

Original Article (Mixed)

Identifying and explaining legal and administrative factors affecting human resource retention in the organization with a mixed approach

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Abstract

The present study aims to identify and explain the legal and administrative factors affecting human resource retention in government organizations. The method of this research is applicable in terms of purpose, descriptive-survey in terms of nature and method, and mixed (qualitative-quantitative) in terms of implementation in an inductive-deductive approach. The statistical population in the qualitative section includes 14 professors of human resource management and law, and the sampling is purposeful. The statistical population in the quantitative section is middle and senior managers of government organizations in Tehran, which was determined using non-probability sampling to a sample size of 38 people. To collect information was a semi-structured interview in the qualitative section, and, a paired comparison questionnaire in the quantitative section. MAXQDA software was used to analyze the findings, and Fuzzy Delphi was used for ranking. The results of the study indicate that a fair payment system in laws, the right to legal promotion and advancement, job security based on the law, determining salaries and benefits based on a unified and approved government schedule, legal protections in critical situations, and equality and prohibition of legal discrimination were raised as the most important legal factors that organizational managers need to pay more attention to. Also, continuous professional development, career planning, use of technology to reduce bureaucracies, data-driven human resource management, and flexibility in working hours are among the most important administrative factors affecting human resource retention in government organizations.

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Extended abstract

Introduction

Today's organizations face major challenges in retaining their workforce, which is essential for continued employee participation and improving the organization's productivity, growth, and success (Bhasin, 2025). In this changing environment, employees look beyond salaries and benefits; they seek to chart a future for their organization. Factors such as HRM strategies, career development, training opportunities, benefits, networking, job titles, and external labor market conditions influence employees' decision to stay with a company. Therefore, companies should develop HRM policies and practices that simultaneously support employee growth and organizational success. The long-term survival and growth of an organization depends significantly on maintaining a committed, focused, and innovative workforce (Mahmood et al., 2025). This is especially critical in the service sector (Urme, 2023). Recruiting and continuously training new employees is a challenge for HRM teams, especially when organizational effectiveness depends on employee loyalty. Employee retention is a major concern for businesses operating in a highly competitive landscape (Mohapatra & Nayak, 2017). With the constant need for skilled and experienced employees, companies must implement effective strategies to attract and retain talent (Çakıcı et al., 2015). Human resource retention refers to an organization's ability to retain its workforce by implementing strategies that encourage employees to commit to the long term and ultimately support the company's sustainable success (Li et al., 2025). Organizations with a stable workforce tend to perform better operationally, enhance their human capital, and increase their return on assets by reducing turnover rates (Luthans et al., 2024). The impact of various factors on human resource retention is well known. As shown by Lin et al. (2024), there is a significant relationship between human resource management strategies and human resource retention, and many companies consider human resource management activities essential for human resource retention. Previous research has shown that strategies such as competitive salaries, performance appraisals, and career development have a positive impact on employee retention (Huselid, 2018). Therefore, the main research question is: how can the legal and administrative factors affecting employee retention in public organizations be identified?

Theoretical Framework

Employee Retention

Employee retention is a critical aspect of organizational success. This includes strategies to encourage employees to stay with the organization for a long time (Setiawan & Hastuti, 2022; Krishnamoorthy & Aisha, 2022; Elsafty & Oraby, 2022). Employee retention refers to "various policies and practices that allow employees to stick with an organization for a longer period of time." Intention to leave is the employee's voluntary decision to leave the employment relationship (Arendt & Grabowski, 2022).

Mehmood et al. (2025) investigated the impact of HRM practices on employee retention. The results show that HRM stewardship, reassuring teamwork, responsiveness, and supportive behavior significantly increase employee loyalty and retention. Furthermore, it was found that organizational citizenship behavior plays an important role in this dynamic by mediating to some extent the relationship between HRM practices and employee retention. Building on social exchange theory, these findings improve theoretical frameworks and real-world applications in similar socio-economic contexts by providing valuable insights for improving HRM strategies to better retain employees by fostering organizational citizenship behavior. The results of this study also provide useful information on how to improve HR practices to increase employee retention by encouraging organizational citizenship behavior, which increases our theoretical and practical knowledge about successful HR tactics in similar socio-



economic environments. This study also seeks to provide practical suggestions for HR managers and corporate executives to create an environment that fosters social responsibility and teamwork, and increases human resource retention and long-term success.

Shahriari et al. (2024) investigated the evaluation of strategic factors affecting employee retention policies in government organizations. The findings indicate that organizational commitment, job satisfaction, internal learning ability, and job commitment have a significant impact on administrative innovation in the judiciary. Finally, administrative innovation has an impact on the retention of employees in the judiciary.

Research Methodology

The method of this research is applicable in terms of purpose, descriptive-survey in terms of nature and method, and mixed (qualitative-quantitative) in terms of implementation in an inductive-deductive approach. The statistical population in the qualitative section includes 14 professors of human resource management and law, and sampling is purposeful. The statistical population of the quantitative part is middle and senior managers of government organizations in Tehran, which was determined using non-probability sampling to a sample size of 38 people. A semi-structured interview was used to collect information in the qualitative part, and a paired comparison questionnaire was used in the quantitative part.

Research findings

MAXQDA software was used to analyze the findings and Fuzzy Delphi was used for ranking. The research results indicate that a fair payment system in laws, the right to legal promotion and advancement, job security based on the law, determining salaries and benefits based on the approved and unified government table, legal protections in critical situations, and equality and prohibition of legal discrimination were raised as the most important legal factors that organizational managers need to pay more attention to. Also, continuous professional development, career planning, the use of technology to reduce bureaucracies, data-driven human resource management, and flexibility in working hours are among the most important administrative factors affecting human resource retention in government organizations.

Conclusion

The present study was conducted with the aim of identifying and explaining the legal and administrative factors affecting human resource retention in government organizations. The results of this study are consistent with Mehmood et al. (2025), Shahriari et al. (2024), Suprayitno (2024), Gelencser et al. (2023), Ghani et al. (2022), Chatzoudes & chatzoglou (2022), Kamalaveni et al. (2019), and Singh (2019). Mehmood et al. (2025) showed that HRM management prudence, reassuring teamwork, responsiveness, and supportive behavior significantly increase human resource loyalty and retention. In addition, it was found that organizational citizenship behavior plays an important role in this dynamic by mediating to some extent the relationship between HRM practices and human resource retention. Based on social exchange theory, these findings improve theoretical frameworks and real-world applications in similar socio-economic contexts by providing valuable insights for improving human resource management strategies for better employee retention by enhancing organizational citizenship behavior.

Based on the research results, the following recommendations were made:

- Implementation of integrated electronic systems is essential to reduce bureaucracy and expedite administrative matters, including automation of personnel file processes, online



request registration systems, and transparent communication platforms that save time and reduce dissatisfaction caused by excessive administrative procedures.

- Establishment of a continuous monitoring mechanism is essential to ensure fairness in payments at all organizational levels.