

FACTORS INFLUENCING EMPLOYEE RETENTION IN THE TELECOMMUNICATIONS SECTOR: A CASE STUDY

Neeta Baporikar

*Namibia University of Science and Technology, Namibia & SP Pune University, Maharashtra, India.
Email: neetajb@rediffmail.com*

Abstract: *The study aimed to investigate the factors influencing employee retention, assess employee perceptions and provide strategic recommendations for enhancing overall retention within the organisation. Job satisfaction, organisational culture, profit-sharing initiatives, leadership styles and the impact of the hybrid-working model were identified as critical factors influencing employee retention. Positive sentiments were observed regarding profit-sharing initiatives and the hybrid-working model. However, concerns were raised about the perceived lack of inspirational leadership within the organisation. Recommendations include strengthening leadership development programmes, enhancing communication about profit sharing and tailoring hybrid work policies to meet evolving employee needs were made. This research contributes valuable context-specific insights into employee retention within the telecommunications industry, offering practical implications for organisations navigating the complexities of workforce dynamics. Despite the robust methodology, certain limitations, such as sample size constraints and potential biases, should be acknowledged for a nuanced interpretation of the findings. Identified gaps in knowledge suggest opportunities for future research, including deeper investigations into specific aspects of leadership, organisational culture and the evolving dynamics of hybrid work.*

Keywords: *Employee, Leadership, Management, Organisations, Profit, Telecom, Retention*

INTRODUCTION

Telecom Namibia, a prominent telecommunications company in Namibia, plays a pivotal role in providing essential communication services to individuals, businesses and government entities. With its extensive network infrastructure and a wide range of services, Telecom Namibia has been a key player in the telecommunications industry within Namibia. As the telecommunication sector is highly competitive and rapidly evolving, the ability to attract and retain skilled and dedicated employees is critical for the company's continued success. Employee retention is a multi-faceted challenge that many organisations, including Telecom Namibia, face. High turnover rates can result in increased recruitment and training costs, loss of institutional knowledge and disruptions in service delivery (Sinniah & Kamil, 2017). The telecommunications industry, in particular, has experienced significant changes in recent years due to advancements in technology, the expansion of services and growing customer demands. These changes make it imperative for Telecom Namibia to focus on retaining its skilled workforce to maintain a competitive

edge and ensure the delivery of high-quality services (Lam & Shiu, 2010).

Given the dynamic nature of the telecommunications sector and the potential consequences of employee turnover, understanding the factors influencing employee retention at Telecom Namibia is of paramount importance. By investigating these factors, the company can develop evidence-based strategies to enhance employee satisfaction, reduce turnover rates and foster a work environment that encourages long-term commitment from its employees (Baporikar, 2022; Rakhra, 2018).

The telecommunications industry's workforce consists of individuals with diverse skills, ranging from network engineers and customer service representatives to IT professionals and marketing experts. Each of these roles has unique characteristics and demands, making it essential to explore the specific factors that contribute to employee retention in this industry. Factors such as competitive compensation, career development opportunities, work-life balance, organisational culture and job satisfaction are

known to influence employee retention, but their impact may vary within the context of Telecom Namibia. Furthermore, as the global business environment continues to evolve, issues related to remote work, digital transformation, and the need for upskilling are becoming increasingly pertinent for leaders and top management (Baporikar, 2024a; 2024b). These developments add a layer of complexity to the study of employee retention, as they may introduce new considerations and challenges specific to the telecommunications industry.

The telecommunications industry, exemplified by Telecom Namibia, faces the persistent challenge of retaining a skilled and motivated workforce within the dynamic and competitive landscape of the sector. High employee turnover rates threaten the organisation's capacity to provide uninterrupted and high-quality communication services, leading to increased costs associated with recruitment and training, the loss of institutional knowledge and potential disruptions in service delivery. To address this pressing issue, it is essential to investigate and identify the specific factors influencing employee retention at Telecom Namibia and assess their impact within the unique context of the telecommunications industry. In recent years, Telecom Namibia has actively engaged in various initiatives aimed at retaining its workforce. However, over the past four years, the organisation has observed a noteworthy surge in employee turnover, with rates escalating from 3% in 2019 to 15% in 2022. Hence, this research seeks to understand the determinants affecting employee retention at Telecom Namibia and to propose strategies that the organisation can implement to improve retention rates and cultivate a more stable and engaged workforce. The objective then is to investigate the factors influencing employee retention at Telecom Namibia, and report how the organisation can address these factors to enhance retention rates and create a more stable and motivated workforce.

RESEARCH METHODOLOGY

A descriptive research method was used to collect data. A structured questionnaire was administered to collect quantitative data from Telecom Namibia employees. The questionnaire included validated scales and items to measure variables such as job satisfaction, organisational culture, leadership styles, career development opportunities and work-life balance.

Target Population

The target population for this quantitative study encompasses employees within Telecom Namibia, which is 800, representing various departments and hierarchical levels.

The selection of the target population is crucial to ensure that the findings are reflective of the broader workforce and organisational dynamics.

The inclusion criteria for the target population ensures capturing of diverse and representative sample of Telecom Namibia employees. Inclusion criteria include individuals who are employed at Telecom Namibia at the time of the study in 2023 October. The employees belonged to different departments to ensure representation from various functional areas and various hierarchical levels, including frontline staff, mid-level managers and senior executives, to account for different organisational perspectives. Apart from that willing to participate voluntarily in the study, fostering a culture of informed and voluntary contribution was also an important criteria.

Exclusion Criteria

Certain exclusions ensure the appropriateness and relevance of the sample:

- Employees on leave or those not actively engaged in their roles during the study period.
- New hires with less than six months of employment to focus on individuals who have had sufficient exposure to the organisational environment.
- Those unwilling to participate, as maintaining a voluntary and willing participant pool is essential for the integrity of the study.

Sampling Procedure

The sampling procedure employs a stratified random sampling technique to select participants from the identified target population. Strata are defined based on departmental affiliations and hierarchical levels within Telecom Namibia. This ensures proportional representation, accounting for the diversity of experiences and perspectives across the organisation.

Sample Size Determination

The determination of the sample size is based on statistical considerations to achieve a representative and statistically significant dataset. The sample size is 100, calculated to balance precision and feasibility, considering the organisation's size and the desired level of confidence in the study's findings.

Ethical Considerations

The study adheres to ethical guidelines, prioritising the well-being and privacy of participants. Confidentiality of responses is maintained, and participants are assured that their individual data will be anonymised, aggregated and reported in a way that prevents identification.

Data Analysis and Presentation of Results

The reliability of each respondent's questionnaire was rigorously evaluated to ensure the accuracy and consistency of the collected data. Reliability testing involved assessing the internal consistency of the questionnaire items, utilising statistical measures. This process aimed to confirm that the instrument reliably measured the intended constructs, enhancing the trustworthiness of the quantitative data. Upon ensuring the reliability of the data, a comprehensive quantitative analysis was conducted. The analysis involved both descriptive and inferential statistical methods to uncover patterns, relationships and trends within the dataset. Key statistical measures, including means, standard deviations and frequencies, were computed to provide a quantitative overview of employee perceptions regarding job satisfaction, organisational culture, leadership styles, career development opportunities, work-life balance, hybrid work, profit share and intentions to stay with the organisation. The quantitative findings were visually represented using tables, pie charts and bar charts. These visualisations aimed to enhance the clarity and accessibility of the results, enabling stakeholders to grasp key insights at a glance. Tables are employed to present numerical summaries and statistical measures, while pie charts and bar charts offered a graphical representation of distribution patterns and trends.

SCOPE OF THE STUDY

This research study focuses exclusively on Telecom Namibia, which is a prominent telecommunications company in Namibia. The study does not encompass other organisations or telecommunications companies outside of Telecom Namibia. The study examines data and factors related to employee retention within Telecom Namibia over a specified period. The temporal scope includes historical data and trends, with a focus on changes and developments from the year 2018 to 2022. The research explores a range of factors influencing employee retention, including but not limited to compensation, career development, work-life balance, organisational culture, profit-sharing initiatives, leadership and management styles and the effects of a hybrid-working model. The study delves into how the organisational

culture at Telecom Namibia affects employee retention. This includes the examination of cultural values, norms and practices that may influence employee commitment and motivation. A specific focus is placed on the relationship between employee profit-sharing initiatives and their impact on employee retention. This includes assessing the nature of profit-sharing programmes and their outcomes. The research comprehensively investigates the role of leadership and management styles in shaping employee retention at Telecom Namibia, with an emphasis on leadership practices and management approaches. The study explores the effects of the hybrid-working model on employee retention dynamics, including how the model affects employee satisfaction, engagement and commitment. While the study provides insights that can inform the development and revision of policies within Telecom Namibia, it does not design or implement these policies. The focus is on providing evidence-based recommendations. The study's primary goal is to provide insights specific to Telecom Namibia; however, the findings and recommendations may have broader applications within the telecommunications sector. The research does not address retention issues in unrelated industries. The research adheres to ethical guidelines, including ensuring the anonymity and confidentiality of participants. It does not involve the disclosure of sensitive or confidential information about employees. While the research provides practical recommendations to Telecom Namibia, it does not dictate specific implementation procedures or timelines. Implementation will depend on the organisation's discretion.

Limitations

- This study is solely on Telecom Namibia, limiting the generalizability of findings to a broader context. While it provides valuable insights specific to the organisation, the applicability of these insights to other companies within the telecommunications industry or different industries may vary.
- The research's findings heavily depend on the availability and accuracy of data provided by Telecom Namibia and its employees. The study is limited to the data accessible during the study period, and any missing or incomplete data may affect the comprehensiveness of the analysis.
- The study examines employee retention data and factors from 2018 to 2022. This period may not capture long-term trends and their potential impact on retention. Further research extending beyond this timeframe may provide a more comprehensive understanding of the issue.

- Employees may provide responses influenced by their perceptions or preferences, potentially affecting the objectivity of the data collected.
- The study period coincided with an increase in employee turnover at Telecom Namibia. While this provides valuable data, it also introduces the potential for confounding factors or industry-specific challenges that may have contributed to the high turnover rates.
- The extent and depth of the research are subject to resource limitations, including time, personnel and financial resources. These limitations may affect the scale and thoroughness of the research.

LITERATURE REVIEW

In the landscape of employee retention, understanding the multifaceted factors that influence an organisation's ability to maintain a stable, motivated workforce is of paramount importance. It also helps to ensure that talent is retained in the organisation, which has become crucial for enhancing competitiveness and service delivery (Baporikar, 2021). This study embarks on a comprehensive exploration of the existing body of knowledge, theories and empirical studies surrounding employee retention, organisational culture, compensation, leadership and management styles, incentive programmes and the evolving work environment, with a specific focus on the telecommunications sector.

By delving into the literature, this section aims to build a strong theoretical foundation upon which the subsequent research findings and recommendations will be anchored. The insights garnered from prior research are not only valuable in framing the research questions but also in guiding the analysis and interpretation of data collected from Telecom Namibia. This exploration of existing literature serves as a compass, enabling us to navigate the complex landscape of employee retention, recognise patterns and draw relevant conclusions that are crucial for the organisation's future strategies.

Theoretical Review

This section of the literature review is dedicated to delving into the theoretical foundations that underpin our understanding of employee retention, organisational culture, compensation, leadership and management styles, incentive programmes and the changing work environment within the telecommunications sector. By exploring these theories and

models, we lay the groundwork for the subsequent analysis of empirical data and the formulation of evidence-based recommendations for Telecom Namibia.

Employee Retention Theories and Models

Understanding the theoretical underpinnings of employee retention is crucial for discerning the various factors that contribute to an employee's decision to stay with or leave an organisation (Ramlall, 2004). Turnover theory is a fundamental framework in understanding employee retention dynamics. This theory revolves around the concept of voluntary turnover, where employees make a conscious decision to leave their organisation. It posits that employees weigh the advantages and disadvantages of staying with their current employer, and when the disadvantages outweigh the advantages, they choose to leave (Grotto et al., 2017). The Psychological Contract Theory is a significant theoretical framework in understanding employee retention and organisational behaviour. It is based on the premise that, beyond the formal employment contract, there exists an implicit or psychological contract between employees and their organisation. This psychological contract comprises unwritten expectations and obligations that both parties anticipate from their relationship (Seeck & Parsefall, 2008).

Organisational Culture Theories

Organisational culture plays a pivotal role in influencing the attitudes, behaviours and job satisfaction of employees. The Competing Values Framework is a notable theoretical framework used to understand organisational culture. It was developed by Robert E. Quinn and Kim S. Cameron and is widely employed in the study of organisational behaviour. While it doesn't directly focus on employee retention, it plays a crucial role in shaping an organisation's culture, which, in turn, impacts retention (Yu & Wu, 2009). In the context of Telecom Namibia, understanding the Competing Values Framework can be instrumental in assessing the organisation's culture and how it might influence employee retention. Depending on the prevailing culture type, specific strategies and interventions can be designed to enhance retention, create a motivating work environment and ensure alignment with the organisation's goals. Edgar Schein's Model of Organisational Culture is a well-established theoretical framework that offers insights into understanding and analysing organisational cultures. This model is relevant to employee retention as

it emphasises how culture influences the behaviour and attitudes of employees (Dimitrov, 2013).

Compensation Theories

Compensation is a fundamental factor in employee retention. The Equity Theory is a psychological and organisational theory that helps explain how employees perceive fairness in the workplace, particularly concerning compensation and rewards. It is a relevant framework in the context of employee retention as it addresses the impact of perceived fairness on job satisfaction and, consequently, an employee's decision to stay with or leave an organisation (Pritchard, 1969). The Expectancy Theory is a psychological and organisational theory that focuses on the relationship between employee motivation and performance, and how these factors influence an employee's decision to stay with or leave an organisation. While not directly focused on employee retention, this theory is relevant as it addresses the motivational factors that can affect an employee's commitment and job satisfaction (Isaac, Serbe & Pitt, 2001).

Leadership and Management Theories

Leadership and management styles wield considerable influence over employee retention. The exploration of leadership theories, including Transformational Leadership and Servant Leadership, as well as management models like Situational Leadership, helps us comprehend how specific leadership and management approaches shape employee commitment and satisfaction. Transformational Leadership is a prominent leadership theory and style that has a significant impact on employee motivation, job satisfaction and consequently, employee retention (Leithwood & Jantzi, 2005). It focuses on how leaders inspire and motivate their teams to achieve exceptional results and personal growth. Transformational leaders are known for their ability to create a compelling vision, foster a positive work environment and encourage employees to reach their full potential (Bass & Avolio, 1993).

Empirical Review

This section explores previous empirical studies conducted within the telecommunications industry and similar organisational contexts to shed light on the factors influencing employee retention. These studies provide valuable insights supported by empirical evidence, further enriching our understanding of this critical issue.

Impact of Organisational Culture on Employee Retention

Uddin, Luva and Hossian (2013), conducted a study in the telecommunications industry, collecting data from employees across various departments to investigate the relationship between organisational culture and turnover rates. Their findings revealed that organisations fostering a culture of collaboration, employee empowerment and a positive work environment experienced higher employee retention rates. Employees in such organisations reported greater job satisfaction, commitment and engagement. This, in turn, reduced their intention to leave the company. The study highlights the vital role of organisational culture in shaping employee retention dynamics, emphasising the importance of creating a supportive and inclusive work environment (Kargas & Varoutas, 2015).

Impact of Compensation on Employee Retention

Absalom and Alexander (2021), delved into the relationship between compensation and employee retention within the telecommunications sector. By gathering data from a large sample of employees, the study examined the influence of competitive compensation packages on turnover rates. The findings indicated a positive correlation between competitive compensation and employee retention. Employees who perceived that they were fairly compensated compared to industry standards were more likely to remain with the organisation.

Role of Career Development Opportunities in Employee Retention

Sheraz, Batoool and Adnan (2019), investigated the role of career development opportunities in employee retention. Through surveys of employees from various departments, the study assessed the impact of career development programmes, training opportunities and promotion pathways on employee turnover intentions. The results demonstrated that employees who perceived support for their career growth and had access to development opportunities were more likely to remain committed to the organisation. This emphasises the importance of offering pathways for professional growth and investing in employee development to enhance retention rates.

These empirical studies collectively underscore the multifaceted nature of employee retention in the

telecommunications sector. They highlight the significance of fostering a positive organisational culture, offering competitive compensation and providing career development opportunities to enhance job satisfaction, commitment and engagement among employees. The findings from these studies serve as valuable reference points for Telecom Namibia as it seeks to address the factors influencing employee retention and create a more stable and motivated workforce. While the existing empirical studies on employee retention within the telecommunications industry have provided valuable insights, there remains a distinct gap in the literature that necessitates further investigation. The identified studies, although informative, exhibit certain limitations and gaps, paving the way for the present research to contribute meaningfully to the understanding of employee retention dynamics at Telecom Namibia.

A critical aspect that has received limited attention in previous studies is the exploration of the effects of hybrid working models on employee retention within the telecommunications sector. The global shift towards flexible work arrangements, accelerated by the events of recent years, calls for an in-depth investigation into how hybrid models affects employee satisfaction, engagement and ultimately, retention. With Telecom Namibia adapting to a more flexible work environment, understanding the nuances of this transition becomes imperative.

While existing studies offer insights into broad principles of employee retention, there is a dearth of research specifically tailored to the unique context of Telecom Namibia. The telecommunications industry operates within a dynamic and technologically driven environment, potentially influencing employee retention factors distinct from those in other sectors. An exploration of industry-specific challenges and opportunities is necessary to formulate targeted and effective retention strategies.

Previous studies often focus on individual factors such as organisational culture, compensation, or career development opportunities. However, there is a lack of comprehensive research that integrates these factors to provide a holistic understanding of employee retention. The synergistic impact of organisational culture, compensation structures and career development on employee motivation and commitment requires deeper exploration to inform a more nuanced and integrated approach to retention strategies. While some studies touch upon short-term retention factors, there is a gap in understanding the long-term dynamics that contribute to employee commitment and longevity within Telecom Namibia. Exploring the evolving nature of employee-employer relationships over extended periods will offer

insights into the sustainability of retention strategies and the adaptability of organisational practices to changing workforce expectations.

FINDINGS AND DISCUSSION

This section presents the research findings derived from the quantitative analysis of data collected at Telecom Namibia to investigate the factors influencing employee retention. The results are structured to align with the research objectives and are followed by a comprehensive discussion that delves into the implications, interpretations and potential strategies for enhancing employee retention within the organisation.

Data Sampling

From Fig. 1, out of the sample of 100 employees, 30% are from Technology department, whereas 25% are from Commercial, 20% from Human Resources, 10% from Legal and 15% from Finance department.

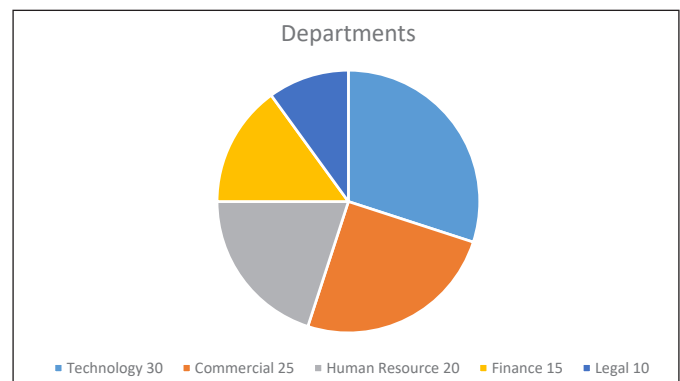


Fig. 1: Different Departments and Number of Employees Selected for Sample

Demographic Information



Fig. 2: Gender of the Sample Population

We can clearly see in Fig. 2 that the number of males in the sample population was standing at 55%, whereas the female population was at 45%, which was a fair representation in terms of gender.

POSITION IN THE ORGANISATION

Table 1 gives the different positions occupied by the respondents in Telecom Namibia. The sample population has touched all levels in the organisation structure, which is key to obtaining credible results. The majority of employees in the sample hold frontline staff positions, constituting a significant proportion of the workforce. Mid-level managers make up a notable percentage, reflecting the organisational hierarchy and managerial roles. Senior executives, while a smaller percentage, contribute to the leadership layer within the organisation.

Table 1: Employees Ranking in the Organisation

Position	Number of Employees
Frontline Staff	70
Mid-level Managers	20
Senior Executives	10

Effect of Hybrid Work on Employee Retention

Fig. 3 illustrates employees’ responses regarding the impact of the hybrid-working model on employee retention.

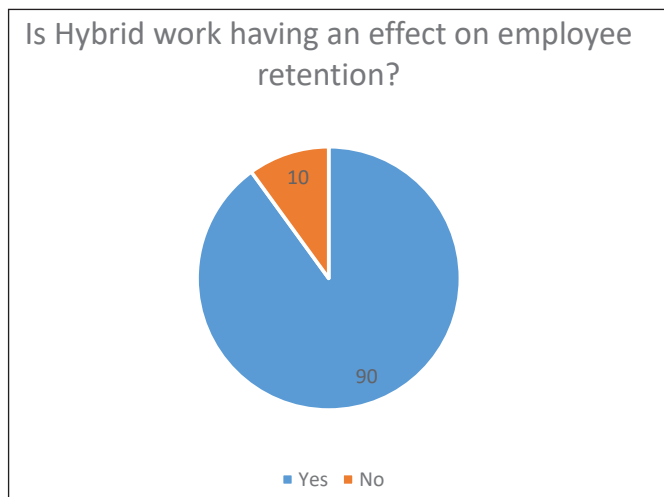


Fig. 3: Hybrid Work Environment Responses

Effect of Profit Share on Employee Retention

Fig. 4 illustrates employees’ responses regarding the impact of profit-sharing initiatives on employee retention.

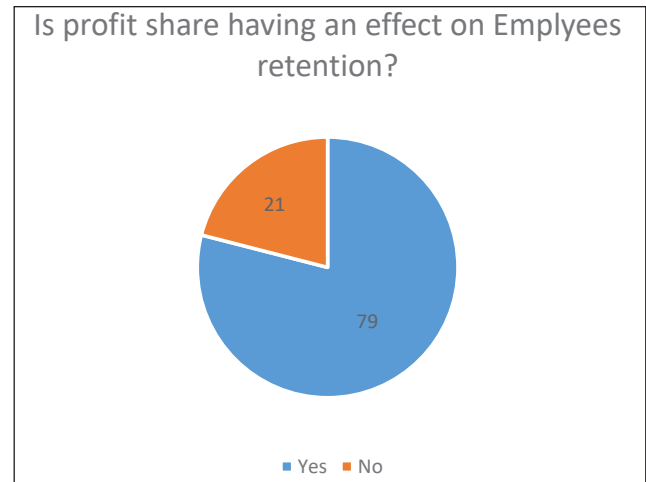


Fig. 4: Profit Share Influence on Retention

Effect of Leadership Styles on Employee Retention

Fig. 5 illustrates employees’ responses regarding their perception of inspirational leaders within Telecom Namibia.

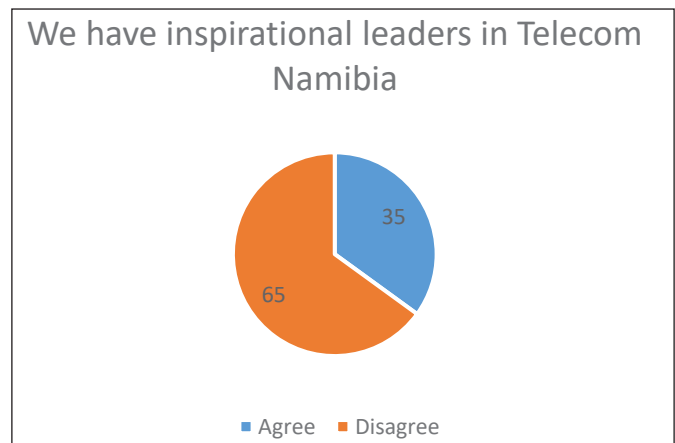


Fig. 5: Influence of Leadership on Retention

Major Findings

This section succinctly summarises the major findings of the study in relation to research objectives.

Hybrid Working Model: The study explored the effects of the hybrid-working model on employee retention dynamics. The study investigates how the adoption of hybrid work arrangements influences job satisfaction, work-life balance and overall intentions to stay with the organisation. A significant majority of employees (90%) perceive a positive impact of the hybrid-working model on employee retention. This positive sentiment towards hybrid work suggests that

employees view it as a beneficial factor contributing to their satisfaction and willingness to stay with the organisation. The relatively small percentage (10%) of employees who do not perceive a positive impact might indicate specific concerns or challenges that need further exploration. This provides a glimpse into employees' perceptions regarding the impact of the hybrid-working model on retention. Further analysis and discussions can explore the specific factors contributing to these perceptions and how the organisation can leverage hybrid work to enhance overall employee satisfaction and retention.

Profit Share Effects on Employee Retention: A significant majority of employees (79%) perceives a positive impact of profit-sharing initiatives on employee retention. This positive sentiment towards profit sharing suggests that employees view it as a significant factor contributing to their satisfaction and willingness to stay with the organisation. The minority of employees (21%) who do not perceive a positive impact might highlight areas where the profit-sharing programme could be improved or where communication about its benefits could be enhanced. This provides insights into employees' perceptions regarding the impact of profit-sharing initiatives on retention. Further analysis and discussions can explore specific aspects of the profit-sharing programme that contribute to employee satisfaction and identify areas for improvement.

Influence of Leadership on Retention: A notable percentage of employees (35%) agree that Telecom Namibia has inspirational leaders, suggesting a positive perception of leadership within the organisation. However, the majority of employees (65%) disagree with this statement, indicating a significant proportion of the workforce has reservations about the inspirational nature of leadership within Telecom Namibia. This divergence in perceptions necessitates further exploration into specific leadership practices, communication styles, or initiatives that contribute to these contrasting views. This provides an initial understanding of employees' perceptions of inspirational leaders within Telecom Namibia. Further analysis and discussions can delve into specific aspects of leadership styles that employees find inspiring or areas where improvement is needed to align leadership practices with employee expectations and satisfaction.

SIGNIFICANCE OF THE STUDY

This study contributes to the advancement of existing theories on employee retention. By focusing on the specific context of Telecom Namibia, it provides valuable insights into how general retention theories apply within the telecommunications industry. For example, it allows for a deeper understanding of how traditional employee retention

factors like compensation, career development and work-life balance may be modified within this industry to better meet the unique needs and challenges Telecom Namibia faces. The examination of the impact of organisational culture on employee retention enhances our understanding of the relationship between cultural elements, such as values, beliefs and norms and employee commitment. This research provides data that can inform organisational culture theory, shedding light on how it can be leveraged as a tool to improve retention strategies. This study's assessment of the relationship between profit sharing initiatives and employee retention contributes to an understanding of how financial incentives affect retention. It adds a valuable dimension to the literature on compensation and rewards, helping to refine theoretical models related to these factors' impact on employee motivation and retention. Investigating the role of leadership and management styles in shaping employee retention contributes to leadership and management theory. It provides practical insights into how specific leadership and management approaches, including transformational, transactional and servant leadership, can be used to positively influence employee retention. The study's exploration of the effects of the hybrid-working model on employee retention adds to the evolving body of literature regarding the changing nature of work environments.

The findings of this research provide Telecom Namibia with actionable insights to develop and tailor retention strategies that align with the specific factors affecting employee retention within the organisation. This practical significance translates into an improved ability to retain and engage talent, reducing turnover and related costs. Understanding the influence of organisational culture on employee retention allows Telecom Namibia to optimise its culture to foster commitment and motivation among employees. By creating a culture that aligns with employee values and expectations, the organisation can create a more attractive work environment. The assessment of profit-sharing initiatives and their impact on employee retention provides Telecom Namibia with data-driven insights to refine its incentive programmes. This enables the organisation to design more effective reward systems that motivate employees to stay and contribute to the company's success. Insights into how leadership and management styles affect employee retention enable Telecom Namibia to tailor training and development programmes for its leaders and managers. Practical training can help them adopt leadership approaches that foster higher levels of commitment and job satisfaction among employees. The research on the effects of the hybrid-working model enables Telecom Namibia to adapt its work arrangements to accommodate the changing preferences of the workforce. This practical significance can enhance employee retention by offering flexible work options that meet the needs of a

diverse employee base. The practical implications of this research extend to the broader telecommunications industry, allowing organisations to benchmark their retention strategies against the findings of this study. This can lead to the adoption of best practices that enhance employee retention across the industry. Reducing employee turnover directly translates to cost savings for Telecom Namibia. It reduces recruitment and training expenses, minimises disruptions in operations and ensures continuity of service delivery, all of which contribute to improved financial performance. As Telecom Namibia improves its employee retention, it gains a competitive edge by maintaining a skilled and motivated workforce. This practical significance can lead to better service quality, increased customer satisfaction and higher market share. We can finally say, the practical significance of this research study lies in its ability to guide Telecom Namibia in the development of evidence-based strategies to retain employees, optimise organisational culture, refine incentive programmes, train leadership, adapt to changing work models and reduce costs. These practical applications extend to other organisations within the telecommunications industry, contributing to the overall improvement of employee retention practices in the sector.

The research findings can serve as the foundation for the development and revision of human resource policies within Telecom Namibia. These policies can be designed to address the specific factors that influence employee retention, ensuring that the organisation has a well-defined and data-driven approach to talent management. The insights into the impact of organisational culture on employee retention can inform the establishment of guidelines and policies that promote a healthy, inclusive and motivating workplace culture. These guidelines can ensure that cultural values align with employee expectations and support retention efforts. The research, which assesses the relationship between profit-sharing initiatives and employee retention, can contribute to the formulation of policies governing incentive programmes. These policies can determine the structure and effectiveness of reward systems within the organisation. Policies related to leadership and management styles can be designed to guide training and development programmes for leaders and managers within Telecom Namibia. These policies can promote the adoption of leadership approaches that align with employee retention objectives. The findings related to the hybrid working model's effects on employee retention can inform the development of policies and frameworks that guide the implementation of flexible work arrangements. Such policies can outline the parameters and expectations of remote and hybrid work. Policies can be established to mandate the collection of retention-related metrics and the reporting of such data at regular intervals. This ensures that Telecom Namibia has a structured approach to measuring and

monitoring employee retention. The research can influence the development of industry standards and best practices for employee retention within the telecommunications sector. These standards can be adopted by Telecom Namibia and other organisations, contributing to a more stable and competitive industry. In short, the policy significance of this research study lies in its potential to shape and inform a wide range of human resource and labour policies within Telecom Namibia, from recruitment and retention strategies to leadership development, work arrangements and workplace culture. These policies can not only enhance employee retention within the organisation but also contribute to setting industry standards and best practices in the telecommunications sector.

CONCLUSION

In conclusion, this research has delved into the intricacies of employee retention at Telecom Namibia, shedding light on key factors that significantly influence the workforce's satisfaction and commitment. The findings from each research objective offer valuable insights into the current state of employee retention and provide a foundation for strategic considerations within the organisation. The identified factors influencing employee retention include job satisfaction, organisational culture, profit-sharing initiatives, leadership and management styles and the impact of the hybrid-working model. Each of these factors plays a pivotal role in shaping employees' perceptions and decisions regarding their tenure within Telecom Namibia. Employee perceptions revealed a nuanced landscape. While there is a positive sentiment towards profit-sharing initiatives and the hybrid working model, concerns have been raised about the perceived lack of inspirational leadership. These varying perceptions highlight the importance of addressing specific aspects of organisational practices to enhance overall employee satisfaction. Based on the insights gained, several recommendations are put forth for Telecom Namibia to enhance employee retention. These include:

- Addressing concerns about inspirational leadership by investing in leadership development programmes that foster a positive and empowering organisational culture.
- Improving communication channels to ensure employees have a clear understanding of the benefits and impact of profit-sharing initiatives on their retention and overall job satisfaction.
- Continuously adapting hybrid work policies to meet the evolving needs of employees, ensuring a balance between flexibility and organisational goals.

Thus, this research contributes to the existing body of knowledge by providing context-specific insights into employee retention within the telecommunications industry. The findings offer practical implications for organisations seeking to enhance employee satisfaction and retention in a dynamic and competitive environment.

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