

Determinants of Employee Retention in the Telecom Sector in Uganda

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Abstract

Despite increasing improvements in performance enhancements to employees, companies have continued to experience high costs in recruiting new employees. This has raised a lot of concern among employers, and organizations. No business can enjoy and sustain success until it has dealt with high employee turnover. Therefore, this study set out to examine the determinants of employee turnover in the Uganda Telecom industry. The study employed a self-administered questionnaire to collect data from a sample of 89 employees from the Uganda Telecom service providers in Kampala District. Using Pearson correlation coefficient, it was established that salary paid, career development, supervision support, work environment, reward/recognition, and job satisfaction had a positive significant relationship with employee retention. Applying the logistic regression analysis, salary paid, career development, supervision support, work environment, and employee job satisfaction were found to be significant determinants of employee retention in Uganda Telecom industry. From the above results, the study recommends that there should be a clear and automatic salary scale in an organization indicating how employee's salary progresses overtime. An organization should have adequate working materials, provide workers with benefits like transport stipend, extra-time pay, and other facilitations as the fundamental measure to establish a good work-environment to enable workers perform effectively. And finally, workers should be given space to work under minimum supervision as this will increase their trust and commitment to the organization.

Key words: Employee retention, job satisfaction, and logistic regression analysis

Introduction

Employees are the most valuable assets of an organization. Their significance to organizations calls for not only the need to attract the best talents but also the necessity to retain them for a long term (Kossivi et al, 2016). Retaining the best staff is essential to the company's performance and this employee retention is one of the biggest challenges for today's managers and organization (Shuana et al 2016). By definition, retention is "the capability to keep the employees you desire to hold, for longer than your opponents" (Johnson, 2000). Bidisha et al (2013) described it as "a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project". Mita et al (2014) defined it as "a technique

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adopted by businesses to maintain an effective workforce and at the same time meet operational requirements”. It involves taking actions to motivate employees to stay in the organization for a long period of time. This is one of the main issues that extensively affect the overall performance of an organization.

Losing key talents in an organization, costs considerably more since these employees’ impact and contribution are greater than that of typical employees (Scott, et al., 2012). Estimates suggest that the cost of employee turnover often ranges from 50% to 200% of the employee’s annual salary based on the type and level of job he/she holds. These costs are considered substantial for even medium-sized organizations that have moderate rates of turnover (Allen 2008, O’Connell & Kung, 2007). Employee turnover has an influence on the employee’s morale and the organization’s reputation making the staff retention and recruitment of the staff a bit more challenging, time-consuming and high costs of recruitment (Mello, 2006). These costs include the costs of staffing, training new employees, costs needed for the new employees to gain proficiency in their jobs and to become fully socialized/ mixed and incorporated into the organization. In Africa, the management of human resources in general and Uganda in particular is very challenging as most organizations have found it costly and very difficult to find proper human resources (Nasaazi, 2013). This is a result of the different problems, such as, political instability, corruption, bureaucracy, poor infrastructure, low levels of education and purchasing power, diseases and famine known to prevail in the African business context (Kamoche, 2002).

In the Ugandan context, employee turnover is one of the challenges to organizational managers (William et al, 2016). Employee retention is still low and therefore, the managers should work towards better staff retention and add value to their organizations (Daily Monitor, Tuesday August 3rd 2010). Low retention rate is often an indicator of fundamental problems within a business (Ratna et al, 2012). A study by Raikes and Vernier (2004) indicated that retaining employees is considered as a key strategy to achieving financial success. Many experienced workers leave their jobs for better employment opportunities leaving a vacuum to be occupied by the less experienced or poor quality workers (Candle, 2010). When the right quantity and quality of the human resources is brought together, it can influence other resources towards realizing the goals and objectives of the organization, consequently high performance will be observed. In a study by William et al (2016), the findings revealed that rewards, job security and employee involvement have a significant effect on employee turnover at the Uganda Civil Aviation Authority. In many companies here in Uganda, the rate at which employees are switching jobs, is making it harder for companies to invest in them. There is high expenditure on staff development which is outstripped by the level of staff attrition and therefore, Organizations should work towards better staff retention and add value to their organizations (Daily Monitor, Tuesday August 3, 2010). At Uganda Telecom, the employee turnover is high requiring constant recruitment and training especially in the call centres (Daily Monitor, Tuesday August 17th, 2010). Retaining staff is very essential for any organization because this is the most valuable asset in any organization and if employees leave their jobs; it is a sign that something is going

wrong (Oyagi and Kembu, 2014). (Daily Monitor, Tuesday August 3, 2010) explained that poor job retention among employees is not just associated with the cost of recruitment, but also training new starters and the additional work burden. Therefore, this may imply that undesirable employee turnover is costly and disruptive, drains resources and can cause inefficiency.

Companies continue to experience high costs in recruiting new employees, which has raised a lot of concern among employers, employees, and the government but this has not been fully explained well in most developing countries. In today's competitive environment, technology can play a vital role in developing the competition more enthusiastic and powerful. Retention becomes one of the biggest issues for the telecom industry, as one of the fastest growing industries in Uganda. With this high competition, what is the role of employee retention determinants in retaining the employees of telecom industry in Uganda? This retention starts with the recruiting of right people, then putting practicing programs to keep them engaged and committed to the organization (Freyermuth, 2004). Despite the increasing improvements in performance enhancements to employees like increased salaries, giving rewards to best employee by organizations, Human Resource Managers are still grappling with high turnover rates and making it harder for companies to invest in them, continue to experience high costs in recruiting new employees. No business can enjoy and sustain the success until it deals with low employee retention problem efficiently and effectively. The most critical thing is to lay the groundwork for long term commitment. Most studies carried on employee retention in Uganda, have covered other areas leaving out telecom sector not fully explored. Therefore, the purpose of this study is to determine the factors that underlie the employee retention, case study of the Telecom industry in Uganda.

Literature Review

Employee retention

Employee retention is one of the significant problems that the employers are facing due to scarcity of skilled manpower and employee turnover (Nasir et al, 2016). Retention is defined as "the ability to hold onto those employees you want to keep, for longer than your competitors" (Johnson, 2000). This employee retention is considered the most critical issue facing corporate leaders as a result of the shortage of skilled labour and high employee turnover. This does not stop at that. It originates with the recruiting of right people and with practicing programs to keep involved and committed to the organization (Freyermuth, 2004).

Today, the demands of workers have been increased very much as ever before. It is in terms of every aspect, not only salaries and perks but also work experience and cultural context in which it occurs. In order to develop an effective retention plan for today's employment market, it is vital to realize the varying needs and expectation (Madiha et al, 2009).

Determinants of employee retention

Salary paid to an employee

Attractive salary packages are one of the very important factors of retention because it fulfills the financial and material desires (Madiha et al, 2009). In a national study, less than half of the respondents were satisfied with their salary and fringe benefits (Rosser, 2004). Salary retirement and job security have been shown to be important personal issues that may affect the satisfaction of workers. In a study by Tettey (2006), dissatisfaction with salaries is one of the key factor undermining the commitment of workers to their institutions and careers, and consequently, their decision to stay or intent to leave. Hansel, et al (2004), emphasized that attractive packages which are consistent and promptly paid, tend to attract and retain workers. Candle (2010), argued that salary has a significant effect on teacher turnover in private secondary schools in Wakiso District, Uganda.

Career Development Opportunities

Career development activities, pursued by individuals, educators, employers and professional organizations, will enable employees of an organization to achieve their best (Collins et al, 2000). It is a challenge for every Human Resource professionals to identify strategies to inspire employees to the firm's mission and goals and increase their commitment and be motivated (Nasir et al 2016 and Graddick, 1988). In a study by Prince (2005), debated that organizations need talented and experienced employees for maintaining the sustainable competitive advantage and most individual employees require career opportunities for development and growth competencies.

In a studies by Nasir et al (2016) and Fatima (2011), career development was found to have a significant relationship with employee retention. Opportunities for training and development are among the most important reasons why employees stay especially young and enthusiastic ones (Jane et al, 2012). Also, Dockel (2003) and Chew (2004), reported that investment in training is one way to show employees how important they are to the organization thus increased employee retention. However, it was shown it study by Salman et al (2014), that training and development has no relationship with employees' retention. Therefore, the literature has demonstrated that career development has a positive significant relationship with employee retention.

Supervisor Support

In a study by Silbert (2005), supervision support has an influence on employee retention. The study argued that employees who feel supported by the organization are more likely to engage in desirable workplace behaviours such as increased job involvement and reduced absenteeism. Also Nasir et al (2016), Fatima (2011) and Madiha et al (2009), found that supervision support is positively correlated with employee retention which means higher the support provided by the supervisors in the organizations, the higher will be the employee retention. A study by Balakrishnan et al (2013), indicated a statistical evidence to confirm that the employee retention can be improved by addressing non-financial drivers of employee engagement like

communication, recognition, manager/supervisor support (relationship), work engagement, team work and role clarity. It should be noted that many employees leave bosses, not jobs (Ontario, 2004). Therefore with support, workers are more likely to commit themselves to an organization for a long term (Greenhaus, 1987). Therefore, it has been demonstrated in literature that supervision support has a positive relationship with employee retention.

Work Environment

Fatima (2011), Mary (2010) and Madiha et al (2009), found out that work environment is one of the factors that affect employee's decision to stay with the organization. Working environment that is comfortable, with low physical and psychological stress, facilitates the attainment of work goals will provide high levels of satisfaction within employees. This will lead to high employee retention. Many people are dissatisfied if working conditions are poor (George and Jones, 1999). Also a study by Obwogi (2011), observed that some lecturers in Kenyan public universities did not have access to some of the basic teaching facilities like offices and desks and thus decision to leave the organization. This is supported by Norman (1986), who defined that characteristics of work environment vary in services sectors as compared to production sectors because it has to interact with the clients/consumers. Milory (2004) reported that people enjoy working, and strive to work in those organizations that provide positive work environment.

Hosken, (1996) stated that employee working conditions have a significant effect on teacher's retention and for any organization, the conditions in which employees work drive their satisfaction and hence increased chances to stay with the organization. In a study by Mary (2010), it was indicated that a change in teacher conditions of working environment is related to a very considerable change in teacher retention. Therefore, the focus of organizations must be on how to provide better jobs with great work environment to retain employees (Lennart, 2002).

Rewards/recognition

Rewards or recognition can be used as a way of improving good behavior and productivity among workers (Njanja et al, 2013). Reward/recognition has in many studies found to have a positive significant relationship with employee retention (Nasir et al, 2016; Madiha et al, 2009; Fatima, 2011; Mary, 2010). The term 'reward' is defined as something that the organization gives to the employees in response of their contributions and performance and which is desired by the employees (Agarwal, 1998). It includes, cash bonuses, recognition awards, free merchandise and free trips. It is very important in supporting the employee's perception that he/she is highly valued by the organization (Silbert, 2005). This increases the decisions by the employees to stay with the particular employer (Bamberger & Meshoulam, 2000) and it can increase the level of job satisfaction as it fulfills the basic needs and achieve certain goals (Bokemeier et al, 1987). Therefore this study has shown that reward/recognition has a positive relationship with employee retention in an organization.

Job satisfaction

Employee satisfaction has been found to be positively related to the intent to remain with the company (Light, 2004). Organizations or the management should always take job satisfaction components such as Pay, Promotion, Working Conditions and Nature of Work very serious in order to minimize the turnover level of the employees (Khan et al, 2014). This can increase the level of job satisfaction as it fulfills the basic needs and be able to achieve certain goals (Bokemeier et al, 1987). However, Ahmed et al (2015), found a negative relationship between employee job satisfaction and employee turnover intention.

Data and Methodology

A Cross-sectional survey data was collected in which a self-administered questionnaire was used to collect data from a sample of 89 employees from the Uganda Telecom service providers in Kampala District. The targeted population comprised of employees of all Uganda Telecom service providers and five of them were sampled (MTN, Airtel, Orange Uganda, Uganda Telecom and Vodafone) using simple random sampling method, in Kampala District being the capital city of Uganda. Data was collected, entered using SPSS statistical package and analyzed using STATA. Descriptive analysis was done to summarize and describe the selected variables. The Pearson's correlation coefficient analysis was used to identify the relationship between the variables and a logistic regression analysis was applied because the dependent variable was measured as a binary with only two outcomes; intention to stay or leave.

Results

Descriptive statistics

From the study, it meant that the majority of the respondents were females in the telecom industry (61%), 64% were in age group 20-29 years with 5% aged 40 years and above.

53% of the employees were still single, 61% were educated up to bachelors' level and higher level of education. It was also shown that the Telecom sector has all categories of people with different religious affiliations.

Employees were also asked about their professional training and payments. Most employees in the Telecom industry had ever worked in other companies or other departments in different capacities, or sectors. From the study, it was shown that 63% of the employees reported that it was not their first job since professional training or after school. 68% were paid a salary which was not enough to meet their basic needs thus some level of attrition of workers to other companies or other departments in other sectors.

Table 1: Descriptive results

| Descriptive Statistics | Mean | Std. Deviation |
|------------------------|-----------|----------------|
| | Statistic | Statistic |
| Salary paid | 2.78 | 1.1841 |
| Career development | 2.92 | 1.0504 |
| Reward/recognition | 2.88 | 1.2004 |

| | | |
|---------------------------|------|--------|
| Supervisor Support | 3.17 | 1.1935 |
| Working Environment | 3.05 | 1.2611 |
| Employee Job Satisfaction | 2.35 | 0.8617 |

Source: Primary data

Looking at the descriptive results in table 1, most variables scored above average a part from employee job satisfaction. The results showed that the employees were not happy with their Salary paid, Reward/recognition and Career development opportunities available to them. For Supervisor support and working environment, the employees were not very sure about them. This may be an indication that they don't have them at work places or not doing well in case of supervisors. Also there was an indication that the employees were not satisfied with their Jobs currently.

Correlation analysis results

Table 2: Correlation analysis results

| | | Career dep't | Reward/ recognition | Supervision Support | Work Environment | Job Satisfaction | Salary paid | Retention (Intention to stay) |
|----------------------------|------------------------|-----------------|------------------------|------------------------|---------------------|---------------------|----------------|-------------------------------------|
| Career development | Pearson Correlation | 1 | | | | | | |
| | Sig. (2- tailed) | | | | | | | |
| Reward/ recognition | Pearson Correlation | 0.824** | 1 | | | | | |
| | Sig. (2- tailed) | 0 | | | | | | |
| Supervision Support | Pearson Correlation | 0.830** | 0.803** | 1 | | | | |
| | Sig. (2- tailed) | 0.000 | 0.001 | | | | | |
| Work Environment | Pearson Correlation | 0.760** | 0.732** | 0.826** | 1 | | | |
| | Sig. (2- tailed) | 0.002 | 0.000 | 0.003 | | | | |
| Job Satisfaction | Pearson Correlation | 0.634** | 0.662** | 0.694** | 0.757** | 1 | | |
| | Sig. (2- tailed) | 0.000 | 0.010 | 0.001 | 0.000 | | | |
| Salary Paid | Pearson Correlation | 0.202 | 0.100 | 0.003 | 0.124 | 0.245 | 1 | |
| | Sig. (2- tailed) | 0.200 | 0.000 | 0.001 | 0.045 | 0.040 | | |
| Retention (Intention to | Pearson Correlation | 0.270* | 0.425** | 0.307** | 0.485** | 0.366** | 0.312** | 1 |

| | | | | | | | | |
|--|-----------------|-------|-------|-------|-------|-------|-------|--|
| stay) | | | | | | | | |
| | Sig. (2-tailed) | 0.000 | 0.001 | 0.000 | 0.002 | 0.001 | 0.000 | |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | | |

Source: primary data

To measure the relationship between the dependent variable and each independent variable, Pearson correlation coefficient was used to run the data. The results in Table 2 indicated that all the variables (Salary, career development, supervision support, work environment, reward/recognition, and job satisfaction) considered had a positive significant relationship with employee retention (intention to stay working for the organization). Salary, career development, work environment, reward/recognition, and job satisfaction had a positive significant relationship with employee retention at 1% level of significance while supervision support was significant at 5%. This meant that giving good/enough salary to employees, good career development opportunities, rewarding/recognizing individual contributions, good supervision support to junior employees, good work environment at work places and employee job satisfaction positively influence the employee's desire to stay at the organization for long. Therefore, these factors should be considered by the employers if they want to keep key and talented employees at their organizations for better and effective performance and productivity of the organization.

Regression Analysis

To measure the effect of each variable on the employee retention (intention to stay), a logistic regression model was used due to the nature to the nature of the dependent variable which has a binary outcome. The results were as below;

Table 3: Regression results

| Logistic regression | | Number of obs = 89 | | |
|-----------------------------|------------|----------------------|-------|---------|
| | | LR chi2(6) = 29.02 | | |
| | | Prob > chi2 = 0.0001 | | |
| Log likelihood = -44.120967 | | Pseudo R2 = 0.2475 | | |
| Variables | Odds Ratio | Std. Err | z | P-value |
| Salary Paid | 6.3461 | 2.7576 | 2.1 | 0.036 |
| Career opportunities | 2.5908 | 1.4229 | 2.03 | 0.043 |
| Supervision support | 0.3128 | 0.1673 | -2.17 | 0.030 |
| Work environment | 8.5239 | 8.0018 | 2.28 | 0.022 |
| Reward/recognition | 1.5362 | 0.6569 | 1.34 | 0.315 |
| Job satisfaction | 3.2122 | 1.6748 | 2.24 | 0.025 |
| Const. | 2.4804 | 1.0237 | 3.78 | 0.000 |

Source: Primary data

To measure the effect of each variable on the employee retention, a logistic regression model was used to fit the data. From Table 3, salary paid, career opportunities, supervision support, work

environment, and job satisfaction had a significant effect on the employee retention. R-squared value was 0.25. This meant that about 25% of the total variation in employee retention in the model was explained by the variables salary paid, career development, supervision support, work environment, reward/recognition and job satisfaction.

Salary paid

In this study, Salary paid to the employee was found to have a positive significant effect to the employee retention (OR=6.35, p-value=0.036). This indicated that an employee who is paid a good salary is 6.35 times more likely to stay for a long time at the organization than an employee who is paid less salary. This means that employees earning good salaries have high chances to stay working with the organization than those paid less salaries.

Career development/opportunities

This was found to be one of the determinants of employee retention. In this study, table 5 showed that that career opportunities or development has a positive statistical significant effect on the employee retention (OR=2.59, P-value=0.043). This means that an employee with career opportunities at hand is 2.59 times more likely to stay with the organization compared to an employee who has no career opportunities at his/her organization. This means that good career opportunities or development increases the chances of an employee to stay for long time at organization.

Supervision support

This study showed that supervision support has a negative significant effect on employee retention (OR=0.31, P-value=0.030). This study has indicated that an employee working under much supervision support is 0.31 less likely to stay with the organization for long time compared to the employee who is working under minimum supervision support at work. This means that the higher the supervision support, the less likelihood of an employee to stay with the organization. This could be because of too much supervision from the employers, feeling that the employee him/herself is not trusted at his work. This could force the employee to look for another job.

Work Environment

Work environment is one of the factors that affect employee's decision to stay with the organization. It was noted from this study that work environment has a positive significant effect on employee retention (OR=8.52, P-value=0.022). This indicated that an employee in a very good work environment is 8.52 times more likely to stay with the organization than an employee in a very bad work environment. This means that working under a good environment in an organization increases the chances of an employee to stay long at the organization. Good employee work environment can increase employee retention hence more likely to stay long at the organization.

Job satisfaction

Job satisfaction is one of the determinants of employee retention. This study has found that job satisfaction has a positive significant effect on employee retention (OR=3.21, p-value=0.025). This therefore, showed that an employee that is satisfied with the job he/she is doing is 3.21 times more likely to stay long at the organization than the employee who is not satisfied with the job he/she is doing. Job satisfaction of an employee increases his/her chances of staying with the organization for long time. Also reward/recognition had a positive effect on employee retention. However the effect was no statistically significant in this study. Therefore we conclude that salary paid, career development, supervision support, work environment and employee job satisfaction were found to be the determinants of employee retention in Uganda Telecom industry.

Discussion, Summary, Conclusion and Recommendations

Discussion of Results

Salary

In this study, Salary paid to the employee was found to have a positive significant effect to the employee retention. This means that employees earning good salaries are more likely to stay working with the organization than those paid less salaries. This was in line with the study by Kipkebut (2010). It found out that 51% of the lecturers at faculty in the university did not believe that they were compensated fairly, relative to those other comparable institutions. In this competitive market of telecom sector in Uganda, every talented/skilled/experienced employee would want to work in an organization where he/she is paid well in relation to services offered. Short of that, it could be hard for the employers to keep such workers for long. It should be noted that low salaries and benefits are some of the main reasons for employees leaving the organization. Therefore, the employers should ensure that workers are paid sufficiently according to the services or work done. Attractive remuneration packages are one of the very important factors to keep key employees at the organization.

Career opportunities/development

It was seen that career development is a significant determinant of employee retention in Uganda telecom industry and Uganda at large. In a study by Nasir et al (2016), Employees keep on looking for better work place and environment. Defining a conducive work environment as a flexible atmosphere where working experience is enjoyable and resources are adequately provided (Kossivi et al, 2016). Employees tend to be committed at work place if they are seeing opportunities coming by their desks. Some companies have formal programs to help employees develop their careers. Companies with programs generally focus their energy on helping employees to develop and follow a career path. This helps to improve the bond between the staff and the organization he/she works. This should not only involve the creation of opportunities for promotion within the company but also include opportunities for training and skill development that will allow employees to compete in both internal and external labour market.

Supervision support

This study showed that supervision support has a negative significant effect on employee retention. Supportive supervision can be explained as a process of helping staff to improve their own work performance continuously. Uganda telecom sector, is one of the first growing industry, which needs high supervision and pressure on the workers, to have effective and efficient service delivery. But this may instead put much pressure on to the employee, finally leave for other jobs. This may bring a feeling that the employee him/herself is not trusted at his work. However, the results were not in line with the study by Nasir et al (2016), that supervisor support is positively correlated with employee retention which means higher the support provided by the supervisors in the organizations, the higher will be the employee retention. The Uganda telecom sector, has to improve on and control the employee support supervision at work. This should be an average support supervision, not to alter the employee perception towards work based supervisor and top management at large, encouragement between employee relationships in the sector.

Work Environment

Working environment is a broad term and means all your surroundings when working. In Uganda telecom sector, employee physical working environment can be, for example, your working tools as well as air, noise and light. But this can also include the psychological aspects of how work is demanding and your wellbeing at work. In this study, it was found that work environment had a positive significant effect on employee retention. This study was in line with studies by Kossivi et al (2016) & Nasir et al (2016)). Also Obwogi (2011), observed that some lecturers in Kenyan public universities did not have access to some of the basic teaching facilities like; Offices and desks, which can reduce their productivity and efficiency at work. Therefore, the employers in the telecom sector should improve the work environment of their workers to improve on employee retention. This deals with issues such as the work-life balance, the leadership style, the office structure (office space, equipment, air conditioning, comfortable chairs, and sound pollution) and poor work relationship etc. If an employee has social support basically, then the employee is likely to stay long at the organization (Kossivi et al, 2016). This means that work environment is an important determinant of employee retention in Uganda telecom sector.

Job satisfaction

This study found out that Job satisfaction is one of the determinants of employee retention. It is predicted that if the employees are satisfied by their salary paid per month/allowances, good career opportunities, work environment, satisfied with their supervisors at work places, then they intend to stay in that organization for a longer duration. This was in line with studies by Nasir et al (2016) and Khan et al (2014); Light (2004).

Reward/recognition was found to have a positive effect on employee retention but this was not statistically significant.

Summary of findings

The main objective of this study is to examine the determinants of employee retention in Uganda Telecom industry. From the study results, 61% were females, 64% were in age group 20-29 years while 39% were married. At least 61% of the employees were educated up to bachelors' level and higher level of education while 63% reported that it was not their first job since professional training or after school at the organization. This showed some level of attrition of workers to other companies or other departments in other sectors as 28% of employees who had worked for less than 1 (one) year in the sector. Using the Pearson correlation coefficient, all the variables (Salary, career development, supervision support, work environment, reward/recognition, and job satisfaction) considered had a positive significant relationship with employee retention (intention to stay at the organization). Using a logistic regression model at multivariate level of analysis; salary paid, career opportunities/development, supervision support, work environment and employee job satisfaction were found to be the determinants of employee retention in Uganda Telecom industry.

Conclusion

Uganda telecom industry is considered to be one of the fastest growing industry and very competitive in Ugandan market. Employee turnover is one of their challenges the employers are facing and this study examined the determinants of employee retention in Uganda Telecom sector. Using the Pearson correlation coefficient, all the variables (Salary, career development, supervision support, work environment, reward/recognition, and job satisfaction) had a positive significant relationship with employee retention (intention to stay). However, at multivariate analysis, a logistic regression model was applied to establish the determinants of employee retention. Results indicated that; salary paid, career opportunities/development, work environment, employee job satisfaction were found to have a positive significant effect on employee retention while supervision support had a negative significant effect on employee retention. Rewards/recognition was not significant at this level. These findings may only be applicable to employees in Uganda Telecom sector and cannot be generalized to other employees in other sectors in Uganda.

Recommendations

- It was found that 77% of the employees are not paid enough salary and salary paid had a significant effect on employee retention. The study recommends that there should be presence of a salary scale in an organization indicating how salary of employees is handled in an organization, especially in terms of their remuneration since salary earned is the best form of employee compensation. This salary scheme should be encouraging employees so as not to look at the other competing organizations and thus stay long at the organization.
- It should be noted that career opportunities/development is important to employees at work. This helps them in career development at skills development for both internal and external competition. Therefore employers should always ensure that there are opportunities for the workers to develop and achieve their career dreams.

- The organizations should note that employees perform tasks in organizations for purposes of realizing the planned objectives and these tasks cannot be undertaken in the absence of resources and equipment. Therefore there should be availability of adequate working materials as the fundamental measure to establish a good work environment in which work is performed effectively to deliver the expected results. Employees should be provided with benefits like transport stipend, extra-time pay, and other facilitations as they perform their duties, especially while in the field.
- Supervision support had a negative significant effect on the employee retention. The organization should sensitize their supervisors not to put much pressure to employees or over supervision of the activities at work places. They should trust the workers and give them space to work under minimum supervision. This will increase trust in the employees and hence increase their commitment to the organization

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