaucratic culture was strongly associated with increased turnover intentions in Oromia, and concluded that organizational cultures should provide support and cultivate flexible work environments to foster employee retention. Ntirandekura and Ainebyoona (2022) demonstrated that controlling for innovation and stability orientations affect turnover in the positive sense, indicating that managers need to balance both cultural dimensions.

In a sample of Kurdistan, Faeq and Ismael (2022) found positive organizational culture mediated the effect of job dissatisfaction on turnover intention. Mengjiao et al. According to Pathak, et al. Motivation encourages retention according to Ushakov and Shatila (2021), who state that informal bonds created by engaging activities and encouraging leadership decrease an employee's tendency to leave. In a review of HR practices, Febrian and Solihin (2024) found that employee engagement, talent management, and training all influence the culture of an organization as well as turnover. Provide training to create a growth-oriented culture that lowers turnover.

2.3 Compensation as a Driver of Turnover

Compensation "is a major retention factor; it has a direct impact on job satisfaction and organizational commitment. Competitive and fair pay is crucial to prevent dissatisfaction and turnover (Singh, 2018). Modau et al. According to (2018), underpayment contributes to turnover, leading to recommendations of industry benchmarks. In multi-country research, Kahn et al. (2019) found that equity-based and job-based pay predict lower voluntary turnover in Nigeria but only performance-contingent pay predicts lower involuntary turnover, while Evangeline and Theresa (2023) showed that the types of compensation affect desirable departures as determined by employees' discretionary effort with high-performing workers more likely to be employed for longer periods when they are offered attractive earnings on an equity basis and motivated to stay by effective performance-contingent pay practices. They also advise linking job-centered pay with non-monetary elements like sense of belonging, security and leadership engagement to increase retention.

Based on a sample of Nigerian hotel employees, Ohunakin and Olugbade (2022) revealed that perception of fair compensation leads to lower turnover intentions and higher performance, which are all moderated by communication satisfaction. Vizano et al. In Indonesia, (2021) found that compensation and career development contribute to job satisfaction, which mediates turnover intention. Sorn et al. Compensation is one of the aspects that al l regions converge on, so before we deep di ve deeper as far this aspect here is useful a research work which reviews compensation research focusing attention to major factors affecting retention thus iden tifying areas that can warran t increased consideration in other el ements than pay and (2023) states clearly; ""Pay matters, but must be combined with job satisfaction, work-life balance [8],career]recognition through a bonus scheme to enhance employee retention" Periyadi et al. Compensation has a more detrimental impact on turnover intention than motivation among Indonesian employees (2024).

Muqatish (2022) expanded the definition of compensation to include non-financial incentives such as flexible schedules and opportunities for career development in healthcare. Wade (2020) proposed that the combination of competitive compensation, incentives around recognition, and career advancement opportunities in line with employee preferences reduces turnover. Low salaries in Zambia's Judiciary create major retention challenges (Hajar and Karim, 2021), prompting a call for new pay structures that promote retention through employee-oriented CSR practices. All three highlight the need for a combination of financial and non-financial compensation in tackling turnover.

2.4 Theoretical Framework

Theoretical Framework: Job Embeddedness Theory and Herzberg Two-Factor Theory This study employs Job Embeddedness Theory (Mitchell et al., 2001) as well as Herzberg's Two-Factor theory to examine the factors which lead to turnover in Zambia's Judiciary.

The Job Embeddedness Theory states that whether or not an employee remains at his/her job is a function of the ability, opportunity, and motivation to perform a particular type of behavior. If embeddedness is strong, employees are likely to remain even in the wake of job dissatisfaction (Meyer et al., 2002) something particularly salient for the Judiciary, where professional ties and attendant benefits may be too tempting to abandon.

Herzberg's Two-Factor Theory distinguishes between the intrinsic motivators that drive satisfaction, including meaningful work and respect, and extrinsic hygiene factors like pay or working conditions that lead to dissatisfaction when absent. Motivators make you more committed to stay and retain in the Judiciary, and poor salaries as well as bad conditions influence turnover. Organizations that implement only hygiene factors will not keep staff: they will need to implement motivators as well. The comprehension of these theories tells us how and why turnover occurs and what to do to retain employees.

2.5 Conceptual Framework

2.4.2 Conceptual Framework

It assumes that employees are adversely affected due both to poor compensation and benefits, undesirable organizational culture, and the absence of career advancement opportunities. These are the reasons that lower employee engagement which is between working conditions and job turnover. Low engagement leads to low motivation, commitment and satisfaction which increases turnover. This is why employee engagement becomes the detrimental conduit that creates turnover behavior-II.

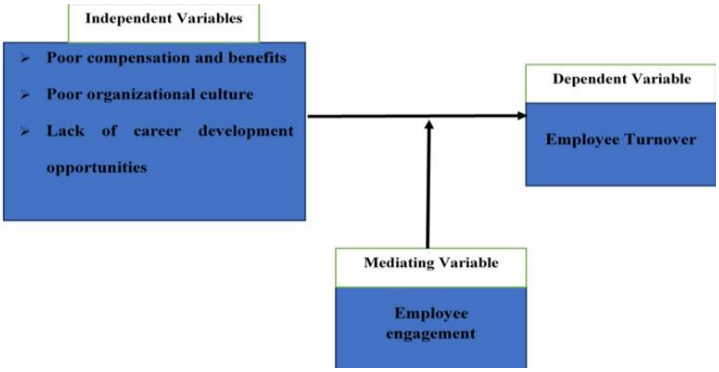

Figure 1: Conceptual framework

3 Study Methodology

Research Philosophy

The study uses pragmatism, employing both quantitative and qualitative data to answer complex questions that provide the leaders of governmental organizations with actionable insights. The approach is problem-solving and flexible as it allows for a holistic exploration of the challenge that employees leave the Judiciary when there are real-world examples.

Research Design

The method used was exploratory sequential mixed-methods design with two components; qualitative research- to find out the variables affecting retention and quantitative data analysis of relationships and significance to identify key factors for retention along with a holistic picture regarding challenges due to this strategy.

Methodological Framework

The research was framed through the six layers of Saunders' Research Onion, with the intent to decompose broad retention issues into quantifiable and qualitative insights on both "what" and "why".

Study Area or Site

The study was situated within Zambia's Judiciary and focused on Lusaka District courts and administrative offices.

Study Population

This study population consisted of 358 ex-employees from Lusaka Judiciary during 2022-2025, a period characterized by a higher turnover. This comprised of research advocates, court reporters and support staff essential to the functioning of judicial systems.

Study Sample Size

The quantitative sample used Yamane's formula to determine a sampling size of 189, whereas the qualitative component consisted of 15 purposedly selected key informants [42]. This combination achieves balance between representativeness and richness.

Sampling Techniques

The quantitative phase was conducted using a stratified random sampling approach (ensuring representation across employee categories), while the qualitative participants were identified through homogeneous purposive sampling based on their role and influence on turnover.

Data Collection Instruments

Quantitative data on factors influencing retention were collected using structured closed-ended self-administered questionnaires, while qualitative data exploring participants' experiences and perceptions was collected through semi-structured interview guides.

Data Extraction Process and Timeline

Phase 1 involved electronic collection of quantitative data through surveys designed to be analysed quantitatively using SPSS software while Phase 2 involved in-depth interviews with selected participants (as scheduling allowed) to more closely explore specifics of retention.

Data Analysis and Methods

SPSS was used to perform descriptive statistics, correlations and multiple regressions for hypotheses comparing relationships between retention factors and turnover intentions. The qualitative data were subjected to thematic analysis to reveal concepts that developed richness of information on the dynamics of retention.

4 Results and Discussion

4.1 Factors Causing Huge Employee Turnover in Judiciary

Table 1: Factors

(N = 204) Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev.
One of the main reasons for high attrition in the Judiciary is job dissatisfaction.	76	78	12	7	11	4.06	0.87
High turnover is often caused by lack of career growth and development opportunities.	75	74	14	11	10	4.03	.80
Work life imbalanceis a big reason for poor retention of Judges from the Judiciary.	50	63	31	32	8	3.38	1.20
Without proper training and professional development, people look for jobs elsewhere.	74	76	13	12	9	- 4.01	-0.83
unclear job roles and expectations cause frustration & turnover	60	66	16	31	11	3.57	1.06
Recognition of hard work and achievements reduces turnover probability.	76	78	12	7	11	4.06	0.87
The burdens and such a heavy workload that results in employees quitting the Judiciary.	75	74	14	11	10	4.03	0.80
Lack Of Necessary Resources To Execute Daily Duties Effectively – Resulting in Job Burnout	50	63	31	32	8	3.38	- (1.20 % of max)

Reasons for high employee turnover (tabular) in 1 line

Turnover in Zambia´s Judiciary is driven by a number of factors as per the data. Job dissatisfaction, poor recognition (M=4.06): Highest agreement for lack of work-related motives and extrinsicspiropilsespinorsinjortscents in all 792 articles Closest foot to limited career growth and heavy workload (M≈4.03). While still statistically significant, the influence of poor work-life balance (M=3.38) is less compared to other factors. The major reasons that surface for leaving a job continue to be dissatisfaction, lack of recognition, career stagnation and pressures from workload.

Qualitative findings for objective 1: Employees leave a company for the following reasons.

Remuneration and Career Progression

Low salaries and scarce promotion opportunities were cited as the principal reasons for dissatisfaction by survey-takers. Responses emphasized that pay stinks, noting that salaries do not keep up with changes in society and the fact an individual cannot get financial autonomy — which limits benefits like health insurance. As a result, many felt that some members were unfairly receiving larger amounts of allowance than the rest. Promotion criteria were vague or missing entirely, while any incentive for high performance was lacking, lowering morale and driving turnover.

Theme 2: Work Environment

The Judiciary with its formal, hierarchical, and bureaucratic work environment inhibited the speed of decision-making and limited flexibility. It was good for jobs - but while job security was a plus, lack of infrastructureespecially in rural courts put the staff-off. The main complaint, as previously mentioned in all three reports related to the lack of recognition and support by management and the orignal author found that this was especialy so for support staff who often felt undervalued. Toxic dynamics emerged as favoritism and bias created feelings of exclusion and turnover.

4.2 Organizational Climate and Employee Turnover

Table 2: Organizational climate

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev.
Judiciary Leadership favors Employee Needs and Concerns.	74	76	13	12	9	4.02	0.84
Management not communicating well leads to employee turnover.	60	66	16	31	11	3.56	1.06
Poor employee morale and high turnover due to autocratic leadership.	76	78	12	7	11	4.06	.87
→ transformational leadership is positively affecting turnover and job satisfaction	75	74	14	11	10	4.01	0.83
Leaders dont give enough feedback on performance, causing dissatisfaction.	50	3	3.38	1.20			
While a lack of recognition leads to a sense of employee unhappiness and greatly rising numbers in terms of employee turnover rate.	74	76	13	12	9	4.02	0.84
Consistency in Leadership and Directionless approach leads to unexplored future of employees.	60	66	16	31	11	3.56	1.06
Empirical study 2: Organizational culture as an explanatory variable for employee turnover Table 2							

Autocracy had the greatest negative impact on morale and retention (M=4.06). Undervaluation and lack of supportive leadership also proved to be influential. Communication deficits and leadership inconsistency emerged as factors as well but seemed less powerful. In summary, the facilitation that the leader of a team is able to offer, recognition by மேலதிகாரி and communication are key factors influencing turnover.

Qualitative thematic analysis for objective 2 (Organisational culture)

Theme 1: Leadership Styles

Leadership in this context was described as mostly autocratic and hierarchical, thereby reducing the opportunities for employees to get involved and creating frustration; Leadership was perceived as self-serving, and decisions were inflicted in a top-down manner. For example, some respondents mentioned that good leadership engenders trust and engagement, therefore retaining employees. In contrast, however, more adverse patterns included turnover, which could even amount to constructive dismissal through sidelining or unduly considering transfers.

Theme 2: Employee Recognition

Long reported as a significant source of life dissatisfaction. This underappreciated sense caused disengagement and turnover in the employees. There were no formal recognition systems, and unrecognized contributions dampened morale. According to respondents, recognition encourages and keeps employees.

4.3 How your compensation affects employee turnover

Table 3: Compensation

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev.
Judiciary compensation is not IMO as much worse than other organizations.	76	78	12	7	11	4.06	0.87
Employees feel overworked / under-rewarded.	75	74	14	11	10	4.03	0.80
Benefits (health insurance, retirement plans, etc.) are not enough to retain employees and their decisions to leave have been influenced by it.	50	63	31	32	8	3.38	1.20
Salary increases and bonuses are not enough to drive employees to stick around.	74	76	13	12	9	4.01	0.83
Just in Time approach, looking back into literature and the throw out rate of the Judiciarys performance unit.	60	66	16	31	11	3.56	1.06
Only for a lack of regular and fair review of compensation, employees feel discontent.	52	28	41	54	9	2.88	1.29
The lack of non-monetary incentives for employee retention (like recognition, career development, etc.).	41	115	28	0	0	4.35	0.65
Compensation and employee turnover	76	78	12	7	11	4.06	0.87

Having non-cash incentives ranked the highest (M=4.35) between them, indicating its importance to turnover. Compensation competitiveness and being in line with responsibilities were also imperative. The topic of insufficient benefits and irregular pay reviews was less prominent but still relevant.

Qualitative Findings for Objective 3: Compensation

Theme 1: Compensation and Benefits

Key turnover drivers include low salaries, few stipends and absence of performance-based pay. Frustration at salary inequities among roles in the Judiciary and across other government institutions amplified dissatisfaction. The need to have better financial independence and additional benefits in order to retain the staff were emphasised by respondents.

Title: Career Growth and Development

They said that career progression was often slow, unclear and not necessarily based on merit. No clarity on promotion criteria and minimal training opportunities leads to disengagement and exits. Advancement favoritism undermined equity and motivation.

Theme 3: Work Environment

There was dissatisfaction with the Judiciary because of the issues relating to its rigid, hierarchical and toxic environment. The lack of basic infrastructure and bureaucratic morass particularly in rural sections added to discontent. Hostile environment created by favouritism and lack of autonomy to drive morale and retention down?

4.4 General Employee Experience with Turnover

Table 4: Employee experience

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	St. Dev
I am satisfied with my current job in the Judiciary of Zambia.	63	112	9	0	0	4.27	0.45
I have considered leaving the Judiciary in the past due to dissatisfaction with my job.	103	70	0	11	0	4.49	0.50
I feel that my concerns about turnover have been addressed by leadership in the Judiciary.	103	52	9	20	0	4.23	0.73
I believe the Judiciary provides enough incentives (financial and non-financial) to retain employees.	52	28	41	54	9	2.88	1.29

Employees are currently satisfied with their job (M=4.27), however, a high proportion think that they may consider leaving them due to dissatisfaction (M=4.49) [2]. Leadership is a little responsive to turnover concerns (M=4.23) and incentives are perceived as insufficient (M=2.88); room for improvement.

4.5 Inferential Statistics

Table 5: Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.997	.192		20.847	.000
	Poor compensation and benefits	.066	.042	.128	1.547	.124
	Poor organizational culture	-.063	.041	-.122	-1.533	.127
	Lack of career development opportunities	.076	.036	.170	2.072	.040
a. Dependent Variable: employee turnover						

Results from multiple regression analysis indicated that the variables poor compensation and benefits, poor organizational culture, and lack of career development opportunities were able to account for approximately 5.3% of turnover variance (R^2=0.053). This model is significant (F=3.353, p =0.020), however both predictors vary in their significance level. Lack of career development opportunities are strong predictors of organisational turnover (β=0.076, p=0.040), and even-poor compensation (β=0.066, p=0.124) and-poor organizational culture (β=- 063,p = 0127) cannot be met significant on their individual basis.

Table 6: Correlation

		Poor compensation and benefits	Poor organizational culture	Lack of career development opportunities	Employee turnover
Poor compensation and benefits	Pearson Correlation	1	.359**	1.000**	.155*
	Sig. (2-tailed)		.000	.000	.035
	N	184	184	184	184
Poor organizational culture	Pearson Correlation	.359**	1	.359**	-.018
	Sig. (2-tailed)	.000		.000	.813
	N	184	184	184	184
Lack of career development opportunities	Pearson Correlation	1.000**	.359**	1	.155*
	Sig. (2-tailed)	.000	.000		.035
	N	184	184	184	184
Employee turnover	Pearson Correlation	.155*	-.018	.155*	1
	Sig. (2-tailed)	.035	.813	.035	
	N	184	184	184	184
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

The correlation analysis showed a strong positive correlation between low compensation and no career development (r=1.000, p<0.01). Worsenment of turnover has a positive correlation with poor compensation (r=0.155, p<0.05), but also for lack of career development (r=0.155, p<0.05) never the less this does not occur for poor organizational culture (r=- 018,p=813).

4.6 Discussion of Findings

Top Five Reasons Why Employees Quit

Job dissatisfaction stands out as the number one turnover driver (M=4.06) that associates with inadequate pay, limited advancement possibilities and poor working condition (Al-suraihi et al., 2021). Career Growth: An absence of structured pathways for career advancement (M=4.03) highlights the necessity for established development (Morris, 2018). The work-life balance (M= 3.38) is less determining but still a driver (Bhakuni & Saxena, 2023). Also aggravating turnover are poor training that is not right (M = 4.01) as well as structured work environments with low recognition (M = 4.06), consistent with Holtom & Darabi (2018). Evangeline and Theresa (2023) elaborate that the latter guide also creates a toxic atmosphere by way of resource limitations if not outright partiality under often non-existent remuneration in rural courts Tackling these synergies will require explicit multi-sectoral interventions (Singh, 2018).

Effects of Organizational Culture

Turnover is strongly impacted by leadership style with autocratic negatively impacting morale (M=4.06) (Holliday, 2021). Poor communication (M = 3.56), feeling undervalued (M = 4.02) also contribute to turnover (Kieckhaefer, 2024). Not being able to take part in the decision making makes one feel frustrated (Fuchs, 2021). Positive leadership increases satisfaction (Thakur & Verma, 2020); recognition instills the absence of disengagement (Hajar & Karim, 2021). Leadership inconsistency (M=3.56) creates ambiguity (Hussain & Xian, 2019). Familism and Equality are important things to deal with (Evangeline & Theresa, 2023)

Role of Compensation

Compensation plays a critical role. High scores regarding Competitiveness (M = 4.06), misalignment with job responsibilities causes lack of satisfaction (M= 4.03) as perceived by them who resulted in unfortunate outcomes (Al-suraihi et al.,2021). Absence of nonmonetary countermeasures (M=4.35) further complicates retention (Kieckhaefer, 2024). Low morale caused by salary inequity and a lack of benefits (Alkaabi et al., 2024). For example, there need to be clear promotion criteria and supportive environments (Morris, 2018; Sishuwa & Phiri, 2020). Retention can be improved with meaningful incentives tied to challenges such as compensation, and transparent reviews.

5 Conclusion and Recommendations

5.1 Conclusion

Objective 1: Turnover Reasons

Low pay, gap promotions, and proximity to bad conditions (M=4.06) are the main turnover drivers behind Job dissatisfaction. Implement structured career growth programs and pay competitive market compensation to increase satisfaction and reduce turnover. These policies are designed to improve morale Work-life balance should be worked on-

Objective 2: The organizational culture impact

The fourth factor is Autocratic leadership declines morale and increases turnover. Employees are undervalued (M = 4.02) as they feel demotivated, not recognised and do not have much participation/suggestions Policies for how to recognize employees formally along with better communication channels can create a motivated environment where the culture is less turnover-friendly.

Objective 3: Compensation Function

Compensation significantly influences turnover. But pay (M=4.06) is seen as competitive, while misalignment with responsibilities (M=4.03) and free of non-monetary incentives(M=4.35), however play a role in dissatisfaction Standard pay scales and continued compensation audits will improve equity and retention. This is essential for a lasting boost in wealth, but inserting non-monetary incentives too helps.

5.2 Recommendations

- Establish structured career development programs: Design clear paths and offer mentorship opportunities, with yearly assessments guided by employee response and advancement metrics.
- Improving compensation packages: Implement a bi-annual review to benchmark salaries against roles in the public and private sectors, adjust remuneration for responsibilities, pay according to the market.
- Create Recognition Programs: Utilize employee input to design award measures and public recognitions like "Employee of the Month".
- Promote work-life balance: Flexible hours, remote work options and wellness programs are introduced on a trial basis in select departments, with results assessed.
- Work on Communication: Organizational-wide town halls, anonymous suggestion box and training in communication for leadership.
- Resource Constraints: Use phased implementation plans to improve office facilities and resources, particularly in rural areas through needs assessments.
- Implementation of Compensation Audit on an Annual basis: Organizations should conduct compensation audits to ensure they are not inadvertently paying inaccurate salaries based on gender, neurodiversity and minority.
- Train leaders in positive leadership styles: Implement mandatory training for managers on transformational leadership that centers on trust, respect and open communication — assess these methods through engagement metrics.

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Ethical considerations

The article followed all ethical standards appropriate for this kind of research.

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