

Research Article

# Influence of Organizational Policy and Employees Retention in Telecommunications Industry, Lagos State

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## ABSTRACT

This research looked at the telecom sector in Lagos State to see how company policy affected staff retention rates. A descriptive survey research strategy was used in the study. Using a combination of convenience and purposeful sampling methods, 71 human resources practitioners were chosen for the study. Their expertise in the field and availability made them ideal candidates to answer the research questions. Both the face and content validity of the survey items were checked. Internal consistency and good reliability were demonstrated by the Cronbach Alpha Coefficient r-value of = 0.81 following the pilot study. In Lagos State's telecom sector, organizational policy had a notable impact on staff retention, and policy implementation in turn affected staff retention. There was a highly significant positive correlation between the two variables ( $r = 0.609$ ,  $p = 0.00$ ) according to the study. According to the regression ANOVA results ( $F(3, 68) = 28.10$ ,  $P < 0.05$ ), there is a 67% connection between the independent variable and employee retention, as indicated by the multiple correlation coefficients (R). Based on the organizational structure, the availability of the HR Handbook and Policy, the practice of the tradition and culture of innovation, employee engagement, and service delivery, it is clear that organizational culture and policy are present in the telecommunications industry, Lagos State. In Lagos State's telecom sector, there was a robust positive relationship between organizational policy and staff retention. Institutionalizing capacity development programs that align with the National Policy for the Promotion of Indigenous Content in the Nigerian Telecommunications Sector is recommended by the study. This will ensure that Nigerians are capacitated, that the minimum Expatriate Quota is met, and that the succession plan is implemented in the industry. Nigeria needs a specialized national university for the telecoms industry if it wants to develop its workforce and keep its employees, since the sector is crucial to the country's goal of becoming a digital economy and the sector relies on a steady supply of qualified workers.

## 1. Introduction

New global paradigms are pushing the employee retention agenda in the workplace and this pace has accelerated since the emergence of Covid-19 pandemic in 2020 and organisations in the telecommunications industry are concerned about keeping their employees for as long as possible. Holliday (2021) and Merwe (2022) said that increase in global talent migration, remote work, self-employment, and the “Great Resignation Era” have redefined the workforce ecosystem and challenged the prospects of employee retention. Employee turnover in the telecom industry is higher than normal, according to Lewin (2015), when compared to other sectors in the IT sector. It is obvious from global statistical analysis that Lewin (2015) assertion is a global reality because technology employees who are the backbone of the telecommunications industry remain the most in-demand professionals in the global labour market because of technology, internationalisation, and industry volatility and competitiveness. [1-5]

Sinha and Sinha (2012) mentioned in their analysis of two organisations in the heavy engineering industry in India that employee retention would become a defining phenomenon in organisations of the future. They surmised that innovation would determine business sustainability and the ability of organisations to adapt their behaviour to the realities of their operating environment would become the litmus test for reinforcing the core belief that employees are an

organisation's greatest asset. These authors made their assertion against the background of prevailing economic uncertainty and corporate downsizing as issues of structure, policies, and procedures precipitated low employee retention.

Dutta and Banerjee (2014) supported Sinha and Sinha (2012) and stated that it is organisations that were effective in promoting employee retention that would dominate their industry. It implies that employee retention is not only predicated on certain external and internal variables but sacrosanct to organisational sustainability. After ten years since the insightful analysis of Sinha and Sinha (2012), employee retention has remained a topical research item among scholars and management scientists and a challenging management problem for organisations in an increasingly competitive marketplace. [5-10]

The problem of employee retention in the telecommunications industry reached a frightening dimension during the Covid19 pandemic in 2020 amidst remote work because of physical distancing but not without indication that 100% of employees would return to work after the pandemic. The EY Americas 2021 survey of 16,000 employees across 16 countries in multiple industries and job roles revealed that 54% of employees, particularly in telecommunications and technology roles would quit their jobs unless there is a shift in policies to engender post-Covid-19 pandemic flexibility (EY Americas 2021). The pandemic and its consequent global economic lockdown constrained organisations' strategic



capabilities for employee retention and heightened the demand for talent in the face of technology, competition, talent migration, and changes in work dynamics as skilled employees shifted to remote work and entrepreneurship (World Economic Forum, 2020; McKinsey, 2020; International Labour Organisation, 2020; Hogarth, 2021; International Finance Corporation, 2021).

Remote work and talent migration made work outside the industry attractive to employees in the telecommunications industry. Most of these professionals are drawn to the prospects of self-employment and entrepreneurship that technology-mediated work opportunities offer them. This development has resulted in the scarcity of talent in information and telecommunication technology with a significant impact on the telecommunications industry. Organisations have to consult their business playbook and think outside the box to look at what works. The Human Resources (HR) departments in organisations in the telecommunications industry are certainly working round the clock to recalibrate their workforce management models and reconfigure their processes, policies, and standard operating procedures toward sustainable employee retention. [10-15]

Organizations must have effective human resources policies and practices if they want to hold on to their personnel, according to Magaisa and Musundire (2022). Li (2022) said that organisational policy is sacrosanct to employee retention and its implementation helps the human resources management department to resolve causes of employee turnover to retain their workforce. Literature revealed that a major insight into the challenges of employee retention in the telecommunications industry is that organisations in the industry have been cautious about their human resources policies hence they emphasized talent value optimisation to increase productivity so that they can gain a competitive advantage in their market. Organisational policy is important to employee retention and 81% of executives are changing their workplace policies to offer greater flexibility to their workforce (Workplace Learning Report, 2022). The way employees are treated suggests the existence of a strong organisational policy. Ninety-four percent of employees stated that they would stay on their jobs if the organisation has a policy that enhances a favourable working condition and creates an employee-friendly work environment.

On the whole, employee retention is a key component of the strategic plan and budgetary allocation for workforce management, the attainment of harmonious industrial relations between management and labour unions, and business sustainability for organisations. Recent literature on employee retention in the telecommunications industry in Nigeria has attempted to determine the various factors within the organisation that can influence the retention of employees on a sustainable basis, and different scholars have produced different human resources practices. A review of these scholars showed that organisational policy play a critical role in laying the foundation for employee retention. But this has not been tested in the telecommunications industry where employee defection and talent migration are at an all-time high in the last five years. [15-20]. Consequently, the purpose of

this research is to examine how organizational policies in Lagos State affect staff retention rates.

## **2. Page Setup Literature Review**

### **Organisational Policy**

Milano (2021) said that the organisational policy is a set of rules and regulations that employees conform to so as to ensure that the organisation runs its operations effectively and productively. The organisational policy is a compendium comprising statements of principles and practices relating to the management and administration of the organisation as a going concern. The human resources management department is responsible for the development of policies and procedures for managing employees in the organisation. As a general rule, organisational policies set expectations, hold management accountable for their commitments to the organisation and employees, engender compliance with extant rules and regulations in the industry, protect the organisation against lawsuits and legal claims, and promote fair labour practices about industrial and labour relations. Woodruff (2019) said that organisational policies not only establish the rules of conduct but also describe responsibilities of employers and employees as they create a frame of reference for managing conflicts in the workplace.

Sani (2016) stressed the importance of policies in the telecommunications industry and argued that policies engender development and are usually formulated to get the best out of an institution or a practice. Policies are designed for effective regulation and industry growth in the telecommunications industry in Nigeria. In addition to lowering the organization's vulnerability to enterprise risks, the strategy helps it adhere to industry-guiding external rules and regulations. Employees are guided by the formulation and implementation of organisational policies and these policies help the Human Resources Management department to streamline internal processes and activities of employees in the organisation. Organisational policies improve operational processes and procedures. These policies also help organisations to reduce the cost of business operations. The organisational policy enables the organisation to respond to innovations and new development in the industry such as the Force Majeure clauses that organisations inserted in their human resources policy after the emergence of the Covid-19 pandemic in 2020 to address issues relating to emergencies and incidences of Acts of God which are uncontrollable events such as tornadoes, floods, tsunamis, and health emergencies that occur in the society but negatively impact employees in the workplace.

Organisational policies are formal documents recorded in a permanent means that expresses the rules, procedures, processes, and expectations of the organisation to both management and employees. The formality of such documents can be in printed, audio or video formats to promote diversity, equality, and inclusiveness in the workplace. At no time should organisational policies be executed in non-documentary forms in any way, form, or shape because it will not be acceptable as a legal organisational policy. If a policy must exist in the organisation, it must be put in formal documentary formats in a language understandable and

manner accepted to both the management and employees. In cases where employees are living with disabilities, the policy must be in formal documentary formats in ways that enhance the diversity and inclusion of these categories of employees. For instance, employees with visual impairment can have the organisational policies in Braille and deaf employees can access and read the organisational policies through the chaining technique (Booth, 2021; IOWA Department for the Blind).

There are external policies provided by regulatory authorities in a specific industry to guide the conduct and operations of organisations. Policy frameworks such as the Nigeria National Broadband Plan (NNBP) 2020–2025, the National Digital Economy Policy and Strategy (NDEPS) 2020–2030, and the National Policy for the Promotion of Indigenous Content in the Nigerian Telecommunications Sector 2021 are put into action by the Nigerian Communications Commission to regulate the telecommunications industry. In line with the Commission's regulatory interventions, such as the Strategic Management Plan (SMP) 2020–2024 and the Strategic Vision Plan (SVP) 2021–2025, these documents seek to establish a robust industry that can drive Nigeria towards digitalization and the achievement of the Sustainable Development Goals (SDGs) Goals 2030. This will be achieved by creating an environment where individuals and companies can creatively participate in the telecommunications sector, enhancing Nigeria's capacity to compete as a digital economy in an ever-evolving global market.

Important policies for the regulation of organizations' and stakeholders' relations in the telecommunications industry are provided by regulatory authorities such as the Federal Ministry of Information, the Federal Ministry of Communications and Digital Economy, the Nigerian Communications Commission (NCC), and the National Information Technology Development Agency (NITDA). Some of these policies include the following: Nigerian Communications Commission (2021), Federal Ministry of Communications and Digital Economy (2021), Mboho (2022), and NITDA (2022):

In the case of Bortolani (2009), a policy is perceived as a set of behavioural and procedural written rules that an organisation drafts as guidelines for its employees. This perspective aligns with the orientation of policies as an internal regulation of behaviours and expectations for creating the right environment for employees and guiding these employees to achieve the goals and objectives of the organisation. Internally, organisations have policies that are peculiar to their operations but generic enough to ensure compliance with the external policy framework in the industry. With specific reference to the study, organisational policies of organisations in the telecommunications industry relate to those guidelines, rules, and regulations that guide the strategy and operations of the enterprise and have a direct impact on employee longevity. These are the Code of Corporate Governance and employee-specific policies the Employee Handbook which is sometimes described as Staff Handbook, Employee Policy, or HR Policy Manual and comprises employees' rules of engagement from recruitment and selection to exit management. There is also the Collective Bargaining Agreement between the

management of the organisation and labour union to promote employee welfare and protect employees' employment and workforce longevity.

The Human Resources Management department is responsible for interpreting the corporate strategy of the organisation and evolving organisational policies to reflect the vision, mission, and corporate objectives of the management. The design of organisational policies by the Human Resources Management team should follow certain fundamental thresholds to ensure that the contents of the document are clear, understood in simple language, and specific to the needs of the enterprise. The document should specify the organisation's rules and explain the purpose of its establishment. It should also state the effective date of the policy and time, coverage in terms of workforce, and methods of enforcement. There should not be ambiguity about the consequences for non-compliance with any provision of the policy, and the employees should sign that they have read, understood, and would abide by the extant rules and regulations of the policy. Copies of employees' acknowledgement pages of the organisational policy should be filed and kept manually or electronically in the employees' personnel files for future reference.

### 3. Employee Retention

The organisation's need to attract, develop, and keep their productive workforce to gain competitive advantage has been a priority in the business environment in recent times. There are many perspectives to the meaning of employee retention and a critical review of literature indicates that these definitions have been contextualised to fit the demands of organisations across industries. Organisation must contextualise employee retention to achieve workforce longevity and organisational sustainability. Phillips and Connell (2003) was concerned that Human Resources Management experts and Industrial Education practitioners are reactive and assume that the implementation of many incentive-based solutions amount to and should result in employee retention. The author's publication that suggested the implementation of over 154 solutions to workforce longevity in organisations. The reality is that organisations are belaboured with a plethora of programmes, projects, initiatives, plans, and techniques that seek to help but end up leaving managers overwhelmed, employees confused and the organisation frustrated with an ineffective approach to employee retention that is counterproductive. Hence, Phillips and Connell (2003) proposed a strategic accountability approach to process employee retention in an analytical way to clarify its meaning and consolidate all the issues around employee wellbeing and workforce maintenance to gender retention and workforce longevity.

A review of selected definitions of employee retention from the perspective of strategic accountability approach shows that employee retention is a strategy, technique, process, and practice of organisations to keep manpower at optimal level and maintain effective workforce to drive productivity and business sustainability in a competitive market. Traditionally, employee retention has been contrasted with employee turnover and perceived as the percentage of employees remaining in the organisation (Phillips and Connell, 2003).

Kester, Ogidan, and Ogunyinka (2011) wanted organisations to anticipate moderate employee turnover as a strategy for innovation but argued that high employee turnover reflect low employee retention and is antithetical to best-place-to-work initiative that breeds positive morale and workforce longevity. Whilst this school of thought is the opposite of employee turnover, it suggests a reactive and statistically redundant exercise of management in a rapidly changing workplace where the workforce is dynamic and sophisticated in decision-making about choice of career and intention to stay with an employer.

According to Gberegbe (2008) and Oganezi and Lozie (2017), employee retention is the process by which an organization aims to keep its present workers by making policies and procedures that cater to their need for career advancement opportunities. The concept of employee retention, according to Oganezi and Lozie (2017), is based on the work of Workforce Planning for Wisconsin State Government. This program aims to improve organizational performance and employee productivity by implementing policies and practices that create a positive work environment. When organisations recruit, the goal is workforce longevity to maximize recruitment costs. The strategy for workforce longevity becomes the driving force of employee retention predicated on organisational orientation of practice through policy that is peculiar to the organisation and cannot be replicated in other organisations in the industry without consequences.

Nwokocha and Iheriohanma (2012) stated that employee retention is the means, plan or set of decision-making behaviour that organisations institutes to maintain competent workforce and achieve workforce longevity for business performance. The need for employee retention is more internal than a response to external forces outside the realm of the organisation. The policy of the organisation is the barometer to measuring the environment and climate where the employees will come after the assumption of duty and these employees come with definite needs and expectations. Employees also join and actively participate in the labour union of choice without the fear of discrimination and recrimination from the management. It is expedient, therefore, for the organisation to behave in a predictable way through a mechanism that assures employees that their needs and expectations are well reposed in the organisation. When there is a mismatch between the needs of employees and behaviour of the organisation, there will be a disconnect in the system and the consequence will be employee turnover. Employee retention will involve the technique for the formulation of necessary plan to create a behaviour that positively respond to needs of employees and moderating their expectations to achieve workforce longevity in the organisation.

Abba (2018) was specific in describing employee retention as a management practice that the organisation uses to prevent employee attrition by keeping valuable employees on the job for a longer period of time. The essence of this practice is to ensure that competitors are unable to attract and win these employees away from the organisation because such employees are happy to continue to give their commitment and loyalty to the services of the employer. The intention of the

management to evolve this practice stems from the implementation of organisational policy (Abba, 2018) that enable the organisation to hold on to its employees longer than its competitors. Allen (2008) surmised that organisations should create a sound employee maintenance plan to solve the problem of turnover and improve workforce longevity. Human Resources Management and Industrial Relations practices are the foundation for staff engagement and retention programmes in the organisation (Vale, 2010). The idea of employee retention as a strategy (Gberegbe, 2008; Oganezi and Lozi, 2017), technique (Nwokocha and Iheriohanma, 2012), process (Aguenza and Som, 2012), practice (Zahoor, Ijaz, and Muzammil, 2015; Abba, 2018), and programme that organisations use to keeping optimal manpower level and maintain effective workforce for productivity and profitability is a holistic approach of defining the concept.

Aguenza and Som (2012) defined employee retention as the process of ensuring that employees are kept at an optimal level in the organisation to achieve organisational goals and success in the marketplace. The organisation that seeks to have healthy and effective workforce will consider attracting and hiring employees who have the intention of job longevity and positive retention, and this will pervades the early stages of the recruitment process, onboarding programme and the whole human resources development and management (Cable, Gino, and Staats, 2013; Walker-Schmidt, Kaul, and Papadakis, 2022). This makes policy critical to the employee maintenance and longevity journey from the perspective of the management.

### 3.1 Research Questions

1. In the telecom sector in Lagos State, what kind of organizational policies are in place?
2. How does organizational policy in the telecommunications business in Lagos State affect employee retention?
3. In the telecommunications business in Lagos State, how does the adoption of organizational policy affect employee retention?

### 3.2 Hypotheses

1. In the telecommunications sector, organizational policy does not correlate with staff retention. State of Lagos.
2. In the telecom sector, there is no statistically significant correlation between company policy implementation and staff retention. State of Lagos.

### 3.3 Methodology

The research strategy used in the study was a descriptive survey. All human resource professionals working in the telecoms sector in Lagos State made up the study's population. Using convenience and purposive sampling approaches, 71 human resources practitioners were chosen as part of the study's sample size. These individuals were chosen for their expertise in the field and their availability to provide extensive information regarding the study's variables. For this study, the researchers created their own questionnaire called the Influence of Organizational Policy on Employee Retention Scale (IOPERS). Professionals from the University of Ibadan's

Adult Education and Psychology departments checked the survey for both face and content validity. The high level of internal consistency was demonstrated by the Cronbach Alpha Coefficient r-value of 0.81. Descriptive statistics were used to analyze the questionnaire items based on the participants' demographic characteristics (numbers and percentages), while

inferential statistics were employed to test research questions and hypotheses using multiple regression, Pearson Product Moment Correlation, and Analysis of Variance (ANOVA). Findings

Table 1 shows Demographic Characteristics of Respondents

**Table 1.** Demographic Characteristics of Respondents

Job Title	Frequency	Percentage
HR Director/Consultant	5	7.1%
Senior HR Professional	13	18.3%
Intermediate HR Professional	41	57.7%
Junior HR Professional	12	16.9%
Total	71	100%
Professional Associations	Frequency	Percentage
Chartered Institute of Personnel Management of Nigeria (CIPMN)	29	40.9%
Society of Human Resource Management (SHRM)	16	22.5%
Association of Elite Human Resource Professional (AEHRP)	17	23.9%
Association of Outsourcing Professionals of Nigeria (AOPN)	9	12.7%
Total	71	100%
Number of Years in the Industry as HR Practitioner	Frequency	Percentage
Less than 5 years	26	36.6%
6 – 10 years	17	24.0%
11 – 15 years	14	19.7%
16 – 20 years	10	14.1%
More than 20 years	4	5.6%
Total	71	100%
Highest Level of Education	Frequency	Percentage
Bachelor Degree	26	36.6%
Master Degree/M.Sc./MBA	43	60.6%
Doctorate Degree/Ph.D.	2	2.8%
Total	71	100%
Number of Years working with current Employer	Frequency	Percentage
0 – 2 years	14	19.7%
3 – 5 years	30	42.2%
6 – 10 years	20	28.2%
11+ years	7	9.9%
Total	71	100%

Source: Researchers' Field Survey (2023)

Participants were HR Directors/Consultants (n=5, 7.1%), Senior HR Professionals (n=13, 18.3%), Intermediate HR Professional (n=41, 57.7%), Junior HR Professionals (n=12, 16.9%) who were members of Chartered Institute of Personnel Management of Nigeria (n=29, 40.9%), Society of Human Resource Management (n=16, 22.5%), Association of Elite Human Resource Professional (n=17, 23.9%) and Association of Outsourcing Professionals of Nigeria (n=9, 12.7%) and have worked 6-10 years (n=17, 23.9%), 11-15 years (n=14, 19.7%), 16-20 years (n=10, 14.1%) as HR practitioners in the telecommunications industry. Whilst 26 participants (36.6%)

have worked less than 5 years, 4 (5.6%) have worked more than 20 years as HR practitioners in the telecommunications industry. Among the participants in the study, 36.6% have a bachelor's degree, 60.6% have a master's or doctorate degree, and 2.8% have a doctorate or doctorate. Additionally, 19.7% have worked for 0-2 years, 30 for 3–5 years, 20 for 6–10 years, and 9.9% for 11+ years with their current employers in the telecommunications industry in Lagos State.

Research Question 1

In the telecom sector in Lagos State, how is organizational policy implemented?

**Table 2:** A Review of the Comments Made by Respondents Concerning the Presence of Organizational Policy in the Lagos State Telecom Sector

Items	Never	Rarely	Sometimes	Often	Always	Mean	Std Dev
Employees are hired and onboarded on through organisational policy prior to redeployment	2 (3%)	6 (9%)	14 (20%)	24 (34%)	25 (35%)	3.90	1.07
Employees are fully informed about the structure, chain of command, and established bureaucracy	1 (1.4%)	3 (4%)	9 (13%)	24 (34%)	34 (47%)	4.23	0.93
Employees are informed that their behaviours are guided by policies in the organization	2 (3%)	6 (9%)	7 (10%)	22 (31%)	34 (48%)	4.13	1.08
Employees are conversant with organisational policy that characterizes work environment and performance expectations.	1 (1%)	5 (7%)	8 (11%)	25 (35%)	32 (45%)	4.00	0.98
Organisation communicates regularly through policy articulation to drive productivity.	0 (0%)	4 (6%)	12 (17%)	22 (31%)	33 (47%)	4.00	0.92
<b>Weighted Mean 4.05</b>							

Source: Researchers’ Field Survey (2023)

Table 2 shows the Review of the Comments Made by Respondents Concerning the Presence of Organizational Policy in the Lagos State Telecom Sector

The presence of organizational policy in the telecom sector was demonstrated in Table 2. We used a weighted mean of 4.05 for each item as our baseline. Organizational policy was found to be significantly present in the telecom business. In support of the existence of organizational policy in the telecoms industry, four out of five items utilized to measure this fact obtained mean scores higher than the weighted mean. Employees were fully informed about the structure, chain of command, and established bureaucracy ( $\bar{x}=4.23$ ). Employees

were informed that their behaviours were guided by policies organisation ( $\bar{x}=4.13$ ). Employees were conversant with organisational policy that characterised their work environment and performance expectations ( $\bar{x}=4.00$ ). Organisations communicated regularly through policy articulation to drive productivity ( $\bar{x}=4.00$ ). However, item 1 ( $\bar{x}=3.90$ ) was below the set benchmark indicating that the existence of organisational policy in the telecommunications industry was significant.

**Research Question 2.** In the telecom sector in Lagos State, how does organizational policy affect staff retention?

**Table 3.** Findings from a Survey on the Impact of Company Policy on Staff Retention in the Lagos State Telecommunications Sector

Items	Never	Rarely	Sometimes	Often	Always	Mean	Std Dev
The organisation keeps its employees longer on the job because of their organisational policy	2 (3%)	1 (1%)	8 (11%)	24 (34%)	36 (51%)	4.28	0.93
The organisation keeps its employees longer on the job because of its strong governance.	1 (1%)	2 (3%)	8 (11%)	32 (45%)	28 (39%)	4.18	0.85
The organisation keeps its employees longer on the job because if its policy commitment to and practice of DEI	1 (1%)	5 (7%)	7 (10%)	25 (35%)	33 (47%)	4.18	0.98
The organisation keeps its employees longer on the job because of its standard operating procedure and adherence to best practice	1 (1%)	5 (7%)	10 (14%)	24 (34%)	31 (44%)	4.11	0.99
The organisation keeps its employees longer on the job because its policies promote work-life balance.	3 (4%)	3 (4%)	7 (10%)	27 (38%)	31 (44%)	4.13	1.04
<b>Weighted Mean 4.18</b>							

Source: Researchers’ Field Survey (2023)

Table 3 shows the Findings from a Survey on the Impact of Company Policy on Staff Retention in the Lagos State Telecommunications Sector

We used the weighted mean (4.18), as shown in Table 3, to compare the impact of different organizational policies on staff retention rates in the telecom sector. Since the means of the five factors clustered around the predetermined weighted mean, it follows that organisational policy had an effect on

staff retention in the telecoms sector. According to the data in the table, three components had means that were higher than the weighted mean, suggesting that organizational policy had an effect on staff retention in the telecom sector. Organizational policy ( $\bar{x}=4.28$ ) allowed organizations to retain staff for extended periods of time. Strong governance allowed organizations to retain personnel for longer periods of time ( $\bar{x}=4.18$ ). Due to their dedication to the implementation of DEI policies, organizations were able to retain employees





for longer periods of time ( $\bar{x}=4.18$ ). Nevertheless, the fact that items 4 and 5 (with  $\bar{x}=4.13$  and  $\bar{x}=4.11$ , respectively) fell short of the predetermined standard suggests that organizational policy had an impact on staff retention within the telecom sector.

**Research Question 3.** How does the telecom business in Lagos State deal with employee retention after implementing organizational policy?

**Table 4.** Analyzed Results from a Survey on the Effects of New Policies on Staff Retention in the Telecommunications Sector in Lagos State

Items	Never	Rarely	Sometimes	Often	Always	Mean	Std Dev
Adherence to organisational policy give make employees stay longer in the organisation to grow their careers.	1 (1%)	4 (6%)	10 (14%)	29 (41%)	27 (38%)	4.08	0.94
Collective bargaining Agreements (CBAs) improves industrial democracy and employees' willingness to stay longer in the organisation to grow their careers.	1 (1%)	3 (4%)	9 (13%)	23 (32%)	35 (49%)	4.24	0.93
Employees are happy to identify with the organisation because the policy encourages employee-friendly initiatives for them.	0 (0%)	2 (3%)	7 (10%)	27 (38%)	35 (49%)	4.34	0.77
There is a year-on-year low employee turnover in the organisation because of its commitment to strong organisational policy in the last two years.	2 (3%)	1 (1%)	8 (11%)	24 (34%)	36 (51%)	4.28	0.93
The organisation is attractive to professionals because of its organisational policy practice.	0 (0%)	4 (6%)	11 (16%)	24 (34%)	32 (45%)	4.18	0.89
<b>Weighted Mean 4.22</b>							

Source: Researchers' Field Survey (2023)

Table 4 gives Analyzed Results from a Survey on the Effects of New Policies on Staff Retention in the Telecommunications Sector in Lagos State

The benchmark was the weighted mean (4.22) in Table 4. The results demonstrated that organizational policy had an effect on staff retention in the telecom sector, since the five factors' mean scores clustered around the predetermined weighted mean. According to the data in the table, three factors with means higher than the weighted mean provided evidence that organizational policy had an effect on telecom workers' propensity to stay put. The policy promoted employee-friendly efforts, which made employees happy and helped them identify with the organization ( $\bar{x}=4.34$ ). Collective Bargaining Agreements increased workplace democracy and staff loyalty, leading to longer tenures in the

organization and higher career advancement opportunities ( $\bar{x}=4.24$ ). The organization's dedication to robust organizational policy in the past two years resulted in a low staff turnover rate compared to the previous year ( $\bar{x}=4.28$ ). The majority of respondents agreed with the items since two of them had means closer to the weighted mean ( $\bar{x}=4.18$  and  $\bar{x}=4.08$ ). This finding provided more evidence that the industry-wide phenomenon of employee retention is affected by the execution of organizational policy.

**Hypothesis Testing H01.** In the telecommunications sector, organizational policy does not correlate with staff retention. State of Lagos.

**Table 5.** Analysis of the Telecommunications Industry in Lagos State to Determine the Association Between Organizational Policy and Employee Retention

Variables	No	(r)	P	Remark
Organisational Policy	71			
Employee Retention in Telecommunications industry	71	0.609	0.00	Significant

Significant at 0.05

For the telecoms sector, Table 5 shows the Pearson Product Moment Correlation (PPMC) result of the association between organizational policy and staff retention. With a correlation coefficient of 0.609 and a p-value of 0.00, the table showed that the two variables were significantly related. The findings suggested that organizational policy played a role in the retention of employees in the research area's telecommunications business. The results disproved the second null hypothesis, which held that organizational policy

Source: Researcher's Field Survey (2023)

had no bearing on staff retention rates in Lagos State's telecom sector.

**Hypothesis Testing H02.** In the telecom sector, there is no statistically significant correlation between company policy implementation and staff retention. State of Lagos.

**Table 6.** Organizational Policy and Employee Retention in the Telecommunications Industry in Lagos State: A Summary of Regression and Analysis of Variance

Multiple R = 0.67

R Square = 0.45 Adjusted R Square = 0.44 Standard Error = 3.642					
Analysis of Variance					
Source of Variance	Sum of Square	df	Mean Square	F	Sig.
Regression	392.29	3	196.15		
Residual	474.64	68	6.98	28.10	.000
Total	866.93	70			

Significant @  $p < .05$ ;  $n = 71$

Table 6 shows Organizational Policy and Employee Retention in the Telecommunications Industry in Lagos State. The independent variable has a multiple correlation coefficient (R) of 0.67 with employee retention in the telecoms industry, Lagos State, according to Table 6. Organizational policy and employee retention in the telecommunications business were shown to be 67% related. The results of the regression ANOVA showed that ( $F(3, 68) = 28.10, P < 0.05$ ). It was concluded that the independent variable, organizational policy, had a statistically significant impact on staff retention in the telecommunications business.

#### 4. Discussion

The result agreed with the study of Bahati (2017) said that organisational policies determined employee retention and argued that the lack of organisational policy in the banking industry in Kenya was responsible for high employee turnover. The study of Walker-Schmidt, Kaul, and Papadakis (2022) corroborated Bahati (2017) where emphasis was placed on the relationship between established rules and regulations in policies, processes and manuals to improve employee engagement and job satisfaction. Madueke and Emerole (2017) indicated that organisational policy existed in organisations when employees were informed about the corporate strategy, rules, and regulation of the organisation. This existence encourages strong leadership, employee engagement, and workplace longevity. Katunzi (2020) found that organisational policy significantly contributed to employee retention in the organisation. Patro (2012) asserted that policies were the bedrock of employee retention that drove productivity and sustainability of organisations in the private sector. Sawaneh and Kamara (2017) aligned with Patro (2012) that organisational policies enhanced organisational performance in the higher educational sector in Sierra Leone. The results of the study were corroborated by Bahati (2017) and Ajayi and Onya (2020) that proved that the independent variable (organisational policy) influenced employee retention. The regression model of Yusuf (2022) established a correlation between organisational policy and employee performance in telecommunications industry in Nigeria.

#### 5. Conclusion

In the telecoms business in Lagos State, there was clear evidence of organizational policy in the form of a well-defined structure, an HR Handbook and Policy, a commitment to innovation, and high levels of employee engagement and service quality. Having said that, the industry's employee onboarding process was unaffected by the presence of organizational policy. The areas of strong values and work ethics, corporate governance, and the pursuit of DEI were the most significantly impacted by organizational policy on employee retention in the telecommunications industry in

Source: Researcher's Field Survey (2023)

Lagos State. In contrast, operational procedures, organizational learning, employee wellness, and work-life balance were not significantly impacted. Due to the study's finding of a highly significant positive correlation between organizational policy and staff retention in the study area's telecommunications industry ( $r = 0.609, p = 0.00$ ), the first null hypothesis was rejected. In the telecom sector, the independent variable of organizational policy explained 67% of the variation in staff retention. Organizational policy was found to have a substantial impact on staff retention in the telecommunications business in Lagos State, according to the results of the Regression ANOVA ( $F(3, 68) = 28.10, P < 0.05$ ). Organizational policy and staff retention were positively correlated in the telecommunications industry of Lagos State.

#### 6. Recommendations

The following recommendations were made based on the findings of the study:

1. Organisations should engage seasoned scholars and practitioners who are subject experts in Industrial Education, Human Resources Management, and Adult Education to carry out an audit of their employee retention plan and review the impact of organisational policy as a collective system of integrated whole to influence retention in the telecommunications industry.
2. Organisations in the telecommunications industry should partner with relevant departments such as the Adult Education and Lifelong Learning Department and Telecommunications Engineering Department in higher education institutions in Nigeria to develop capacity development programmes to breed young graduates for the industry. This partnership should create an avenue for older employees to grow and diversify their competences rather than being laid off because of the challenges of ageism in the workplace.
3. The Nigerian Communications Commission, the Federal Ministry of Communications and Digital Economy, the Ministry of Interior, and any other relevant government regulatory bodies should guarantee that the industry's succession plan is in place, that there is a minimum quota for expats, and that capacity building for Nigerians is enforced by the National Policy for the Promotion of Indigenous Content in the Nigerian Telecommunications Sector.
4. With an eye toward creating a specialized national university for the telecoms sector in Nigeria, the federal government should appoint the National University Commission to research the Ghanaian model, which includes a public technical university called Ghana Communication Technology



University in Accra, which was established in 2005. Institutions of higher learning have a special focus on the maritime industry and related fields, such as the military. A national university for the business would not be out of place, considering the telecommunications industry's significance to the goal of transitioning the nation to a digital economy and the necessity of having competent and reliable workers to propel the sector.

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