



**SCHOOL OF POSTGRADUATE STUDIES**

**THE CAUSES OF EMPLOYEE TURNOVER IN THE TELECOMMUNICATIONS  
SERVICE INDUSTRY, AIRTEL NETWORKS ZAMBIA.**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES,  
UNIVERSITY OF LUSAKA, IN PARTIAL FULFILMENT OF THE AWARD OF  
MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT**

**BY**

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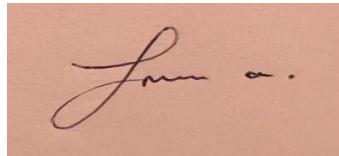
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## DECLARATION

I, THRESA KANGWA MWILA, do hereby declare that this dissertation is my own work and that all the works of other persons have been duly acknowledged. It has not been produced or submitted at this University or any institution for the award of a Master of Arts in Human Resource Management. It conforms to the copyright and academic writing rules and the University research ethics.

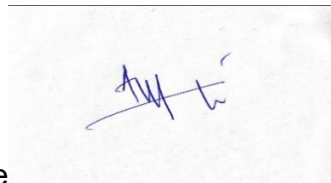
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***MR. ABLE MWAMBELA***

## DEDICATION

This thesis is dedicated to my family: my parents, Mr. Kennedy Mwila and Mrs. Finiber Mwila, for their support.

Also, to my siblings, Kennedy, Keyla and Keisha, to help set an educational standard for their futures.

## ACKNOWLEDGEMENT

I am entirely responsible for the work presented in this thesis. However, interdependence is a higher value than independence. I acknowledge that work of this magnitude and depth can never be solely the effort of one individual. This work is a synergistic product of many minds and stakeholders to thank. I am grateful to Airtel Networks, Zambia, for allowing me to conduct this research on the Company and to the University of Lusaka for facilitating the research project.

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Glory and honour be unto God Almighty.

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## ABSTRACT

This study examines the causes of employee turnover in the telecommunications service industry, Airtel Networks Zambia and any retention strategies that may be used. The study considered the following objectives: (i) To determine the primary causes of staff turnover at Airtel Networks Zambia; (ii) To investigate which factors have a bearing on reducing staff turnover at Airtel Networks Zambia; and (iii) To investigate the differences in turnover rates among different demographics of employees at Airtel Networks Zambia.

The target population for Airtel Zambia was identified as 160 employees. A sample size of 100 was randomly selected from this population to participate. The combination of quantitative and qualitative analyses shed light on the complicated nature of employee turnover, revealing interconnected themes such as inadequate compensation, inadequate job security, heavy workloads, and ineffective leadership that contribute to employee job dissatisfaction and departure. The Job Embeddedness theory served as our investigation's primary and fundamental framework. This theory offers a strong foundation for comprehending the variables that affect employee commitment and retention because of its emphasis on the connections between a person's work, organisation, and community life.

Quantitative findings indicated that inadequate compensation was perceived by 78% of employees as a significant contributor to high employee turnover. The qualitative analysis further clarified the reasons behind this perception, such as unequal pay, insufficient financial incentives, and the impact of low salaries on employee satisfaction.

The study recommended that Airtel needed to have a comprehensive review of its compensation structure to ensure it aligned with industry standards and reflected employees' contributions. Furthermore, there was a need to recognise the diversity in employee preferences and needs based on demographic factors. Develop tailored retention strategies that consider the varying priorities of different age groups, genders, and educational backgrounds.

**Keywords:** Employee Turnover, performance, financial incentives, retention.

## CHAPTER ONE: BACKGROUND TO THE STUDY

### 1.0 Introduction

Whether an organisation is a for-profit business or a nonprofit, human capital is a crucial element. Numerous studies have highlighted the value of human capital in relation to employee turnover. The statement stated by Brymer and Hitt (2019) highlights the complexity inherent in the interplay between various components of human capital within the organizational structure. This complexity extends to how skills, information, and qualities individuals possess interact and link to create superior results. They acknowledge the need for more research, which implies we are only beginning to understand the advantages that can result from a better understanding of how complementarities between human capital work.

The importance of human capital has increased in the modern, dynamic, and fiercely competitive corporate world, where companies' existence and profitability depend on various tactics. The core around which a company revolves is made up of human capital, a diverse collection of knowledge, skills, experiences, and attitudes ingrained in an organisation's personnel. The quality of human capital acts as a deciding element that affects an organisation's trajectory, whether in the realm of companies looking for bottom-line growth or charitable organisations trying for social impact. The emotional undercurrents that pervade the organisational fabric are a more subtle aspect of the turnover issue than the statistics and movement. Employee churn is not a sterile procedure but rather a human experience entwined with sentiments of connection, disengagement, and occasionally even conflict, as Morrell, K. M., Clarke, J. L., & Wilkinson, A. J. (2004) have shown. Whether motivated by personal goals or disappointment, leaving a company is frequently accompanied by emotions that resonate inside the departing person, the team, and the greater organisational setting.

The study's primary goal is to examine the causes of employee turnover and any retention tactics that may be used. Therefore, employee turnover is linked to both the success of the organisation as a whole and the rise in labour expenditures, according to Shore and Martin (1989).

## **1.1 Background of the problem**

Zambia has three major companies in the Telecommunications industry: Airtel, MTN and Zamtel. These companies all face employee turnover, and this research will investigate the causes of employee turnover. As a significant contributor to Zambia's employment, these companies must strive to efficiently retain employees and reduce the adverse effects of high employee turnover by getting to the root causes.

High turnover rates are a challenge for the telecoms service sector despite efforts to reduce them. By identifying the major causes of high turnover rates and their effects on organisational performance, this study intends to analyse how best the employee turnover of an organisation can be managed and increase retention. The study will investigate telecom service providers' methods and procedures to lower employee turnover and boost productivity.

Martin (2005) asserts that when employees leave a firm, the employer must pay a sizeable sum in direct and indirect costs. Employee turnover costs may be astronomical, taking a sizable chunk of the wages that a firm would otherwise pay its workers yearly (Linda, 2002). The expenses associated with staff turnover often include advertising charges, headhunting fees, resource management costs, lost productivity, unbalanced workloads, and employee training and development costs for new hires (Harrie 2002). To improve the variables generating the turnover, the organisation may calculate quarterly staff turnover rates (Miller, 2006). The organisation could take the required actions to attract and keep highly qualified employees if it identified the most prevalent reasons for employee turnover, according to Armstrong (2006).

Airtel, MTN, and Zamtel's presence in Zambia's telecommunications sector attest to their prominence in the market and crucial role in developing the labour market. This inquiry aims to provide these telecom organisations with the knowledge and tools necessary to minimise the negative consequences of staff turnover while maximising retention. The research trajectory entails thoroughly investigating the expenses and repercussions of turnover, emphasising ongoing evaluations and tactical adjustments. Ultimately, our investigation aims to support these firms' initiatives to find highly qualified and dedicated personnel, strengthening their position of competition and their contribution to Zambia's economic development.

## **1.2 The statement of the problem**

Airtel India's Human Capital report revealed total employee turnover was on average 28.8% between 2021 to 2023 (Airtel, 2023; Airtel, 2022). Although no similar report was produced for Airtel Zambia, in comparison ECOBANK in the banking sector in Zambia recorded 10% employee turnover in 2021 (Mwansa & Hapompwe, 2023), 18% less than Airtel. While several studies have attempted to address this problem, a gap remains in the context of Zambia's telecommunications service industry.

In addition to the lack of research on employee retention in the telecommunications service industry in Zambia, human capital information from telecommunications companies in Zambia is scarce. Collectively, this hinders the understanding of the true extent of employee turnover in the telecommunications industry in Zambia.

When unaddressed, this issue is not only disruptive to company operations but also leads to the loss of valuable knowledge and skills, thereby escalating costs (Lazzari et al., 2022). Despite numerous retention strategies and incentives implemented, the industry continues to face a high turnover rate, which adversely affects organisational performance (Kanchana et al., 2023).

The primary objective of this study is to investigate the factors contributing to employee turnover in Zambia's telecommunications sector. The study aims to discover the central causes driving this high turnover rate. It seeks to identify the causes that prompt employees to seek alternative employment opportunities (Islam et al., 2019).

Additionally, the research aims to provide a strategy roadmap for successful turnover management in addition to a thorough examination of the core reasons. By doing so, it hopes to contribute to enhancing organisational performance, fostering innovation, and promoting operational excellence within the industry (Mwansa & Hapompwe, 2023).

## **1.3 General Objective**

The general objective of this study is to establish the causes of employee turnover in the telecommunications industry, and it will specifically narrow it to Airtel Networks Zambia Limited.

### **1.3.1 Specific Objectives**

1. To determine the primary causes of staff turnover at Airtel Networks Zambia.

2. To assess the factors that contribute to the reduction of staff turnover at Airtel Networks Zambia.
3. To investigate the differences in turnover rates among different demographics of employees at Airtel Networks Zambia.

#### **1.4 Research Questions**

1. What factors contribute to high employee turnover at Airtel Networks Zambia?
2. What factors contribute to the reduction of staff turnover at Airtel Networks Zambia?
3. What are the differences in turnover rates among various categories of employees at Airtel Networks?

#### **1.5 Scope of study**

The study will focus on the telecommunications service industry in Lusaka, specifically Airtel Networks, Zambia. By purposefully making this decision, it is ensured that the research thoroughly explores the distinctive operational dynamics, corporate culture, and contextual elements that distinguish this particular firm. The research hopes to derive lessons from this that not only provide a microcosmic perspective of the industry but also offer practical advice suited to the circumstances of Airtel. This narrow focus makes it easier to analyse the possibilities and difficulties specific to this business area. The research can identify industry-specific characteristics that affect employee turnover by focusing on the telecommunications industry and evaluating the effectiveness of retention measures developed for this setting.

By concentrating on that organisation, the research intends to thoroughly examine the operational structure, internal procedures, and corporate culture of Airtel Networks, Zambia. Understanding how elements like leadership philosophies, modes of communication, and workplace dynamics affect employee churn and retention is necessary for this.

The study aims to investigate the more extensive contextual factors that influence the Lusaka telecoms service business. This covers elements including the state of the economy, industrial competitiveness, technological progress, and regulatory pressures.

These outside variables could affect patterns of staff turnover and the effectiveness of retention strategies.

### **1.6 Significance of the study**

This study attempts to produce thorough insights into the complexities of staff turnover and retention within the telecoms service business by concentrating on Airtel Networks, Zambia. The results will help Airtel make strategic decisions, but they will also be helpful to other firms dealing with comparable problems. The study aims to advance knowledge of turnover dynamics unique to the business and offer practical suggestions that support a more stable and engaged workforce in the telecommunications industry. The focus on staff turnover and retention in the telecommunications service sector, with Airtel Networks in Zambia as the specific case study, makes the proposed study extremely important. The study's importance stems from its possible contributions to various stakeholder levels, including the organisation, the more significant industry, and the scholarly debate.

*Organisational Impact:* This study provides practical information that Airtel Networks may use to influence its workforce management initiatives. Airtel may decide how to improve the working environment by thoroughly examining the factors contributing to employee turnover and gauging the success of current retention strategies. Customised advice will direct the creation of focused initiatives that complement the business's distinctive operational dynamics and corporate culture, potentially improving organisational performance and increasing employee happiness while lowering turnover rates.

*Industry Advancement:* The study's findings can shed light on individual industries' turnover dynamics in the telecoms service sector in Lusaka and elsewhere. Other companies in the industry may use the discovery of sector-specific traits that affect turnover as a starting point to assess their problems and approaches. This study helps the industry better understand turnover patterns and retention tactics by encouraging a culture of knowledge-sharing and best practices.

**Policy and Practice Implications:** The study's findings may have more significant ramifications for managing human resources in the telecommunications industry and formulating policies. The conclusions drawn from this research can help firms design

workforce management strategies that not only handle turnover issues but also support employee engagement, talent retention, and professional development.

The proposed study is critical because it can potentially improve Airtel Networks and the more significant telecoms sector. The research supports workforce stability, organisational growth, and market progress by providing specialised insights and suggestions. The research has the potential to impact strategic choices, promote information exchange, and improve the understanding of efficient human resource management methods in the telecommunications industry by examining the complex interaction of variables driving turnover.

### **1.7 Research Organisation**

This study will be divided into six chapters. The first chapter will present the introduction, background of the study, statement of the problem, research objectives and questions, significance and scope of the study, and definitions of key concepts. The second chapter will present the literature review in line with variables covered under the objectives and studies conducted by other scholars. The third chapter will present the theoretical and conceptual framework, while the fourth chapter will present the research methodology. Chapter five of this study will present the results, and the sixth chapter will present the conclusion and recommendations.

### **1.8 Chapter Summary**

This chapter introduces the significance of human capital in organisations, particularly in relation to employee turnover. It highlights the complexities of managing human capital and emphasizes the need for further research. The chapter outlines the research problem of high turnover rates in Zambia's telecommunications industry, focusing on Airtel Networks Zambia Limited. It presents the study's objectives and research questions, along with its scope and significance.



## CHAPTER TWO: LITERATURE REVIEW

### 2.0 Introduction

The literature on employee turnover in the telecommunications industry is thoroughly reviewed in this chapter. It includes a multi-dimensional investigation considering local, regional, and global viewpoints. The review combines non-empirical insights from the author's views and experiences in the field with empirical research that evaluates global, regional, and local sources. This chapter also critically evaluates existing information, identifying gaps and areas needing more research. Three well-known theories that are relevant to the research issue are also introduced. The chapter's conclusion distills a conceptual framework that results from this thorough investigation of the pertinent literature and serves as the basis for the research's following analysis and conclusions.

### 2.1 Non-empirical Review

#### 2.1.1 Concept of employee turnover

The rate at which employees leave a company and are replaced by new hires is referred to as employee turnover. Because it can be expensive and disruptive, high turnover is a crucial measure organisations monitor. The following are some essential ideas about employee turnover. Voluntary versus involuntary turnover is one of the main differences in employee churn. When employees voluntarily leave a company, this is referred to as turnover. Numerous variables, such as individual motivations, the desire for greater professional possibilities, or discontentment with one's existing position, might impact this type of turnover (Allen, Bryant, & Vardaman, 2020). It is essential for businesses looking to improve employee satisfaction and retention strategies to comprehend the causes of voluntary or involuntary turnover.

#### 2.1.2 Classification of employee turnover

When staff members opt to quit the company, this is voluntary turnover. Personal motives, a desire for better possibilities, or dissatisfaction with their existing position could all be contributing factors (Mowday, Steers, & Porter, 1982).

When workers are let go by their employers, there is involuntary turnover. Performance difficulties, downsizing, or restructuring are a few causes for this. Organisations seeking to manage employee turnover effectively must have a solid understanding of the

significant ideas involved. These ideas offer insight into worker dynamics, whether they differentiate between voluntary and involuntary turnover, calculate turnover rates, consider replacement costs, or address turnover intentions. Using this knowledge, businesses may create plans to lower staff turnover, raise employee engagement and satisfaction levels among workers, and ultimately create a more secure workplace. Understanding these ideas is essential for organisational success at a time when talent retention is of utmost importance (Allen, Bryant, & Vardaman, 2020).

### **2.1.3 Employee turnover and retention.**

The ideas of employee retention and turnover are crucial components that substantially affect an organisation's overall success and long-term stability in the complex world of human resource management. The ongoing difficulty of luring and keeping skilled workers in the current employment landscape, marked by severe rivalry for top talent, emphasises the crucial relevance of understanding the complex dynamics around these concepts (Eisenbeiss, Knippenberg, & Boerner, 2008). This thorough investigation aims to shed light on the complex issues surrounding worker retention and turnover and its profound, long-lasting effects on firms.

The combined dynamics of employee retention and turnover influence an organisation's present and future. The secret to establishing organisational success is taking a careful approach that appreciates the importance of both ideas. An organisation may not only find balance but also prosper in an environment that is becoming more competitive by fostering a culture of continuous improvement and prioritising its staff's well-being and professional development. A company's commitment to its most precious asset—its people—is demonstrated by its ability to achieve this equilibrium, which is both a strategic imperative and a sign of that commitment.

### **2.1.4 Employee Turnover Levels**

The rate of employee turnover is a crucial indicator in the field of human resource management. They demonstrate the frequency with which workers depart a company over a predetermined period. Organisations must keep an eye on and understand turnover rates because they can significantly impact the stability of their personnel, their level of production, and their overall capacity to succeed.

Employee turnover levels are a dynamic aspect of organisational management. They can have broad repercussions and are influenced by many things (Singh and Kumar 2018). Organisations may achieve a balance that promotes stability, productivity, and success in the always-changing personnel landscape by identifying the factors contributing to turnover and implementing effective retention policies.

### **2.1.5 The Measurement of Staff Turnover**

A crucial human resources indicator, staff turnover measures how frequently employees depart a business and are replaced by fresh hires. In order to anticipate possible problems, analyse workforce dynamics, and make decisions about talent management, firms must measure employee turnover accurately.

The most common method for calculating staff turnover is through a simple formula:

$$\text{Staff Turnover Rate} = \left( \frac{\text{Number of Employees Who Left}}{\text{Average Number of Employees}} \right) \times 100$$

No one method works for everyone to measure worker turnover. A thorough picture of labour dynamics entails considering various criteria, computing turnover rates, and accounting for qualitative aspects. Organisations may proactively address retention issues, develop focused tactics, and establish a more stable and effective working environment by precisely tracking and evaluating worker turnover (Mehra and Ranganathan (2020). Understanding the numbers underlying employee departures is a crucial step in personnel management and organisational success in today's competitive job market.

### **2.1.6 Exit Interviews**

Exit interviews have long been seen as a helpful tool for businesses looking to get feedback from departing workers, understand their perspectives, and pinpoint areas for development (SHRM, 2021). In human resources, there is disagreement over the efficacy of departure interviews. Although they can provide helpful information, they also bring several difficulties that must be acknowledged and resolved.

### **2.1.7 Problem with Exit Interviews**

Exit interviews frequently concentrate more on personal experiences than on structural problems. While it is crucial to address individual issues, businesses also need to consider more general trends and patterns that could be causing employee turnover. This limited emphasis may cause the chance to address underlying organisational problems to be lost. Confirmation bias can sometimes affect exit interviews. Managers and HR specialists can go into a discussion with preconceived notions about why an employee is quitting, which might accidentally lead to that topic of conversation. Confirmation bias can prevent the identification of unforeseen problems. Exit interviews naturally take a retroactive approach and concentrate on the past. While this might offer insightful information, it could not address persistent problems creating turnover. Organisations need real-time feedback channels to recognise and address problems as they develop (Roberts, 2005).

### **2.1.8 Factors influencing employee turnover**

Employee turnover is a complicated phenomenon impacted by various variables inside and outside a business. It is essential for firms looking to lower turnover rates and hold onto valued staff to comprehend these aspects. The following are some of the major variables affecting employee turnover.

1. *Job Satisfaction*: A critical factor in employee turnover is job satisfaction. Employees unhappy with their employers' workload, pay, work-life balance, or possibilities for professional advancement are more likely to look for new employment (Singh & Kumar, 2018; Mehra & Ranganathan, 2020).
2. *Compensation and Benefits*: Inadequate pay and benefits are important turnover-causing factors. Employees may be tempted to look for better-paying jobs elsewhere if they believe their salary is below market norms or does not reflect their achievements (Abdi & Baraka, 2017).

Numerous variables can affect employee turnover, which can significantly impact a business. High turnover rates may be costly, result in the loss of knowledge and experience, disrupt teams, lower morale, harm the organisation's reputation, and impact the company's culture. To reduce these negative consequences and foster long-term

stability and success, companies must proactively address the reasons for turnover and deploy retention initiatives.

### **2.1.9 Effects of employee turnover**

An organisation's operations, culture, and performance can all be negatively impacted by staff turnover. These impacts may be short-term or long-term. Some of the main consequences of staff turnover are as follows:

1. *Economic Effect:* High turnover is expensive. Companies must spend money on hiring, training, and onboarding new hires. Additionally, while new personnel adjust, productivity may temporarily decline (Allen *et al.*, 2020).
2. *Loss of Knowledge and Expertise:* Skillful, knowledgeable, and important institutional knowledge is taken with departing experienced individuals. This loss could affect creativity and work quality (Abdi & Baraka, 2017).

## **2.2 Empirical review**

### **2.2.1 Global Perspective**

Employee turnover is a key issue for businesses across all industries, including the telecommunications service industry. In India, the telecommunications business has seen fast expansion and transformation, resulting in greater competition for personnel. Understanding the factors that contribute to employee turnover in this industry is critical for designing successful retention strategies. This literature review aims to synthesise current research on the issue, identifying significant variables influencing employee turnover in the Indian (GLOBAL PERSPECTIVE) telecommunications service industry. Job satisfaction is a proven predictor of employee turnover. Employees dissatisfied with different job elements, such as workload, income, and work-life balance, may seek better chances elsewhere. Singh and Kumar (2018) discovered a substantial negative connection between work satisfaction and the desire to leave among telecommunications employees in India. Similarly, Mehra and Ranganathan (2020) discovered that low work satisfaction was a significant cause of turnover in the Indian telecommunications industry.

Singh and Kumar (2018) investigated the association between work satisfaction and turnover intentions among Indian telecommunications employees. The study sought to shed light on how work satisfaction affects individuals' intentions to quit their existing

employment in the telecommunications service industry. In this section, we will look deeper into their research methods, findings, and consequences.

The literature study will include research and theories on employee turnover, job satisfaction, and organisational issues in India's telecommunications service industry. Key topics of study will include turnover theories (for example, the Job Embeddedness Theory), variables driving turnover, and effective retention tactics.

Singh and Kumar (2018) used a quantitative research method to investigate the effect of work satisfaction on turnover intentions. They gathered information through standardised surveys distributed to store personnel across India. This investigation did not provide the sample size and demographics, which might influence the findings' generalizability. However, surveys allow for the collection enormous amounts of data, offering insights into telecommunications employees' reported job satisfaction levels and turnover intentions.

The study found a substantial inverse relationship between work satisfaction and the desire to leave among telecommunications employees in India. This data supports existing notions that unsatisfied employees are more inclined to seek different employment possibilities. However, the study did not extensively examine the subtle components of job satisfaction contributing to turnover intentions, such as work environment, salary, and job security.

While the study provides useful information, some limitations must be acknowledged. The lack of a thorough demographic breakdown of the sample makes assessing the findings' application to other workforce groups within the Indian telecommunications industry difficult. Furthermore, the study's cross-sectional design limits its capacity to demonstrate causal links between work satisfaction and turnover intentions. Longitudinal research might give a fuller knowledge of these elements' temporal characteristics. Building on Singh and Kumar's work, future studies might look into the exact aspects of job satisfaction that greatly influence turnover intentions. An in-depth investigation of how work satisfaction interacts with organisational characteristics, demographic variables, and industry-specific problems might give a more nuanced understanding of turnover patterns in the Indian telecommunications sector.

### **2.2.2 Regional Perspective**

In 2017, Abdi and Baraka conducted a research titled "Employee Turnover in the Telecommunications Industry: Evidence from Kenya," which attempted to investigate the elements influencing employee turnover within the Kenyan telecommunications industry. The study aimed to advance knowledge of labour dynamics in the Kenyan telecommunications sector and offer insights into the factors that lead to turnover in this situation.

The study by Abdi and Baraka (2017) aimed to identify the causes of employee turnover in the Kenyan telecommunications sector. The researchers used a quantitative research strategy to gather information from survey responses from telecommunications industry workers. The study's methodology used standardised questionnaires to evaluate elements including pay, benefits, working conditions, and leadership effectiveness. After gathering this information, the study also emphasised the impact of leadership style on employee turnover. Higher turnover rates were linked to poor leadership behaviours, such as inefficient communication and a lack of support. The importance of management in building a pleasant workplace culture and aiding in employee retention is highlighted by this research.

The study by Abdi and Baraka (2017) offers insightful information about the variables influencing employee churn in the Kenyan telecommunications sector. The study's reliability and generalizability were improved using a quantitative approach and structured questionnaires, allowing for systematic data collection and analysis. The study investigated various variables that affect turnover by concentrating on remuneration, work satisfaction, career growth, and leadership quality data. It was statistically analysed for trends and connections between these variables and employee turnover. The research conducted in 2017 by Abdi and Baraka on staff turnover in the Kenyan telecommunications sector produced several interesting results. Various factors were found to affect turnover in the study, with pay, work satisfaction, and career advancement as key predictors. According to the study, employees in the telecommunications industry were more inclined to quit their jobs if they felt that their pay was insufficient and that there were few prospects for professional advancement. These results highlight the value of monetary and professional incentives in maintaining workers within the sector.

A study conducted by ( Mbwana 2013) concluded that Employee turnover in Tanzania's banking sector has become a significant problem that affects both companies and recently graduated workers who have just joined the employment market. With the National Bank of Commerce (NBC) as a case study, this article thoroughly assesses the elements behind the high staff turnover rates in the banking industry. The issue of staff turnover remains despite the bank's admirable efforts to reduce it through various incentives, necessitating a need to comprehend the underlying causes of this phenomenon.

NBC has launched several programs to improve staff retention as a significant participant in the Tanzanian banking sector. In addition to its workers, the bank also offers comprehensive medical insurance to their wives and a maximum of four dependents (NBC Annual Report, 2019). The Public Provident Fund (PPF), to which the bank contributes 15% of qualified workers' gross salaries and they contribute 5%, has been established by NBC as a retirement benefit as well. NBC also continuously invests in internal and external training programs to guarantee that staff obtain essential training and development at all levels (NBC Annual Financial Statement, 2010). Along with funding charitable organisations, the bank also uses a rewards program. Examples include the Heshima Award and Good Performer Awards.

The National Bank of Commerce exemplifies how its high employee turnover impacts both companies and recent graduates. High turnover rates continue despite reasonable attempts to reduce them with different incentives. The importance of understanding the underlying factors contributing to employee turnover has been underlined in a study by ( Mbwana (2013) to create practical mitigation techniques. Further study is required to understand better the precise causes impacting staff turnover within the Tanzanian banking industry and eventually pave the road for a more stable and profitable sector.

### **2.2.3 Local Perspective**

This study examined the effects of excessive staff turnover at Ecobank Zambia. The study used qualitative and constructivist approaches to investigate the phenomena. The study sought to identify the causes behind Ecobank's high employee turnover rate, examine its consequences on the morale of the remaining staff, and evaluate its implications on the bank's overall performance (Mwansa and Hapompwe, 2023).



The study's goal was to thoroughly investigate the problem of significant staff turnover at Ecobank Zambia. A constructivist viewpoint and a qualitative technique were used in the research to accomplish this. This viewpoint seeks to comprehend the phenomena in its natural setting while acknowledging the subjectivity of experiences. Given the considerable impact of human capital on modern enterprises, this topic has been the focus of several research.

The research used a variety of techniques to acquire information. Employees at Ecobank were given a total of 133 questionnaires, with an overall response rate of 86.46 per cent. To assure representation, purposeful and simple random selection methods were both used. Interviews were also held with four important members of the management team. These many means of gathering data allowed for a thorough investigation of the subject.

The study revealed several adverse effects linked to Ecobank Zambia's excessive personnel turnover. Loss of important information and expertise was one of the main unfavourable effects. Employees' cumulative knowledge of the company's procedures, clients, and market dynamics is lost when they go. This loss may hamper the effectiveness of the bank's activities.

The qualitative research at Ecobank Zambia provides insight into the complex effects of substantial staff turnover. The results highlight how crucial it is for businesses to deal with turnover concerns to retain operational effectiveness, preserve staff morale, and improve overall performance. Organisations may create focused strategies to recruit, engage, and retain their employees and ultimately contribute to their development and success by understanding the causes and effects of turnover.

Mundia Mukumbuta conducted another study on employee turnover in the hospitality industry, including Alex Ng Hou Hong\*, Lim Kim Yew, and Wong Chee Hoo (2019). According to the WTTC's 2016 report, the hospitality sector in Zambia employs over 94,000 people, making up roughly 1.7% of the labour force and contributing 3% to the nation's GDP. These figures demonstrate the sector's importance to the country's economy and the room for growth (WTTC, 2016). However, the difficulties posed by personnel churn are significant and demand in-depth analysis.

The study's primary goal is to determine what variables affect non-executive staff turnover in the hotel sector in Zambia's Western Province. This industry is a substantial source of job creation and is well-positioned for economic expansion and diversification. However, high personnel turnover rates seriously threaten its viability and profitability. The four main elements affecting employee turnover are work environments, incentives, long working hours, and job rotation, all explored.

*Work Conditions:* According to Hogarth and Dean (2008), one crucial factor influencing employee turnover is firms' standard of work conditions. Establishing a friendly workplace for employees is crucial for businesses. This entails setting fair and adaptable regulations, appreciating the worth of workers, and encouraging productive working relationships.

*Long Workdays:* Long workdays, common in some industries, such as the hotel sector, might increase employee churn. Extended working hours result from the need for 24/7 service availability in the hotel business (Mohanty & Mohanty, 2014). Staff may stay until the end of their regular shifts at hotels with no set working hours.

*Job Rotation:* According to Scott (2001), job rotation is a tactic firms employ to expose staff members to various job responsibilities within the business. Job rotation is a strategy that enables workers to vary their knowledge and experiences by working in multiple areas. Long-term employees in the same position may get disengaged and look for new challenges.

*Incentives:* According to Heathfield (2013), incentives are essential for encouraging workers to provide their best effort. Different prizes, both monetary and non-monetary, can be used as incentives. Motivation is the power that propels people to pursue excellence. Kuria's (2011) research shows that rewards can motivate workers to perform at the top of their game.

## **2.3 Theoretical Review**

The theoretical literature on employee turnover in the telecommunications service sector provides a theoretical framework for why employees leave their positions. This review integrates existing theories, examines how they relate, assesses the depth of empirical examination, and suggests new hypotheses for further study. Employee turnover is a complex process driven by various circumstances. Hence, it is essential to use various theoretical vantage points to fully understand the dynamics at work (Meyer & Herscovitch, 2001).

### **2.3.1 Job Embeddedness Theory**

Summary of the theory Job Embedding, according to theory, connections to one's neighbourhood, family, and job all impact how attached one is to one's job. According to Mitchell *et al.* (2001), workers firmly rooted in their workplaces and communities are less likely to quit their occupations willingly. Employees in the telecommunications services sector frequently have close relationships with both their coworkers and the neighbourhood. These social and local connections might serve as retention factors. For example, a cashier who has formed strong bonds with coworkers and dependable clients may be less likely to quit (Lambert, Edwards and Cable, 2001).

With its four unique parts—linkages, fit, supplemental dimensions, and barriers—Job Embeddedness Theory provides a thorough framework for comprehending the complexities of employee retention in the telecommunications service sector. Organisations can create ways to improve employee embedding, lower turnover rates, and cultivate a more stable and devoted workforce by acknowledging the significance of relationships, alignment with personal life, additional connections, and perceived impediments. Understanding and implementing the ideas of Job Embeddedness Theory can significantly impact the retention of valued personnel in the dynamic world of telecommunications, where turnover is a constant concern.

### **2.3.2 Expectancy Theory**

Employees base their decisions on perceptions of the connection between effort, performance, and results. Employees are more inclined to stick with a company if they think putting in more effort will result in higher performance and desirable results (Vroom, 1964). In a telecommunications environment, employees are more likely to remain

motivated and engaged, which lowers the risk of turnover, if they believe that their efforts, such as providing excellent customer service, will lead to higher sales, recognition, or promotions, according to Gellatly, Meyer, and Luchak (2009).

*Expectancy (E)*: This is the conviction that a particular performance level will be attained due to an individual's efforts. In other words, people assess the likelihood that their choices will result in the desired level of performance.

*Instrumentality (I)*: The notion that a particular degree of performance will result in a particular result or reward is known as instrumentality. It evaluates whether the person thinks obtaining a specific performance level will lead to the intended result.

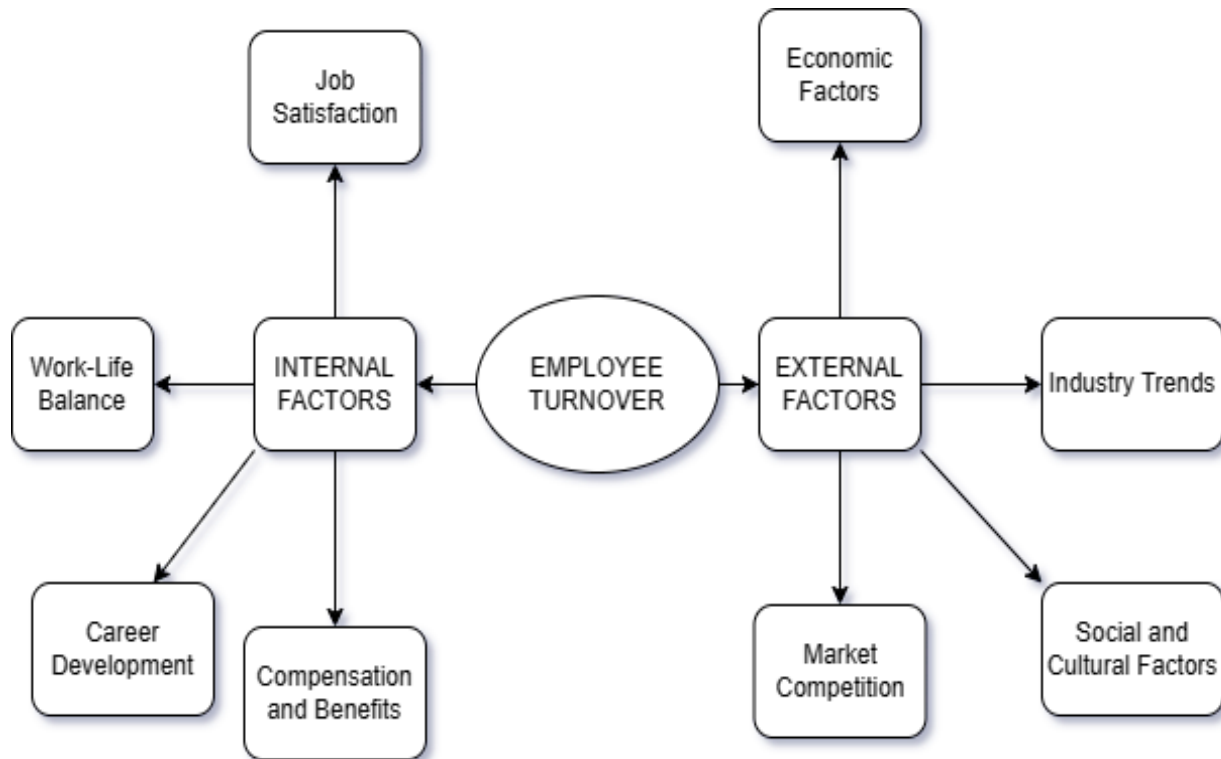
*Valence (V)*: Valence is the worth or allure that a person accords to an anticipated result or reward. It gauges how strongly a person wants or values the possible reward.

By comprehending and applying the ideas of the Expectancy Theory, telecommunications companies can create incentive programs, performance reviews, and career progression chances that align with their employees' expectations and motivations. As a result, the telecommunications service sector may experience lower turnover rates and better overall staff retention. Expectancy Theory is important in employee turnover in the telecommunications service sector. Telecommunications workers frequently do labour-intensive duties like good customer service, hitting sales goals, or keeping stores clean.

## **2.4 Conceptual Framework**

A conceptual framework shows relationships among these ideas and how they relate to the research study. The conceptual framework that is provided emphasises the complexity of turnover, which involves internal and external influences. Strategically tackling these issues would help Airtel Zambia improve staff retention, workforce stability, and overall performance in the cutthroat telecommunications sector. Validating these theories and effectively modifying retention methods will need empirical study inside Airtel Zambia. In the end, lowering turnover helps both the company and the employees, resulting in a win-win situation for all parties involved.

**Figure 2.4.1: Conceptual Framework Developed by Researcher**



**Source:** Constructed by Researcher, 2012

## 2.5 Research gaps

The research gap is due to little effort to examine the complex effects of personnel turnover on business performance and the standard of the services offered to customers. There is a noteworthy lack of studies addressing the effects of turnover in this particular organisational environment, despite current work mainly concentrating on identifying the causes and predictors of turnover. Notably, a dearth of qualitative research explores the complex relationships between staff turnover and service quality in the telecommunications industry (Feinberg, Kim, and Hokama, 2000). Qualitative research techniques may capture the nuances of both workers' and customers' experiences, perspectives, and insights. These qualitative investigations can illuminate previously unexplored areas and offer a more thorough insight into how turnover affects service quality and customer satisfaction than quantitative techniques (Glebbeck and Bax 2004).

The existing literature focuses primarily on determining the reasons for turnover and creating plans to reduce it. Due to the focus on antecedents, there is a dearth of research examining the effects of staff turnover, particularly concerning how it affects the key performance metrics in the telecommunications industry, including firm performance, customer satisfaction, and service quality.

The influence of employee turnover on organisations in this particular context can take both good and bad forms. Additionally, the complex aspects of service quality in the telecommunications industry beyond employee turnover, such as internal factors, individualised care, and external factors, are still largely unexplored by academic studies (Glebbeek, Bax, (2004)). The lack of qualitative studies investigating how staff turnover and service quality impact the telecommunications industry worsens this research gap.

The study will use both a quantitative and a qualitative approach based on the understanding that the people who deliver services for an organisation are inevitably linked to the quality of those services. The main "ingredients" in the service delivery process are people acting as employees, and employee turnover can greatly impact how well services are delivered.

## **2.6 Conclusion**

The varied nature of this phenomenon and the usefulness of diverse theoretical frameworks in comprehending its dynamics are shown by the theoretical review of employee turnover in the telecommunications service industry. We get essential insights into the factors driving employee turnover by drawing on well-established theories, including Job Embeddedness Theory, Expectancy Theory, Equity Theory, Turnover Intention Model, and Psychological Contract Theory (Vroom, 1964).

Researchers and practitioners in the telecommunications sector can investigate how these theories interact, examine how well they apply in various telecommunications contexts, and consider the shifting dynamics brought on by generational disparities and technological improvements (Allen et al., 2020). Organisations can more effectively comprehend and tackle complex issues using a multi-dimensional strategy drawing on various theoretical views. In both the global and regional contexts, the literature study emphasises the complexity of employee turnover in the telecommunications service

industry. The studies that have been evaluated underline the importance of several factors affecting turnover, highlighting the difficulties companies confront in keeping their staff.

A recurring topic in research is inadequate remuneration, with workers frequently quitting because they feel devalued and underpaid. This result emphasises how crucial fair and competitive remuneration packages are to keep a motivated and pleased staff. Additionally, it is clear how professional development possibilities affect turnover (Singh and Kumar, 2018). Employees look for opportunities for development and promotion, and businesses with few opportunities for advancement are more likely to have greater turnover rates. Because disgruntled workers are more likely to seek other employment, job satisfaction is crucial in determining turnover. Work-life balance, professional autonomy, and recognition are crucial factors in determining how satisfied individuals are with their jobs. Employee turnover is directly related to the standard of leadership and management methods. Bad leadership, inadequate assistance, and ineffective communication can influence employee cynicism and attrition.

## **2.7 Chapter Summary**

The literature review underscores the complexity of employee turnover in the telecommunications industry and highlights the importance of various factors such as job satisfaction, compensation, benefits, leadership, and organisational culture. Theoretical frameworks offer insights into understanding turnover dynamics, while empirical studies provide context-specific findings. Addressing turnover issues is crucial for organisations to improve retention, stability, and overall performance in the competitive telecommunications sector.

## CHAPTER THREE RESEARCH METHODOLOGY

### 3.0 Introduction

This chapter will cover the research design, the study population, the sampling strategy and size, the data sources, the data collecting tools, the study area description, and the data processing analysis.

### 3.1 Research approach

The research approach for this study encompasses both qualitative and quantitative methodologies, chosen based on the study's aim and nature of the research questions and objectives. A combination of correlation analysis and qualitative methods were employed. The Job Embeddedness theory served as the primary theoretical framework, providing a comprehensive understanding of the variables influencing employee commitment and retention within the context of investing behavior. While originally developed within the workplace, the concepts of Job Embeddedness theory were adapted and extended to encompass a broader range of investing behavior, facilitating the examination of complex links and effects underlying investment decisions.

### 3.2 Research design

The research design was incorporated with a descriptive design, specifically utilising a survey methodology. This approach aimed to identify correlations among specific groups and make precise predictions regarding investing behavior based on factors such as gender, education, age, and income levels. Airtel Zambia had been selected as the research scope due to its applicability, accessibility of data, potential for valuable insights, representativeness, and ethical considerations. The target population for the study comprised 160 employees from Airtel Zambia, with a sample size of 100 randomly selected participants. The sampling procedure involved simple random sampling, ensuring that each instance within the population had an equal and impartial probability of being included in the sample. Data collection primarily involved the use of questionnaires containing both closed-ended and open-ended questions to gather qualitative and quantitative data. The analysis employed a multidisciplinary approach, combining quantitative analysis using Microsoft Excel for Likert scale data and qualitative narrative analysis for open-ended questionnaire responses. Ethical considerations were



strictly adhered to throughout the research process, ensuring the integrity, professionalism, and confidentiality of the study.

### **3.3 Description of the study area**

Airtel Zambia was chosen as the research scope because of its applicability, accessibility of data, potential for valuable insights, representativeness, and ethical issues. This decision enhanced the overall knowledge of personnel turnover patterns in the Zambian telecom sector while enabling the research to concentrate on a particular scenario.

### **3.4 Study population and sample size**

The target population for Airtel Zambia was identified as 160 employees. A sample size of 100 was randomly selected from this population to participate.

The decision to select a sample of 160 from Airtel Zambia's workforce was based on capturing a broad spectrum of perspectives and experiences. A larger sample size in this context allows for a more representative view of the organisation, considering the diverse roles, responsibilities, and tenure of employees within Airtel. By engaging a substantial number of participants, the research aspired to encompass varied viewpoints and gather comprehensive data, ensuring a more inclusive and in-depth exploration of the organisation's internal workings.

### **3.5 Sampling procedures**

Kombo and Tromp (2006) describe sampling methods as selecting instances for observation. Simple random sampling, a generally acknowledged and approved research methodology, was the sampling strategy for this investigation. This method was chosen because it was simple and produced findings that could be extrapolated to a wider audience. Ghauri and Gronhaug (2005) underline that simple random sampling guarantees that each instance within the population under inquiry has an equal and impartial probability of being included in the sample. By giving every member of the population a statistically consistent chance to be included in the sample, this approach reduces the possibility of selection bias.

Simple random sampling, a well-accepted and often applied approach in empirical research, was selected as the sampling strategy for this study (Creswell & Creswell, 2017). This approach was chosen for its applicability, effectiveness, and crucial

characteristic of yielding representative and transferable data to the larger population being studied. According to Ghauri and Gronhaug (2005), simple random sampling assures no bias and that the study findings are credible and generalisable since it assigns an equal probability of inclusion to each unit in the population (Yamane, 1967). With this method, the possibility of selection bias is significantly reduced, and the study issues may be examined statistically soundly, assuring the broader applicability of the results (Babbie, 2016).

### **3.6 Data collection method**

Questionnaires, a tried-and-true approach to data collection in social science research, were employed in this study to collect the data required for the analysis (Bryman, 2016). These surveys were carefully crafted to include both closed-ended and open-ended questions. In keeping with the comprehensive character of the study, the purposeful inclusion of both kinds of questions was to optimise the range and depth of the insights obtained during the research process. In order to gather the data needed for the analysis, this study used questionnaires, a tried-and-true method of data collecting in social science research (Bryman, 2016). These questionnaires were thoughtfully designed with both closed and open-ended questions. To maximise the breadth and depth of the insights gleaned from the research process, both types of questions were purposefully included in keeping with the study's comprehensive nature.

On the other hand, open-ended questions were purposefully added to the surveys to investigate the study's qualitative aspects. In order to get in-depth, narrative replies, open-ended questions are helpful because they let participants share their viewpoints, experiences, and ideas in their own words (Bernard, 2018). The study used open-ended questions to acquire an excellent knowledge of the phenomena by delving further into the subtle aspects contributing to staff turnover. Through structured, closed-ended questions, participants were encouraged to relate personal experiences, provide context, and offer insights that may not have been obtained.

### **3.7 Data collection instruments**

Primary data was the main emphasis of data collection for this project, and the tool of choice was a structured questionnaire. Efficiency and practicality—frequently crucial when dealing with limited resources and time—were the driving forces behind choosing

a questionnaire as the main data-gathering instrument (Bryman, 2016). By guaranteeing that every participant receives the same set of questions, questionnaires offer a standardised method of data collecting that makes data processing and analysis easier. In addition, one benefit of using questionnaires is that they allow researchers to obtain current data directly from participants, which reflects their experiences and viewpoints at that particular time (Dillman, Smyth, & Christian, 2014).

This is especially important when looking into a dynamic issue such as employee turnover. Furthermore, open-ended questions can be included in the questionnaire format, which helps obtain in-depth qualitative insights that may be difficult to get using other methods of data collecting (Borg & Gall, 1989). Using questionnaires, the research may effectively gather a large dataset comprising both qualitative and quantitative data, providing a thorough understanding of the variables affecting employee turnover in the specified setting.

### **3.8 Data analysis**

Data analysis links unprocessed data and insightful conclusions (Saunders *et al.*, 2009). A multidisciplinary strategy that included both quantitative and qualitative analytic methodologies was used in this investigation. Microsoft Excel and SPSS were used to process the Likert scale data obtained from the surveys for the quantitative portion of the research. This included creating tables and charts graphically displaying the numerical results and computing statistical metrics like means and standard deviations.

The systematic investigation of trends, patterns, and connections within the data was made possible by this quantitative analysis. Conversely, the narrative analysis technique was applied to the qualitative data obtained from open-ended questionnaire responses. This technique aims to interpret the narrative content, identify themes, and reveal the rich contextual information embedded in the responses (Riessman, 2008). The research used narrative analysis to determine participants' underlying narratives, themes, and subjective interpretations. This more profound knowledge of the variables influencing staff turnover was intended for the systematic investigation to complement the quantitative findings.

### **3.9 Ethical consideration**

Ethical and legitimate research is built on ethical concerns, and this study was carried out strictly following an ethical framework. The study participants were recruited from Airtel Zambia, and the research underwent a comprehensive ethical assessment before being approved by the School of Postgraduate Studies at the University of Lusaka. By ensuring that the research got the required approval to move forward, this ethical clearance procedure demonstrated the dedication to maintaining ethical standards.

During the whole study procedure, adherence to ethical and legal norms was upheld. In no way were participants coerced or bribed to take part or disclose information in a certain way. The study was conducted with utmost honesty and integrity, with all data, findings, methods, and procedures published accurately and without data fabrication, falsification, or distortion. With an emphasis on objectivity in research design, data processing, and data interpretation, bias was aggressively addressed. In order to show respect for the participants' participation and time, the researcher made sure that appointments with them were regularly kept. Carelessness and negligence were painstakingly avoided by keeping detailed records of research activities, including data gathered, correspondence, and diaries. All study data was also painstakingly backed up on external drives and the computer to ensure the safety and preservation of essential research materials. The study's methodology was created with ethical considerations to maintain the highest honesty, professionalism, and secrecy standards.

### **3.10 Chapter Summary**

This chapter presents an overview of the research methodology, covering aspects such as the research approach, design, description of the study area, determination of the study population and sample size, sampling procedures, data collection methods and instruments, data analysis techniques, and ethical considerations. The research approach combined qualitative and quantitative methodologies, with the Job Embeddedness theory serving as the primary theoretical framework. Data collection involved structured questionnaires with both closed and open-ended questions, and analysis employed a multidisciplinary approach combining quantitative analysis in SPSS with qualitative thematic analysis in NVivo. Ethical standards were strictly adhered to throughout the research process.

## CHAPTER FOUR: PRESENTATION AND ANALYSIS OF RESULTS

### 4.0 Introduction

This chapter details the data analysis process for the quantitative and qualitative data collected in the survey. Microsoft Excel 2013 and SPSS version 26 were used for the quantitative analysis, while NVivo was used for the qualitative analysis. Essential quantitative methods include Pearson Correlations, crosstabulation, Chi-square tests, Likelihood Ratio and Cronbach's Alpha to test reliability. The qualitative analysis employed the development of codes and themes.

### 4.1 Reliability of Findings

Cronbach's Alpha was utilised to test the internal consistency and reliability of the questionnaire and the quantitative results (Heo et al., 2015). This is significant for checking whether the survey responses consistently measure the same (Eisinga *et al.*, 2013).

**Figure 4.1:** Cronbach's Alpha – Reliability Test

#### Scale: ALL VARIABLES

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.764	24

**Source:** Field study, 2023

The Cronbach Alpha values are 0 – 1.0, the values between 0.60 and 0.70 are in an acceptable range, and the values greater than 0.70 are considered the most desirable (Bujang et al., 2018). The questionnaire scored 0.764, with high internal consistency and reliable results.

## 4.2 Data Cleaning

The first step in the analysis was to clean the data. Survey responses were collected through a Google form and into a Google sheet. The Google sheet was downloaded as a CSV file and imported into Microsoft Excel. The data was then checked for missing values, white spaces and typos.

### 4.2.1. Variables and Missing Values

Out of 106 responses, six rows of responses had at least one missing value. These rows were deleted from the dataset. This left 100 rows, which was still within the target sample size. Typos were corrected to create uniform responses for coding. Columns were renamed to appropriate variables using keywords (Appendix B.1).

In order to conduct numerical analysis and not lose information, the responses were coded using a nominal scale. The numbers in the nominal scale served as labels to classify the responses. This was ideal for the quantitative variables whose numbers had no value. The coding was done in Excel using the "Find" and "Replace" functions. Once coded, the data was imported into SPSS for value labelling. Table 4.1. shows the assigned labels for each response in the survey.

**Table 4.1: Value Labels**

Value Lable	years_worked	gender	age	highest_qualification	yes/no	stay_longer	Likert scale
1	< 1 years	Male	18 - 23 years	Grade 12	Yes	Increased salary	Strongly Disagree
2	1 - 2 years	Female	24 - 29 years	Certificate/Diploma	No	Policies	Disagree
3	2 - 3 years		30 - 35 years	Bachelor's Degree	Not sure	Improved work-life balance	Neither agree nor disagree.
4	4 - 5 years		36 - 40 years	Master's Degree		Not sure	Agree
5	> 5 years		> 41 years	PHD		Other	Strongly agree

**Source:** Field study, 2023

## 4.3 Quantitative Analysis

### 4.3.1. Demography of Respondents

100 responses were used for the analysis (Figure 4.3). Only 3 respondents were between 18 and 23, the majority (40) were between 24 and 29 years, followed by 32 respondents between the ages of 30 and 35. The rest (25) were above 36 years old, with only 8 above 41 (Figure 4.4).

**Figure 4.2: Respondents by Gender**

		gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Male	40	40.0	40.0	40.0
	2 Female	60	60.0	60.0	100.0
	Total	100	100.0	100.0	

**Source:** Field study, 2023

There was a higher representation of female employees in the study sample. Out of 100, 40 were male and 60 were female.

**Figure 4.3: Respondents by Age Group**

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 18 - 23 years	3	3.0	3.0	3.0
	2 24 - 29 years	40	40.0	40.0	43.0
	3 30 - 35 years	32	32.0	32.0	75.0
	4 36 - 40 years	17	17.0	17.0	92.0
	5 > 41 years	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

**Source:** Field study, 2023

Table 4.3 shows the central distribution (mean and mode) of respondents. The average age of employees at Airtel was between 30 and 35 years, with the most frequent age range being 24 to 29. Most employees (49) have a Bachelor's degree as their highest academic qualification and have spent at least 2 – 3 years at the company.

**Table 4.1: Central Distribution of Respondents**

		years_worked	gender	age	highest_qualification
N	Valid	100	100	100	100
	Missing	0	0	0	0
Mean		3.20	1.60	2.87	2.70
		2 - 3 years	Female	30 - 35 years	Bachelor's Degree
Mode		3	2	2	3
		2 - 3 years	Female	24 - 29 years	Bachelor's Degree

**Source:** Field study, 2023

#### **4.3.2. Correlation between Demographic Variables**

Pairwise Pearson correlations between the variables 'years\_worked', 'gender', 'age', and 'highest\_qualification' were tested. The analysis tested for both one-tailed and two-tailed correlation. With one-tailed tests, we examined the possibility of an effect in one direction, while the two-tailed tests examined the likelihood of a result in either the positive or negative direction (Ringwalt *et al.*, 2011).

As shown in Table 4.4, years\_worked positively correlates to age and highest\_qualification. This could be because as the number of years worked increases, the age of the respondents also increases with time. Also, as the number of years worked increases, there is a tendency for a higher level of qualification.



**Table 4.2: Correlation between Demographic Variables**

		years_worked	gender	age	highest_qualification
years_worked	Pearson Correlation	1	-.015	.424**	.379**
	Sig. (2-tailed)		.883	.000	.000
gender	Pearson Correlation	-.015	1	-.004	-.027
	Sig. (2-tailed)	.883		.968	.789
age	Pearson Correlation	.424**	-.004	1	.373**
	Sig. (2-tailed)	.000	.968		.000
highest_qualification	Pearson Correlation	.379**	-.027	.373**	1
	Sig. (2-tailed)	.000	.789	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source:** Field study, 2023

#### **4.3.3. Correlation between years\_worked and all Variables**

Pairwise Pearson correlations between the variable 'years\_worked' and all the variables in the study were tested (Appendix B.2). The analysis tested for both one-tailed and two-tailed correlation at significant levels of 0.01 and 0.05. The variable 'years\_worked' was found to have a significant negative correlation with 'proud\_to\_work' and 'timely\_communication'. This could mean that employees could stay longer only if they were proud to work for their company and received timely communication from the company.

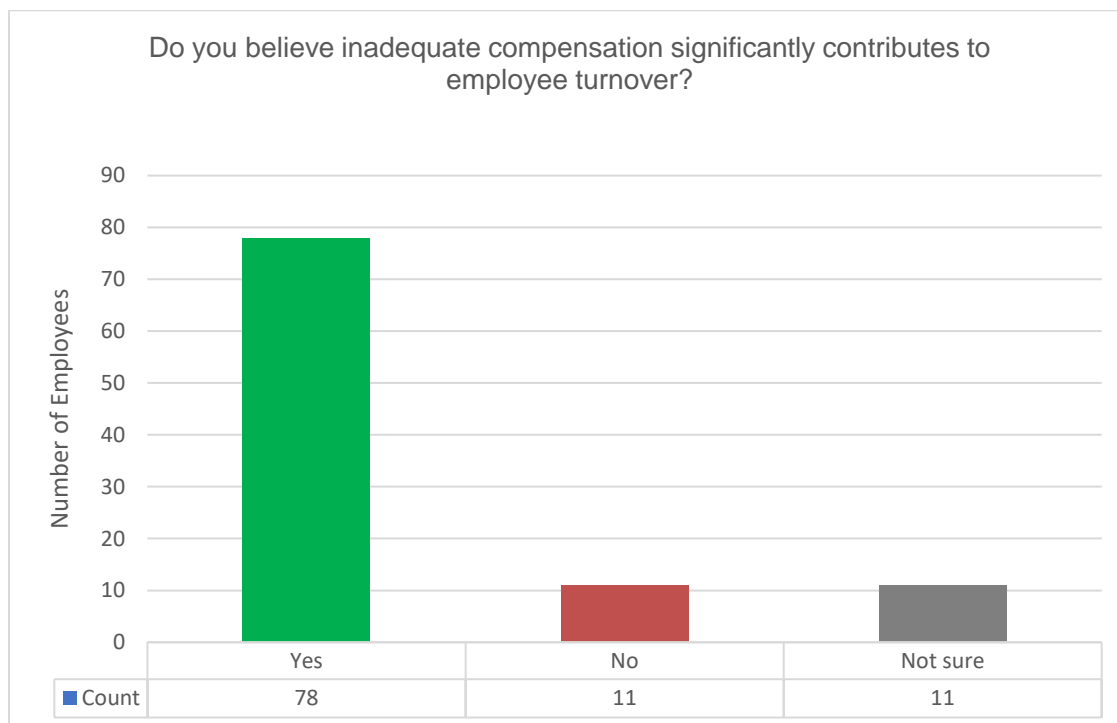
#### 4.3.4. Primary Causes Of Staff Turnover at Airtel Networks Zambia

This section describes the respondents' perceptions and experiences from their work environment to uncover the primary causes of staff turnover at Airtel Networks Zambia.

##### 4.3.4.1. Perceptions on Compensation and Primary Causes of Employee Turnover

78% of the employees believe inadequate compensation significantly contributes to employee turnover (Figure 4.5).

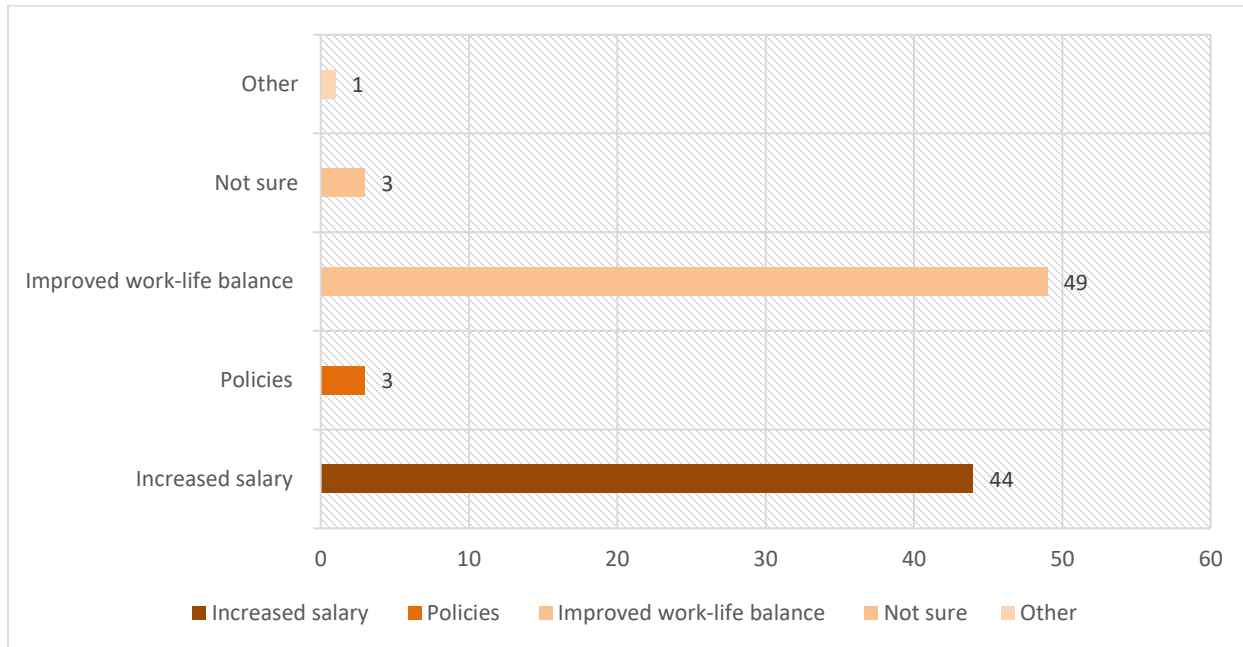
**Figure 4.4:** Compensation and Employee Turnover



**Source:** Field study, 2023

22% of the employees were either unsure or did not know whether inadequate compensation significantly contributes to employee turnover. Regarding factors that might convince them to stay longer, 44% of employees said they would stay longer if their salaries were increased, and 49% would stay longer if their work-life balance were improved (Figure 4.6).

**Figure 4.5: Factors Affecting Employee Turnover**



**Source:** Field study, 2023

#### **4.3.5. Impact of Company Policies and Employee Turnover and Performance**

The impact of company policies on employee turnover and performance at Airtel Networks appears to be multifaceted, with certain aspects showing positive associations, while others may benefit from targeted improvements to enhance overall workplace satisfaction and effectiveness.

The questions from 9 to 24 covered a range of factors, including organisational pride, satisfaction with training, perceptions of managerial competence, fairness in problem resolution, job satisfaction, and perceptions of company policies. Questions also touched on the effectiveness of communication, the company's commitment to employee welfare, salary and benefits comparisons with other companies, and opportunities for career advancement within the organisation. Concerning employee turnover, these questions provided insights into the overall workplace environment, employee satisfaction, and the perceived fairness and effectiveness of company policies and practices (Table 4.5).

**Table 4.3: Employee Experiences and Perceptions Likert Scale**

Question/Experience/Perception	Mean	Agree/Disagree
I am proud to work for our company.	3.69	Agree
I am satisfied with the training provided for my current job.	3.55	Agree
I am satisfied with the amount of training offered for advancement.	3.27	Neither agree nor disagree.
Our company is concerned with the long-term welfare of the employees.	3.28	Neither agree nor disagree.
I feel secure that I can work for the company as long as I do a good job.	3.58	Agree
I feel I can voice my opinion without fear.	2.92	Neither agree nor disagree.
My immediate superior is technically incompetent.	2.42	Disagree
My immediate superior is competent in human relations.	3.44	Neither agree nor disagree.
The company's employee policies are administered the same in all departments laterally.	3.43	Neither agree nor disagree.
I like my job, i.e. the work I do.	3.74	Agree
My immediate superior deals with employees' problems fairly.	3.48	Neither agree nor disagree.
The communication I receive from the company is timely.	3.47	Neither agree nor disagree.
Our company maintains salary levels that compare well to other companies in this area.	2.86	Neither agree nor disagree.
Our company maintains benefits that compare well to other companies in this area.	3.16	Neither agree nor disagree.
Company employee policies are properly and equally administered in my department.	3.55	Agree
I feel there is an adequate opportunity to move to a better job within the company.	3.51	Agree

**Source:** Field study, 2023

Employees express moderate pride in working for the company, as evidenced by a mean score of 3.69. Satisfaction with training for the current job is relatively positive, with a mean score of 3.55, indicating general agreement. However, there is a slightly lower satisfaction level (mean of 3.27) with the amount of training offered for advancement, suggesting room for improvement.

The company's concern for the long-term welfare of employees receives a neutral sentiment, with a mean score of 3.28. Similarly, employees feel moderately secure in their jobs, with a mean score of 3.58. The ability to voice opinions without fear is perceived neutrally (mean of 2.92), suggesting potential areas for fostering a more open communication culture.

Managerial competence is a focal point, with perceptions of technical incompetence in immediate superiors (mean of 2.42) contrasting with competence in human relations (mean of 3.44). The administration of employee policies laterally and within departments receives a neutral response (means of 3.43 and 3.55, respectively).

Positive sentiments were observed in employees' liking for their jobs (mean of 3.74) and the perceived fairness in resolving employee problems (mean of 3.48). Communication timeliness and satisfaction with salary and benefits receive neutral perceptions (means of 3.47, 2.86, and 3.16, respectively).

Employees express confidence in opportunities for career advancement within the company, reflected in a positive mean score of 3.51.

#### **4.3.6. Differences in Turnover Rates Among Different Demographics**

The analysis divided employees into four categories: age, gender, highest qualification, and years worked at the company. Chi-square tests were used to determine independence and association between variables (Rana and Sinhal, 2015). The Chi-square null hypothesis hypothesised no significant association between each category (age, gender, highest qualification, and years at the company) and the other variables, whereas the alternative hypothesis hypothesised the existence of a significant association (Sharpe, 2015). Chi-square assumes that at most 20% of the cells have an expected count less than 5, in which case the Pearson Chi-Square and p-value are used to judge the association between variables. If not, the Likelihood Ratio is utilised (McHugh, 2013). P-values less than 0.05 meant the relationship was significant, and the null hypothesis was rejected to accept the alternative hypothesis (Sharpe, 2015; McHugh, 2013). P-values greater than 0.05 led to rejecting the alternative hypothesis and accepting the null hypothesis.

##### **4.3.6.1. Age**

Crosstabulation and chi-square tests for age were conducted to test the variables' associations.

**Figure 4.6: Age and Years Worked - Crosstabulation**

**Crosstab**

		years_worked						
		1 < 1 year	2 1 - 2 years	3 2 - 3 years	4 4 - 5 years	5 > 5 years	Total	
age	1 18 - 23 years	Count	3	0	0	0	0	3
		Expected Count	.5	.4	.8	.6	.7	3.0
	2 24 - 29 years	Count	8	10	9	7	6	40
		Expected Count	6.4	5.6	10.8	8.0	9.2	40.0
	3 30 - 35 years	Count	1	3	14	10	4	32
		Expected Count	5.1	4.5	8.6	6.4	7.4	32.0
	4 36 - 40 years	Count	4	1	4	3	5	17
		Expected Count	2.7	2.4	4.6	3.4	3.9	17.0
	5 > 41 years	Count	0	0	0	0	8	8
		Expected Count	1.3	1.1	2.2	1.6	1.8	8.0
Total		Count	16	14	27	20	23	100
		Expected Count	16.0	14.0	27.0	20.0	23.0	100.0

**Source:** Field study, 2023

**Figure 4.7: Age and Years Worked – Chi-Square Test Results**

**Chi-Square Tests**

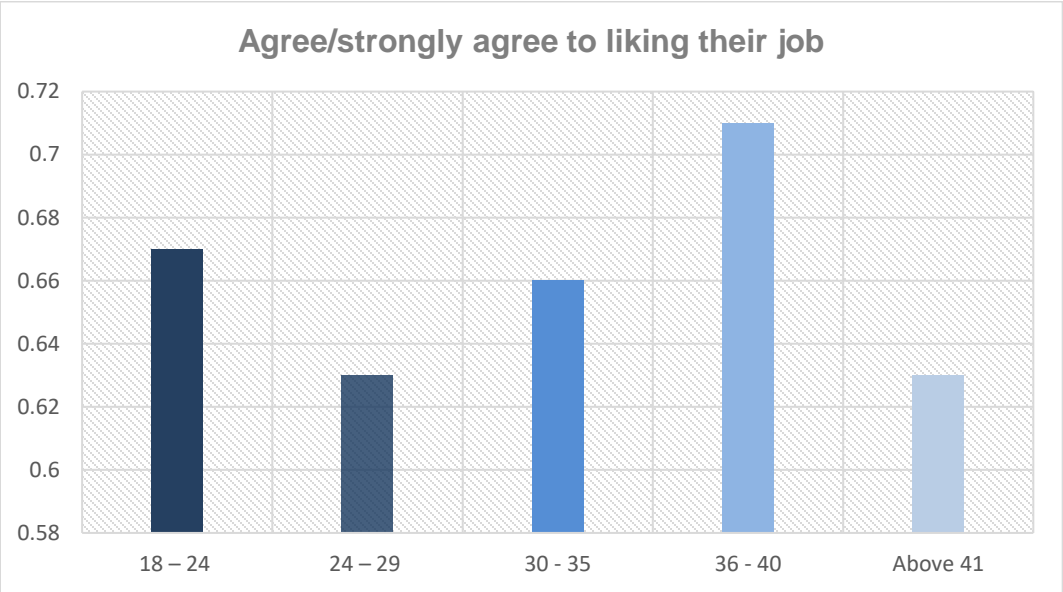
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	60.445 <sup>a</sup>	16	.000
Likelihood Ratio	53.244	16	.000
Linear-by-Linear Association	17.782	1	.000
N of Valid Cases	100		

a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .42.

**Source:** Field study, 2023

There were more employees between 24 – 35 (72), those above 41 were 8 and 3 were less than 24 years old (Figure 4.8). Age and years worked were found to have a significant association, as seen from the p-value of 0.00 in Figure 4.7 for the Likelihood Ratio of 53.244.

**Figure 4.8: Relationship between age and an employee liking their job**



**Source:** Field study, 2023

The significant association between age and years worked was also evident in the relationship between an employee's age and their liking for their job. 67% of employees between the ages of 18 – 24 like their job, and this percentage generally decreases as the employees get older: 24 – 29 (63%), 30 – 35 (66%), 36 – 40 (71%), and above 41 (63%) (Figure 4.9).

**Figure 4.9: Age and Inadequate Compensation - Crosstabulation**

**Crosstab**

		compensation_impact compensation			Total	
		1 Yes	2 No	3 Not sure		
age	1 18 - 23 years	Count	2	0	1	3
		Expected Count	2.3	.3	.3	3.0
	2 24 - 29 years	Count	32	4	4	40
		Expected Count	31.2	4.4	4.4	40.0
	3 30 - 35 years	Count	26	6	0	32
		Expected Count	25.0	3.5	3.5	32.0
	4 36 - 40 years	Count	13	1	3	17
		Expected Count	13.3	1.9	1.9	17.0
	5 > 41 years	Count	5	0	3	8
		Expected Count	6.2	.9	.9	8.0
Total		Count	78	11	11	100
		Expected Count	78.0	11.0	11.0	100.0

**Source:** Field study, 2023

**Figure 4.10: Age and Inadequate – Chi-Square Test Results**

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.470 <sup>a</sup>	8	.070
Likelihood Ratio	16.420	8	.037
Linear-by-Linear Association	1.201	1	.273
N of Valid Cases	100		

a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .33.

**Source:** Field study, 2023

At least 63% of employees in each age group believe inadequate compensation contributes to high employee turnover. On average, this number relates to 73% across all five age groups, with the highest being in the age groups 24 – 29 (80%) and 30 – 35 (81%) (Figure 4.10). According to the p-value of 0.037 in Figure 3.11, the perception that inadequate compensation leads to high employee turnover was significant with age.



**Figure 4.11: Age and Opportunity for Advancement - Crosstabulation**

**Crosstab**

			opportunity_for_advancement					
			1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree	Total
age	1 18 - 23 years	Count	0	0	1	2	0	3
		Expected Count	.2	.5	.6	.9	.8	3.0
	2 24 - 29 years	Count	3	7	12	9	9	40
		Expected Count	3.2	6.0	8.4	12.0	10.4	40.0
	3 30 - 35 years	Count	1	6	2	15	8	32
		Expected Count	2.6	4.8	6.7	9.6	8.3	32.0
	4 36 - 40 years	Count	3	1	2	4	7	17
		Expected Count	1.4	2.6	3.6	5.1	4.4	17.0
	5 > 41 years	Count	1	1	4	0	2	8
		Expected Count	.6	1.2	1.7	2.4	2.1	8.0
Total		Count	8	15	21	30	26	100
		Expected Count	8.0	15.0	21.0	30.0	26.0	100.0

Source: Field study, 2023

**Figure 4.12: Age and Opportunity for Advancement - Chi-Square Test Results**

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	24.504 <sup>a</sup>	16	.079
Likelihood Ratio	27.741	16	.034
Linear-by-Linear Association	.017	1	.896
N of Valid Cases	100		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .24.

Source: Field study, 2023

With a p-value of 0.034, another significant relationship was between age and whether employees felt there was adequate opportunity for them to move to a better job within the company (Figures 4.13). This was highest in those aged 30 – 35 (72%) and lowest among employees above 41 (25%) (Figure 4.13).

### 4.3.6.2. Gender

The gender of the employees and the years they worked at the company showed no significant association. Only 30% of the male employees felt satisfied with the amount of training offered for advancement compared to 50% of females. More males (55%) felt indifferent about their training for advancement compared to 23% of females (Figure 4.14).

**Figure 4.13: Gender and Satisfaction with Training - Crosstabulation**

		Crosstab					Total	
		satisfied_training_advancement						
		1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree		
gender	1 Male	Count	1	5	22	9	3	40
		Expected Count	2.8	6.0	14.4	11.2	5.6	40.0
	2 Female	Count	6	10	14	19	11	60
		Expected Count	4.2	9.0	21.6	16.8	8.4	60.0
Total		Count	7	15	36	28	14	100
		Expected Count	7.0	15.0	36.0	28.0	14.0	100.0

Source: Field study, 2023

**Figure 4.14: Gender and Satisfaction with Training – Chi-Square Test Results**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.624 <sup>a</sup>	4	.020
Likelihood Ratio	11.938	4	.018
Linear-by-Linear Association	.270	1	.603
N of Valid Cases	100		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 2.80.

Source: Field study, 2023

The p-value (asymptotic significance) of 0.018 (less than 0.05) in the Likelihood Ratio identified a significant association between gender and an employee feeling satisfied with the amount of training offered for advancement.

**Figure 4.15: Gender and Company Benefits - Crosstabulation**

		Crosstab						
		company_benefits_levels						
		1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree	Total	
gender	1 Male	Count	4	8	16	12	0	40
		Expected Count	2.8	6.8	15.2	11.6	3.6	40.0
	2 Female	Count	3	9	22	17	9	60
		Expected Count	4.2	10.2	22.8	17.4	5.4	60.0
Total		Count	7	17	38	29	9	100
		Expected Count	7.0	17.0	38.0	29.0	9.0	100.0

Source: Field study, 2023

**Figure 4.16: Gender and Company Benefits – Chi-Square Test Results**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.303 <sup>a</sup>	4	.121
Likelihood Ratio	10.469	4	.033
Linear-by-Linear Association	4.153	1	.042
N of Valid Cases	100		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 2.80.

Source: Field study, 2023

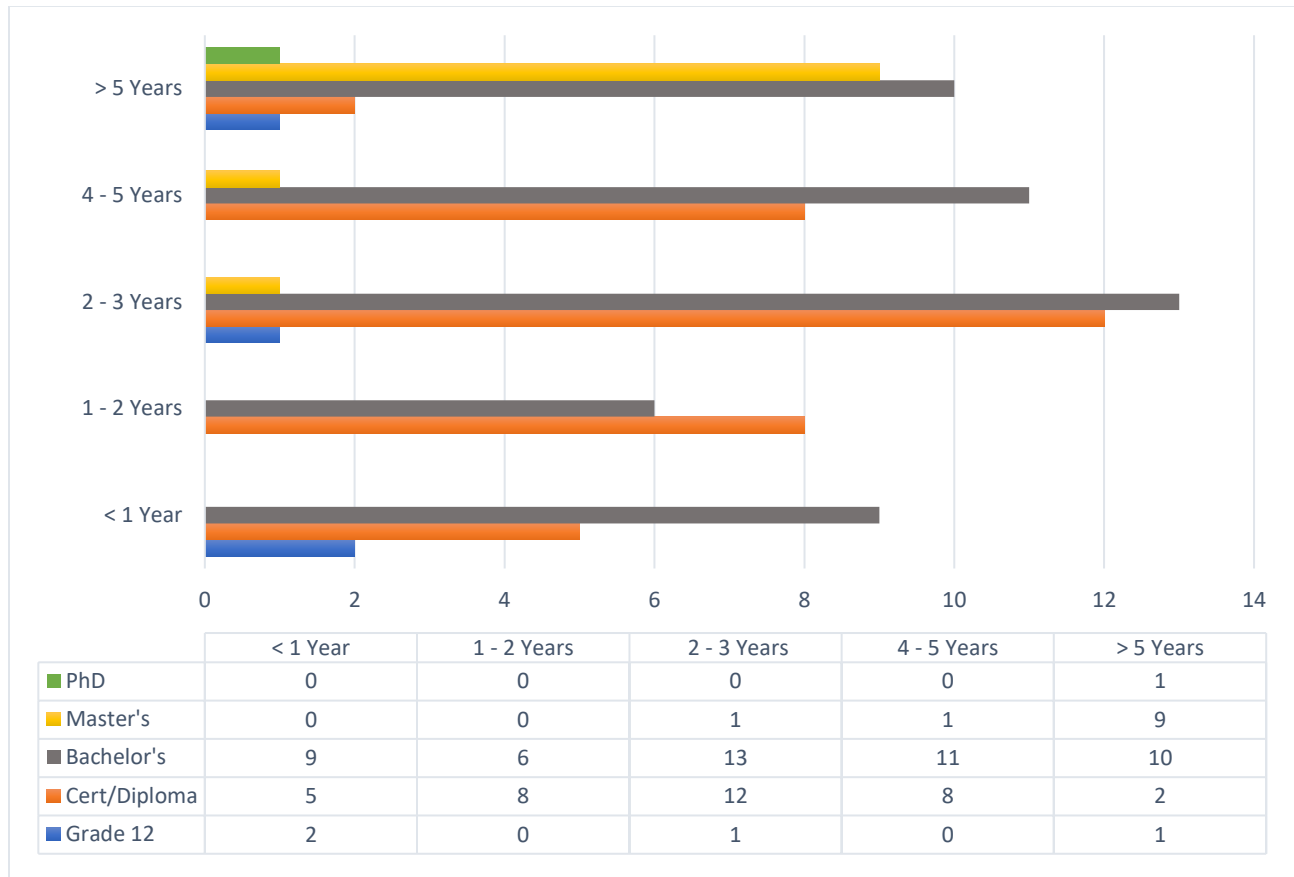
According to Figure 4.16, 43% of the female employees believed that their employee benefits compared well to other companies in their area, compared to only 30% of males. The difference pointed to an association between the perception of employee benefits and gender. This was proven to be true, as seen from the p-value (asymptotic significance) of 0.033.

#### 4.3.6.3. Highest Qualification

Academic qualification was determined to be significantly associated with the number of years the employees worked at the company. The employment period with the highest

number of employees was 2 – 3 years, with 27 employees out of 100. From this, 13 out of the 27 (48%) had a Bachelor's degree, and 12 (44%) had either a certificate or diploma. Only 1 out of all 100 employees had a PhD and had served for more than 5 years (Figure 4.18).

**Figure 4.17: Highest Qualification and Years Worked**



**Source:** Field study, 2023

All employees (11) with a Master's degree have been with the company for at least 2 years, with 9 having been with the company for more than 5 years. The number of employees staying at the company increases across the years of service for each qualification except for a Bachelor's degree and Grade 12, which showed a reduction in employees staying.

**Figure 4.18: Highest Qualification and Satisfaction with Training - Crosstabulation**

**Crosstab**

			years_worked					Total
			1 < 1 year	2 1 - 2 years	3 2 - 3 years	4 4 - 5 years	5 > 5 years	
highest_qualification	1 Grade 12	Count	2	0	1	0	1	4
		Expected Count	.6	.6	1.1	.8	.9	4.0
	2 Certificate/Diploma	Count	5	8	12	8	2	35
		Expected Count	5.6	4.9	9.5	7.0	8.0	35.0
	3 Bachelor's Degree	Count	9	6	13	11	10	49
		Expected Count	7.8	6.9	13.2	9.8	11.3	49.0
	4 Masters Degree	Count	0	0	1	1	9	11
		Expected Count	1.8	1.5	3.0	2.2	2.5	11.0
	5 PHD	Count	0	0	0	0	1	1
		Expected Count	.2	.1	.3	.2	.2	1.0
Total	Count	16	14	27	20	23	100	
	Expected Count	16.0	14.0	27.0	20.0	23.0	100.0	

**Source:** Field study, 2023

**Figure 4.19: Highest Qualification and Satisfaction with Training – Chi-Square Test Results**

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	37.395 <sup>a</sup>	16	.002
Likelihood Ratio	36.178	16	.003
Linear-by-Linear Association	14.203	1	.000
N of Valid Cases	100		

a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .14.

**Source:** Field study, 2023

The p-value of 0.003 showed the highest qualification of an employee to have a significant relationship with the employee being satisfied with the amount of training offered for advancement (Figures 4.19 and 4.20). Employees with certificates or diplomas and Bachelor's degrees were more in agreement than the others.

**Figure 4.20: Highest Qualification and Opportunity for Advancement - Crosstabulation**

**Crosstab**

			opportunity_for_advancement					Total
			1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree	
highest_qualification	1 Grade 12	Count	0	0	2	2	0	4
		Expected Count	.3	.6	.8	1.2	1.0	4.0
	2 Certificate/Diploma	Count	0	3	4	15	13	35
		Expected Count	2.8	5.3	7.4	10.5	9.1	35.0
	3 Bachelor's Degree	Count	6	9	12	12	10	49
		Expected Count	3.9	7.4	10.3	14.7	12.7	49.0
	4 Masters Degree	Count	2	2	3	1	3	11
		Expected Count	.9	1.7	2.3	3.3	2.9	11.0
	5 PHD	Count	0	1	0	0	0	1
		Expected Count	.1	.2	.2	.3	.3	1.0
	Total	Count	8	15	21	30	26	100
		Expected Count	8.0	15.0	21.0	30.0	26.0	100.0

Source: Field study, 2023

**Figure 4.21: Highest Qualification and Opportunity for Advancement – Chi-Square Test Results**

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	24.812 <sup>a</sup>	16	.073
Likelihood Ratio	27.306	16	.038
Linear-by-Linear Association	8.598	1	.003
N of Valid Cases	100		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .08.

Source: Field study, 2023

According to the p-value of 0.038, the feeling that there were adequate opportunities for employees to move to a better job within the company was significantly associated with an employee's highest qualification (Figures 4.21 and 4.22). Employees with certificates or diplomas and Bachelor's degrees were more in agreement than the others.

#### 4.2.6.4. Years Worked

Correlation results in section 4.2.2 showed that the years worked at the company positively correlated to an employee's age and highest qualification. In 4.2.3, the number of years worked at the company negatively correlated with employees being proud to work for their company and receiving timely communication.

Another association with the years worked at a company was satisfaction with the training provided for the current job (Figures 4.23 and 4.24). This was highest among employees who had spent 1 – 2 years at the company (92%) and those who had spent 4 – 5 years (70%).

**Figure 4.22: Years Worked and Satisfaction with Training - Crosstabulation**

**Crosstab**

			satisfied_training_current_job					
			1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree	Total
years_worked	1 < 1 year	Count	0	1	7	5	3	16
		Expected Count	1.0	1.1	4.8	6.4	2.7	16.0
	2 1 - 2 years	Count	0	0	1	11	2	14
		Expected Count	.8	1.0	4.2	5.6	2.4	14.0
	3 2 - 3 years	Count	4	1	9	5	8	27
		Expected Count	1.6	1.9	8.1	10.8	4.6	27.0
	4 4 - 5 years	Count	1	1	4	11	3	20
		Expected Count	1.2	1.4	6.0	8.0	3.4	20.0
	5 > 5 years	Count	1	4	9	8	1	23
		Expected Count	1.4	1.6	6.9	9.2	3.9	23.0
Total		Count	6	7	30	40	17	100
		Expected Count	6.0	7.0	30.0	40.0	17.0	100.0

**Source:** Field study, 2023

**Figure 4.23: Years Worked and Satisfaction with Training – Chi-Square Test Results**

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	30.106 <sup>a</sup>	16	.017
Likelihood Ratio	31.933	16	.010
Linear-by-Linear Association	2.819	1	.093
N of Valid Cases	100		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .84.

**Source:** Field study, 2023

The p-value of 0.010 shows that the Chi-Square Likelihood Ratio of 31.933 was significant. This means that the years worked at a company were significantly associated with the employees' satisfaction with the training provided for their current job.

### 4.3 Qualitative (Thematic) Analysis

The qualitative questions were as follows:

1. Please describe any specific factors contributing to employee turnover in telecommunications services.
2. Can you provide examples of policies or initiatives your telecommunications company has implemented to address employee turnover and enhance retention?
3. In your experience, have you observed any notable differences in turnover rates among different demographic groups? If yes, please provide some insights or examples.
4. What other strategies or measures should telecommunications service companies consider for improving employee retention and reducing turnover rates?

#### 4.3.1. Primary Causes Of Staff Turnover at Airtel Networks Zambia

Employees cited low salaries, heavy workloads, and inadequate job security as primary reasons for turnover. Poor working conditions and a lack of effective leadership and mentorship were believed to contribute significantly to staff dissatisfaction.



#### **4.3.1.1. Salary and Compensation**

Employees consistently highlighted the significance of salary and compensation in influencing staff turnover. Inadequate remuneration and unequal pay emerged as common factors, with employees expressing dissatisfaction with low salaries, a lack of financial incentives, and not getting paid the same for the same job.

*"Low salaries and change of responsibilities of employees" (F4, 2 – 3 years)*

*"Unequal pay between people of the same position" (F13, 2 – 3 years)*

*"Poor conditions of service like remuneration" (M64, > 5 years)*

#### **4.3.1.2. Workload and Work Pressure**

Work-related stressors, such as high work pressure and challenging working environments, significantly contributed to employee dissatisfaction. Participants highlighted the adverse effects of excessive workloads, limited growth opportunities, and insufficient payments on job satisfaction.

*"Work pressure" (M7, 4 – 5 years)*

*"Challenging working environments such as too much work to do, scarcity of opportunities to grow, and fewer payments" (F11, 1 – 2 years)*

*"Little salaries but too much workload and poor conditions of service" (F56, 2 – 3 years)*

#### **4.3.1.3. Lack of Job Security**

Employees at Airtel Networks Zambia expressed concerns about job security, identifying it as a critical factor influencing employee turnover. The absence of a secure work environment and the perception that any mistake could lead to termination were noted as significant stressors. Participants emphasised the need for improved conditions of service, particularly in terms of remuneration, to enhance job security and overall satisfaction.

*"Lack of job security" (M24, 2 – 3 years)*

*"There is no job security; once any mistake, you are fired." (M57, 4 – 5 years)*

#### **4.3.1.4. Poor Working Conditions**

Employees cited poor working conditions as a critical factor contributing to turnover at Airtel Networks Zambia. Issues such as the absence of work-life balance, bad communication practices, and overall subpar working environments were highlighted. Participants stressed the importance of addressing these conditions to improve job satisfaction and retention.

*"Poor working conditions and no work/life balance" (F5, 2 – 3 years)*

*"Bad communication and poor working conditions" (F60, 2 – 3 years)*

*"No work-life balance" (F15, 4 – 5 years)*

*"Working hours, no proper off days" (F27, 1 – 2 years)*

#### **4.3.1.5. Leadership and Mentorship**

The role of leadership and mentorship emerged as a crucial aspect affecting employee satisfaction and retention. Participants expressed dissatisfaction with a lack of proper leadership and mentorship, emphasising the need for more engagement, incentives, and in-house recruiting. Creating a positive work environment with adequate reward systems was essential for employee well-being.

*"Lack of proper leadership and mentorship" (F1, > 5 years)*

*"Less engagement with employees, incentives, in-house recruiting" (M12, 4 – 5 years)*

#### **4.3.2. Impact of Company Policies and Employee Turnover and Performance**

Effective policies, such as clear career development pathways, employee recognition programs and work hours, can positively influence staff retention. Work hours, work-life balance policies and salary increment initiatives are identified as essential for reducing turnover and enhancing performance.

*"By allowing employees to rest on weekends and public holidays, i.e., they can reduce the work hours on Saturdays and cancel working on public holidays to encourage people to spend more time with family and friends" (F1, 4 – 5 years)*

*"Service staff work Monday to Saturday plus holidays" (F13, 2 – 3 years)*

*"Poor work environment, lack of proper reward system" (F6, 2 – 3 years)*

### **4.3.3. Differences in Turnover Rates Among Different Demographics**

#### **4.3.3.1. Gender Disparities**

Employees acknowledged the existence of gender disparities, with some perceiving advantages for females within the organisation. The sentiment suggests addressing gender-related issues to create a more equitable work environment.

*"Yes, females have more advantages than males" (M12, 4 – 5 years)*

#### **4.3.3.2. Location**

Employees felt that regional variations, such as rural hardships, impact turnover rates. Calling for tailored approaches to employee retention strategies.

*"The incentive that comes after meeting the target can help increase retention, though not properly implemented as there is a disparity between those working in the rural and urban areas." (F13, 2 – 3 years)*

*"Rural area employees should be at least get rural hardship." (M29, > 5 years)*

#### **4.3.4. Strategies to Improve Employee Retention**

Employees emphasised the need for increased pay, better work conditions, improved work hours, work-life balance and enhanced career development opportunities to address the challenges associated with employee turnover.

*"Increased pay, better work environment, better pay, as well as career development or more opportunities within the organisation" (M8, <1 year)*

*"Improve on salaries incentives, especially for those in customer-centric roles" (F34, 1 – 2 years)*

*"Telecommunications service companies should consider looking into their working hours, offering competitive salaries and benefits, encouraging an open communication culture and mostly understanding why employees leave or stay" (F55, 1 – 2 years)*

*"Introduction of incentives, improve conditions of service" (F56, 2 – 3 years)*

*"They introduced SIP and incentive to encourage better performance with monetary reward." (F1, > 5 years)*

#### **4.4 Conclusion**

The quantitative analysis of Airtel Networks Zambia's employee demographics revealed a balanced gender distribution, with the majority aged between 24 and 35 holding Bachelor's degrees. Positive correlations were found between years worked, age, and highest qualification. Notably, 78% of employees attributed turnover to inadequate compensation, a preference for increased salaries (44%), and improved work-life balance (49%). Consistent with the qualitative analysis, the thematic analysis uncovered vital factors contributing to turnover, such as salary and compensation, workload and work pressure, lack of job security, poor working conditions, and leadership and mentorship.

The qualitative insights emphasised the significance of fair compensation, manageable workloads, job security, conducive working conditions, and effective leadership in enhancing employee retention. The next chapter will delve into the significance of these findings, offering a deeper exploration of their implications for telecommunication companies and potential strategies to address identified challenges.

#### **4.5 Chapter Summary**

Chapter four presents the detailed presentation and analysis of results obtained from both quantitative and qualitative data collected in the survey. Quantitative analysis examined demographic characteristics, correlations between variables, primary causes of staff turnover, and differences in turnover rates among demographic groups. Qualitative analysis identified themes related to turnover causes, impact of company policies, and strategies for improving retention. Findings indicated a significant association between turnover and factors such as inadequate compensation, heavy workloads, job insecurity, poor working conditions, and lack of effective leadership. Participants emphasized the importance of fair compensation, manageable workloads, job security, conducive working conditions, and effective leadership in enhancing employee retention.

## CHAPTER FIVE: DISCUSSION OF FINDINGS

### 5.0 Introduction

The purpose of this chapter is to provide a comprehensive analysis of the quantitative and qualitative findings, which can enhance the existing knowledge in the telecommunications and human resources field. Additionally, this chapter expands on the primary research questions and discoveries from chapter four.

### 5.1 Discussion of findings

#### 5.1.1 What factors contribute to high employee turnover at Airtel Networks Zambia?

Quantitative findings indicated that inadequate compensation was perceived by 78% of employees as a significant contributor to high employee turnover. This aligns with existing literature highlighting the pivotal role of fair and competitive compensation in retaining employees (Milkovich and Newman, 2021). The qualitative analysis further underscored the importance of salary and compensation, with employees expressing dissatisfaction with low salaries, unequal pay, and a lack of financial incentives. Such findings resonate with Herzberg's Two-Factor Theory, emphasising the role of motivators (such as salary) and hygiene factors (such as compensation fairness) in employee satisfaction (Herzberg *et al.*, 1959).

Moreover, the qualitative analysis unveiled additional factors contributing to turnover, such as heavy workloads, inadequate job security, poor working conditions, and ineffective leadership. Although not as prominently highlighted in the quantitative responses, these factors align with the broader literature on organisational behaviour and employee retention (Mowday *et al.*, 1982; Mobley, 1982).

The interconnectedness of these factors suggests an aggregated influence on employee satisfaction and retention. For instance, dissatisfaction with compensation may worsen the impact of heavy workloads and poor working conditions, creating a collective effect on employees' overall job satisfaction.

The non-empirical study by Abdi and Baraka (2017) discussed in Chapter 2 found inadequate pay and benefits significant contributors to turnover. Also discussed in Chapter 2, the empirical study by Singh and Kumar (2018) discovered an inverse relationship

between work satisfaction and employee retention. Both these studies align with the quantitative results of this study, where 78% of participants identified inadequate compensation as a critical factor in high employee turnover.

The qualitative analysis further reinforces the importance of salary and compensation, with employees expressing discontent over low salaries, unequal pay, and a lack of financial incentives. This validates the insights from Milkovich and Newman (2021), who underscored fair and competitive compensation as crucial for retaining employees. Additionally, Herzberg's Two-Factor Theory, which emphasises motivators like salary and hygiene factors such as compensation fairness, aligns with our findings on the pivotal role of compensation in employee satisfaction (Herzberg et al., 1959).

Beyond compensation, the qualitative analysis uncovered additional factors contributing to turnover, including heavy workloads, poor work-life balance, inadequate job security, poor working conditions, and ineffective leadership. These factors echo the findings of Mehra & Ranganathan (2020) from the non-empirical review in Chapter 2, where unhappy employees were also dissatisfied with their workload and work-life balance. Although these factors were not as prominently highlighted in the quantitative responses, they align with the broader literature on organisational behaviour and employee retention, as noted by Mowday et al. (1982) and Mobley (1982).

The interconnected nature of these factors suggests a cumulative impact on employee satisfaction and retention. For instance, dissatisfaction with compensation may exacerbate the effects of heavy workloads and poor working conditions, creating a synergistic effect on overall job satisfaction among employees. Understanding these complex interactions is crucial for developing targeted retention strategies that address multiple facets of the work environment.

### **5.1.2 What factors contribute to the reduction of staff turnover at Airtel Networks Zambia?**

The quantitative analysis examined the impact of company policies and other factors on employee turnover and performance. The Likert scale responses provided insights into employees' perceptions regarding organisational pride, training satisfaction, managerial competence, communication effectiveness, and overall job satisfaction. The findings

revealed a subtle but complex relationship between these policy-related factors and turnover.

For instance, employees expressed moderate pride in working for the company, with a mean score of 3.69 (slightly skewing to agreement). This positive sentiment, coupled with minimal satisfaction in training for current jobs (mean score of 3.55), suggests that certain aspects of company policies contribute to a positive work environment but must be improved. However, the analysis also identified areas of concern, such as neutral perceptions regarding communication timeliness and dissatisfaction with specific managerial competencies. Employees emphasised the need for clear career development pathways, effective communication, and improved work conditions.

The findings of the study align with the literature, particularly the insights provided by Taylor (2016), Ampomah & Cudjor (2015), and Buzeti et al. (2016) regarding the impact of company policies on employee turnover and performance. The study's quantitative analysis focused on organisational pride, training satisfaction, managerial competence, communication effectiveness, and overall job satisfaction. This shed light on the complex relationship between these policy-related factors and turnover.

Firstly, the study supports Taylor's (2016) non-empirical claim that well-designed company policies, which promote a positive work environment and growth opportunities, can reduce turnover. Employees' moderate pride in working for the company aligns with the idea that a positive work culture, shaped by company policies, can foster employee satisfaction. This positive sentiment is reflected in the mean score of 3.69, slightly skewing towards agreement.

Secondly, the findings, similar to the perspective presented by Ampomah & Cudjor (2015) in Chapter Two, emphasise the importance of training in company policies. The study indicates that while there is a positive feeling towards working for the company, employees expressed minimal satisfaction in training for their current jobs, as evidenced by the mean score of 3.55. This suggests that there is room for improvement in the training aspects of company policies to enhance employee satisfaction and potentially reduce turnover.

However, the study also uncovers areas of concern, resonating with the notion introduced by Buzeti et al. (2016) that poorly formulated or restrictive policies may contribute to

dissatisfaction. Neutral perceptions regarding communication timeliness and dissatisfaction with specific managerial competencies highlight areas where the company policies may fall short. This aligns with other researchers' (Iqbal, 2010; Duda and Žůrková, 2013; Al-Suraihi *et al.*, 2021) emphasis on effective communication, fair treatment, and transparent career development pathways in shaping a positive work environment.

### **5.1.3 What are the differences in turnover rates among various categories of employees at Airtel Networks?**

The analysis explored differences in turnover rates among various demographics, including age, gender, highest qualification, and years worked at the company. Significant associations were identified, particularly in the relationships between age and liking one's job, age and perceptions of inadequate compensation, gender and satisfaction with training, highest qualification and satisfaction with training and opportunities for career advancement.

These findings align with existing literature on demographic influences on turnover (Hom *et al.*, 2013; Griffeth *et al.*, 2013). For instance, the significant association between age and job satisfaction resonates with studies emphasising employees' changing needs and preferences at different life stages (Ng and Feldman, 2013).

Younger employees may prioritise career development and opportunities for advancement, while older employees may emphasise job security and work-life balance. From 18 to 23, employees learn about themselves and their work. Between 24 and 29, they become more open-minded, wanting to be fulfilled and earn more money. When they get to 30 – 35, they have built enough work experience to feel confident enough to switch jobs even within the company. Above 36, they see fewer opportunities for advancement, and liking their job or being proud of their work is almost as important as how much they earn.

The disparity in turnover in the financial desires of employees. Female employees (43%) believed their employee benefits compared well to other companies in the employee's area, while only (30%) of the males believed so. Both percentages are low, further echoing the association between inadequate compensation and employee turnover. The higher satisfaction in females could be because males have, on average, more financial responsibilities and tend to require more money.



Understanding these dynamics is essential for tailoring targeted retention strategies that address diverse employee groups' unique needs and preferences.

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Understanding these dynamics is essential for tailoring targeted retention strategies that address diverse employee groups' unique needs and preferences.

## **5.2 Integration of Quantitative and Qualitative Findings**

Integrating quantitative and qualitative findings is crucial for a holistic understanding of employee turnover at Airtel Networks Zambia. The quantitative results provide a broad overview and statistical insights, while the qualitative findings offer depth, context, and employee perspectives. Combining these perspectives enhances the richness and validity of the study (Creswell & Creswell, 2017).

For example, the quantitative analysis identified a significant positive correlation between the number of years worked and age, suggesting a natural progression in employees' career trajectories. The qualitative findings, however, revealed nuances within this relationship, such as age-related differences in job satisfaction and perceptions of job opportunities. Integrating these insights will contribute to a more nuanced and actionable understanding of employee turnover.

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## **5.3 Chapter Summary**

This chapter provided a comprehensive interpretation of the findings, connecting them to the research questions and existing literature and offering new insights into the complex dynamics of employee turnover in the telecommunications industry.

According to the results, telecommunication companies may benefit from investing in leadership development programs, fostering a positive and supportive work culture, and providing mentorship opportunities for employees at all levels. Adequate compensation

and a positive work-life balance contributed to employee retention. These initiatives could contribute to a more engaged and satisfied workforce, reducing turnover.

## CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

### 6.0 Introduction

This chapter highlights the central themes identified and proposes innovative recommendations to foster a workplace environment that nurtures employee satisfaction, engagement, and long-term commitment. Incorporating creative strategies and evidence-based understandings seeks to contribute to the ongoing research on effective employee retention in the telecommunication and telecommunications industries.

### 6.1 Conclusions

The comprehensive exploration of employee turnover at Airtel Networks Zambia has provided valuable insights into the factors influencing this problem. The combination of quantitative and qualitative analyses has shed light on the complicated nature of employee turnover, revealing interconnected themes that contribute to employee job dissatisfaction and departure.

#### 6.1.1 Factors contributing to high employee turnover at Airtel Networks Zambia

One of the central themes that emerged is the perception of inadequate compensation as a significant driver of employee turnover. The quantitative data highlighted that 78% of employees identified this factor as a significant contributor. The qualitative analysis further clarified the reasons behind this perception, such as unequal pay, insufficient financial incentives, and the impact of low salaries on employee satisfaction.

The discussion in Chapter Five delved into the interconnected nature of factors contributing to turnover, including heavy workloads, inadequate job security, poor working conditions, and ineffective leadership. The qualitative findings emphasised the intricate relationships among these elements and how they collectively influence employee satisfaction and retention.

#### 6.1.2 Factors contributing to the reduction of staff turnover at Airtel Networks Zambia

Effective leadership and mentorship emerged as critical aspects that can mitigate turnover. The qualitative insights underscored the significance of proper leadership and mentorship in fostering employee satisfaction and engagement. Investing in leadership development

programs, promoting a positive work culture, and providing mentorship opportunities were identified as potential strategies to address this.

### **6.1.3 Differences in turnover rates among various categories of employees at Airtel Networks**

Age emerged as a key determinant of turnover, with distinct patterns observed across different life stages. Younger employees exhibited a strong inclination towards career development and advancement opportunities, while older employees placed greater importance on factors such as job security and work-life balance. This finding underscores the evolving needs and preferences of employees as they progress through their careers, aligning with existing literature on demographic influences on turnover.

Furthermore, gender disparities were evident in various aspects of job satisfaction and perceptions of compensation adequacy. Female employees expressed higher satisfaction with training opportunities, while male employees exhibited a greater dissatisfaction with their compensation compared to their female counterparts. This divergence in satisfaction levels may be attributed to differing financial responsibilities and expectations between genders, emphasizing the role of compensation in influencing turnover.

## **6.2 Recommendations**

Building upon the conclusions drawn from the study, the following recommendations are proposed to enhance employee retention at Airtel Networks Zambia:

1. Conduct a comprehensive review of the compensation structure to ensure it aligns with industry standards and reflects employees' contributions. Consider implementing performance-based incentives and recognition programs to reward high-performing employees.
2. Address factors contributing to poor working conditions, such as work-life balance and communication practices. Initiatives such as flexible working hours, improved communication channels, and employee well-being programs can create a more positive work environment.
3. Invest in leadership development programs to enhance managerial competence and effectiveness. Provide mentorship and employee engagement opportunities to foster a positive and supportive leadership culture.

4. Recognise the diversity in employee preferences and needs based on demographic factors. Develop tailored retention strategies that consider the varying priorities of different age groups, genders, and educational backgrounds.
5. Establish regular mechanisms for collecting employee feedback to gauge satisfaction levels and identify emerging issues. This could include regular surveys, focus group discussions, and one-on-one feedback sessions.
6. Highlight and promote existing career development opportunities within the organisation. Ensure that employees are aware of pathways for advancement and provide support for skill development and training.

Employee retention innovation can be achieved by introducing personalised benefits packages, where employees can choose benefits that align with their needs. This approach recognises the workforce's diverse needs and allows for a more customised and appealing employment proposition.

Moreover, establishing a mentorship program connecting experienced employees with newer ones can foster community and support. This can contribute not only to professional development but also to a positive workplace culture.

#### **6.4 Limitations of the Study**

Throughout this study, several obstacles were encountered that impeded its smooth execution. The most significant limitation was the lack of both resources and time. Firstly, the financial challenge was significant since the researcher was a privately sponsored student. This challenge significantly limited access to crucial resources that would have otherwise facilitated the execution of the study. Secondly, the limited time frame for writing the dissertation, visiting various literature sources, and collecting information was affected by other research operations that required the researcher's attention.

Additionally, the availability of empirical literature on the Causes of Employee Turnover in the Telecommunications Service Industry analysis in Zambia proved challenging. This was attributed to the minimal research conducted in this area, which made it difficult to obtain the necessary data and information. Despite these challenges, the study was carried out to the best of the researcher's ability, and the findings presented are consistent with the available data.

## 6.5 Suggested Areas for Future Research

Based on the findings, conclusions and recommendations provided in the study on employee turnover at Airtel Networks Zambia, the study suggests the following areas for future research:

1. *Impact of Compensation Structure on Employee Retention:* Future studies should explore the relationship between the compensation structure (if implemented based on the study's recommendation) and its impact on employee retention. This should investigate whether aligning compensation with industry standards and incorporating performance-based incentives leads to a measurable decrease in turnover rates. The research could involve longitudinal studies to track retention trends after compensation improvements.
2. *Effectiveness of Tailored Retention Strategies:* Further research should investigate the efficacy of personalised retention strategies based on demographic factors such as age, gender, and educational background. This should assess whether personalised approaches to address different employee groups' unique needs and preferences contribute to higher satisfaction and employee retention rates. This could involve implementing and evaluating specific strategies for different demographic segments within the organisation.
3. *Long-term Outcomes of Leadership Development Initiatives:* Conducting a longitudinal study to evaluate the long-term impact of leadership development programs on managerial competence, employee engagement, and overall retention would be beneficial. This could be achieved by tracking the progress of individuals who undergo leadership training and mentorship and assessing whether the investment in leadership development results in sustained positive organisational outcomes over an extended period.
4. *Technological Interventions for Continuous Employee Feedback:* Further research should study the impact of leveraging technology for establishing and enhancing continuous employee feedback mechanisms. This could be achieved by exploring the effectiveness of digital tools, such as real-time surveys, feedback apps, and automated data analytics, in capturing employee sentiments and satisfaction levels

and identifying emerging issues. Assessing how these technological interventions contribute to a more responsive and adaptive organisational environment could improve employee engagement and retention.

These suggested areas for future research aim to deepen the understanding of the proposed recommendations and explore their effectiveness over time. Additionally, they can contribute valuable insights to the broader research on employee retention in the telecommunications and telecommunications industries, providing a basis for evidence-based practices in fostering a positive and sustainable workplace environment.

## **6.6 Chapter Summary**

Chapter Six of the study provides a detailed conclusion and recommendations based on the comprehensive exploration of employee turnover at Airtel Networks Zambia. The chapter identifies inadequate compensation, heavy workloads, poor working conditions, and ineffective leadership as significant contributors to high employee turnover. It also highlights the role of effective leadership and mentorship in reducing staff turnover. The chapter further discusses the differences in turnover rates among various categories of employees, noting the influence of age and gender on job satisfaction and perceptions of compensation adequacy. Based on these findings, the chapter recommends a review of the compensation structure and initiatives to improve working conditions to enhance employee retention.



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## Appendices

### Appendix A: Questionnaire

This questionnaire aims to gather information about employee turnover and retention in the telecommunications services sector. Your responses will contribute to a better understanding of the causes of turnover and the strategies telecom service providers employ to enhance employee retention and Organisational performance. The information you provide will be treated with the utmost confidentiality and used only for academic purposes.

Thank you for participating in this research study.

Instructions:

Please read each question carefully and choose the most appropriate response. For closed-ended questions, select the answer that best represents your opinion or experience. Provide detailed and specific responses for open-ended questions based on your knowledge and observations. Your answers will remain anonymous and confidential.

1. How long have you worked for Airtel Zambia?

*Mark only one oval.*

< 1 years

1 - 2 years

2 - 3 years

4 - 5 years

> 5 years



2. What is your gender?

*Mark only one oval.*

Male

Female

3. How old are you?

*Mark only one oval.*

18 - 23 years

24 - 29 years

30 - 35 years

36 - 40 years

> 41 years

4. What is your highest qualification?

*Mark only one oval.*

Grade 12

Certificate Diploma

Bachelor's Degree

Master's Degree

PHD

5. Does your company regularly measure employee satisfaction and engagement levels?

*Mark only one oval.*

- Yes  
 No  
 Not sure

6. Do you believe inadequate compensation significantly contributes to employee turnover in the telecommunications industry?

*Mark only one oval.*

- Yes  
 No  
 Not sure

7. What would make you stay for a more extended period?

*Mark only one oval.*

- Increased salary  
 Policies  
 Improved work-life balance  
 Training  
 Other

8. Has your organisation implemented specific programs or initiatives to address employee turnover in your telecommunications company?

*Mark only one oval.*

- Yes  
 No  
 Not sure

9. I am proud to work for our company.

*Mark only one oval.*

- Strongly agree  
 Agree  
 Neither agree nor disagree  
 Disagree  
 Strongly disagree

10. I am satisfied with the training provided for the current job.

*Mark only one oval.*

- Strongly agree  
 Agree  
 Neither agree nor disagree  
 Disagree  
 Strongly disagree

11. I am satisfied with the amount of training offered for advancement.

*Mark only one oval.*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

12. Our company is concerned with the long-term welfare of the employees.

*Mark only one oval.*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

13. I feel secure that I can work for the company as long as I do a good job.

*Mark only one oval.*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

14. I feel I can voice my opinion without fear.

*Mark only one oval.*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

15. My immediate superior is technically incompetent.

*Mark only one oval.*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

16. My immediate superior is competent in human relations.

*Mark only one oval.*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

17. My immediate superior deals with employees' problems fairly.

*Mark only one oval.*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

18. The company's employee policies are administered the same way in all departments laterally.

*Mark only one oval.*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

19. I like my job, i.e. the work that I do.

*Mark only one oval.*

- Strongly agree
- Agree
-

Neither agree nor disagree

Disagree

Strongly disagree

20. The communication I receive from the company is timely.

*Mark only one oval.*

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

21. Our company maintains salary levels that compare well to other companies in this area.

*Mark only one oval.*

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

22. Our company maintains benefits that compare well to other companies in this area.

*Mark only one oval.*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

23. Company employee policies are properly and equally administered in my department.

*Mark only one oval.*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

24. I feel there is an adequate opportunity to move to a better job within the company.

*Mark only one oval.*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree



25. Please describe any specific factors contributing to employee turnover in the telecommunications services.

---

26. Can you provide examples of policies or initiatives your telecommunications company has implemented to address employee turnover and enhance retention?

---

27. In your experience, have you observed any notable differences in turnover rates among different demographic groups? If yes, please provide some insights or examples.

---

---

28. What other strategies or measures should telecommunications service companies consider to improve employee retention and reduce turnover rates?

## Appendix B: Data Analysis

### B.1: Glossary of Variables

Variable_Name	Question
years_worked	How long have you worked
gender	What is your gender?
age	How old are you
highest_qualification	What is your highest qualification?
measure_satisfaction	Does your company regularly measure employee satisfaction and engagement levels?
compensation_impact	Do you believe inadequate compensation significantly contributes to employee turnover in the telecommunications industry?
stay_factors	What would make you stay for a more extended period?
implemented_programs	Has your organisation implemented specific programs or initiatives to address employee turnover in your telecommunications company?
proud_to_work	I am proud to work for our company.
satisfied_training_current_job	I am satisfied with the training provided for my current job.
satisfied_training_advancement	I am satisfied with the amount of training offered for advancement.
company_concerned_long_term	Our company is concerned with the long-term welfare of the employees.
secure_job	I feel secure that I can work for the company as long as I do a good job.
voice_opinion	I feel I can voice my opinion without fear.
superior technically_incompetent	My immediate superior is technically incompetent.
superior_competent_human_relations	My immediate superior is competent in human relations.
policies_administered_equally	The company's employee policies are administered the same in all departments laterally.
like_job	I like my job, i.e. the work I do.
superior_fair_employee_problems	My immediate superior deals with employees' problems fairly.
timely_communication	The communication I receive from the company is timely.
company_salary_levels	Our company maintains salary levels that compare well to other companies in this area.
company_benefits_levels	Our company maintains benefits that compare well to other companies in this area.
policies_administered_department	Company employee policies are properly and equally administered in my department.
opportunity_for_advancement	I feel there is an adequate opportunity to move to a better job within the company.





## B.5: Age Chi-Square

age \* years\_worked

**Crosstab**

			years_worked					
			1 < 1 year	2 1 - 2 years	3 2 - 3 years	4 4 - 5 years	5 > 5 years	Total
age	1 18 - 23 years	Count	3	0	0	0	0	3
		Expected Count	.5	.4	.8	.6	.7	3.0
	2 24 - 29 years	Count	8	10	9	7	6	40
		Expected Count	6.4	5.6	10.8	8.0	9.2	40.0
	3 30 - 35 years	Count	1	3	14	10	4	32
		Expected Count	5.1	4.5	8.6	6.4	7.4	32.0
	4 36 - 40 years	Count	4	1	4	3	5	17
		Expected Count	2.7	2.4	4.6	3.4	3.9	17.0
	5 > 41 years	Count	0	0	0	0	8	8
		Expected Count	1.3	1.1	2.2	1.6	1.8	8.0
Total		Count	16	14	27	20	23	100
		Expected Count	16.0	14.0	27.0	20.0	23.0	100.0

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	60.445 <sup>a</sup>	16	.000
Likelihood Ratio	53.244	16	.000
Linear-by-Linear Association	17.782	1	.000
N of Valid Cases	100		

a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .42.

age \* compensation\_impact compensation

### Crosstab

		compensation_impact compensation			Total	
		1 Yes	2 No	3 Not sure		
age	1 18 - 23 years	Count	2	0	1	3
		Expected Count	2.3	.3	.3	3.0
	2 24 - 29 years	Count	32	4	4	40
		Expected Count	31.2	4.4	4.4	40.0
	3 30 - 35 years	Count	26	6	0	32
		Expected Count	25.0	3.5	3.5	32.0
	4 36 - 40 years	Count	13	1	3	17
		Expected Count	13.3	1.9	1.9	17.0
	5 > 41 years	Count	5	0	3	8
		Expected Count	6.2	.9	.9	8.0
Total		Count	78	11	11	100
		Expected Count	78.0	11.0	11.0	100.0

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.470 <sup>a</sup>	8	.070
Likelihood Ratio	16.420	8	.037
Linear-by-Linear Association	1.201	1	.273
N of Valid Cases	100		

a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .33.

**age \* like\_job**

**Crosstab**

			like_job					
			1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree	Total
age	1 18 - 23 years	Count	0	0	1	2	0	3
		Expected Count	.2	.2	.8	1.2	.7	3.0
	2 24 - 29 years	Count	3	0	12	19	6	40
		Expected Count	2.0	2.0	10.0	16.4	9.6	40.0
	3 30 - 35 years	Count	0	4	7	15	6	32
		Expected Count	1.6	1.6	8.0	13.1	7.7	32.0
	4 36 - 40 years	Count	1	1	3	5	7	17
		Expected Count	.9	.9	4.3	7.0	4.1	17.0
	5 > 41 years	Count	1	0	2	0	5	8
		Expected Count	.4	.4	2.0	3.3	1.9	8.0
Total		Count	5	5	25	41	24	100
		Expected Count	5.0	5.0	25.0	41.0	24.0	100.0

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	24.797 <sup>a</sup>	16	.073
Likelihood Ratio	29.996	16	.018
Linear-by-Linear Association	1.480	1	.224
N of Valid Cases	100		

a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .15.

**age \* opportunity\_for\_advancement**

**Crosstab**

		opportunity_for_advancement						
		1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree	Total	
age	1 18 - 23 years	Count	0	0	1	2	0	3
		Expected Count	.2	.5	.6	.9	.8	3.0
	2 24 - 29 years	Count	3	7	12	9	9	40
		Expected Count	3.2	6.0	8.4	12.0	10.4	40.0
	3 30 - 35 years	Count	1	6	2	15	8	32
		Expected Count	2.6	4.8	6.7	9.6	8.3	32.0
	4 36 - 40 years	Count	3	1	2	4	7	17
		Expected Count	1.4	2.6	3.6	5.1	4.4	17.0
	5 > 41 years	Count	1	1	4	0	2	8
		Expected Count	.6	1.2	1.7	2.4	2.1	8.0
Total		Count	8	15	21	30	26	100
		Expected Count	8.0	15.0	21.0	30.0	26.0	100.0

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	24.504 <sup>a</sup>	16	.079
Likelihood Ratio	27.741	16	.034
Linear-by-Linear Association	.017	1	.896
N of Valid Cases	100		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .24.

**B.6: Gender Chi-Square**

**gender \* satisfied\_training\_advancement**



**Crosstab**

		satisfied_training_advancement					Total	
		1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree		
gender	1 Male	Count	1	5	22	9	3	40
		Expected Count	2.8	6.0	14.4	11.2	5.6	40.0
	2 Female	Count	6	10	14	19	11	60
		Expected Count	4.2	9.0	21.6	16.8	8.4	60.0
Total		Count	7	15	36	28	14	100
		Expected Count	7.0	15.0	36.0	28.0	14.0	100.0

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.624 <sup>a</sup>	4	.020
Likelihood Ratio	11.938	4	.018
Linear-by-Linear Association	.270	1	.603
N of Valid Cases	100		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 2.80.

**gender \* company\_benefits\_levels**

**Crosstab**

		company_benefits_levels					Total	
		1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree		
gender	1 Male	Count	4	8	16	12	0	40
		Expected Count	2.8	6.8	15.2	11.6	3.6	40.0
	2 Female	Count	3	9	22	17	9	60
		Expected Count	4.2	10.2	22.8	17.4	5.4	60.0
Total		Count	7	17	38	29	9	100
		Expected Count	7.0	17.0	38.0	29.0	9.0	100.0

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.303 <sup>a</sup>	4	.121
Likelihood Ratio	10.469	4	.033
Linear-by-Linear Association	4.153	1	.042
N of Valid Cases	100		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 2.80.

### B.7: Highest Qualification Chi-Square

highest\_qualification \* years\_worked

#### Crosstab

		years_worked					Total	
		1 < 1 year	2 1 - 2 years	3 2 - 3 years	4 4 - 5 years	5 > 5 years		
highest_qualification	1 Grade 12	Count	2	0	1	0	1	4
		Expected Count	.6	.6	1.1	.8	.9	4.0
	2 Certificate/Diploma	Count	5	8	12	8	2	35
		Expected Count	5.6	4.9	9.5	7.0	8.0	35.0
	3 Bachelor's Degree	Count	9	6	13	11	10	49
		Expected Count	7.8	6.9	13.2	9.8	11.3	49.0
	4 Masters Degree	Count	0	0	1	1	9	11
		Expected Count	1.8	1.5	3.0	2.2	2.5	11.0
	5 PHD	Count	0	0	0	0	1	1
		Expected Count	.2	.1	.3	.2	.2	1.0
Total	Count	16	14	27	20	23	100	
	Expected Count	16.0	14.0	27.0	20.0	23.0	100.0	

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	37.395 <sup>a</sup>	16	.002
Likelihood Ratio	36.178	16	.003
Linear-by-Linear Association	14.203	1	.000
N of Valid Cases	100		

a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .14.

## highest\_qualification \* satisfied\_training\_current\_job

**Crosstab**

			satisfied_training_current_job						
			1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree	Total	
highest_qualification	1 Grade 12	Count	2	1	1	0	0	4	
		Expected Count	.2	.3	1.2	1.6	.7	4.0	
	2 Certificate/Diploma	Count	2	0	8	14	11	35	
		Expected Count	2.1	2.4	10.5	14.0	5.9	35.0	
	3 Bachelor's Degree	Count	2	4	16	21	6	49	
		Expected Count	2.9	3.4	14.7	19.6	8.3	49.0	
	4 Masters Degree	Count	0	2	4	5	0	11	
		Expected Count	.7	.8	3.3	4.4	1.9	11.0	
	5 PHD	Count	0	0	1	0	0	1	
		Expected Count	.1	.1	.3	.4	.2	1.0	
	Total		Count	6	7	30	40	17	100
			Expected Count	6.0	7.0	30.0	40.0	17.0	100.0

## Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32.728 <sup>a</sup>	16	.008
Likelihood Ratio	30.040	16	.018
Linear-by-Linear Association	.100	1	.752
N of Valid Cases	100		

a. 19 cells (76.0%) have expected count less than 5. The minimum expected count is .06.

## highest\_qualification \* opportunity\_for\_advancement

**Crosstab**

			opportunity_for_advancement					
			1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree	Total
highest_qualification	1 Grade 12	Count	0	0	2	2	0	4
		Expected Count	.3	.6	.8	1.2	1.0	4.0
	2 Certificate/Diploma	Count	0	3	4	15	13	35
		Expected Count	2.8	5.3	7.4	10.5	9.1	35.0
	3 Bachelor's Degree	Count	6	9	12	12	10	49
		Expected Count	3.9	7.4	10.3	14.7	12.7	49.0
	4 Masters Degree	Count	2	2	3	1	3	11
		Expected Count	.9	1.7	2.3	3.3	2.9	11.0
	5 PHD	Count	0	1	0	0	0	1
		Expected Count	.1	.2	.2	.3	.3	1.0
	Total	Count	8	15	21	30	26	100
		Expected Count	8.0	15.0	21.0	30.0	26.0	100.0

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	24.812 <sup>a</sup>	16	.073
Likelihood Ratio	27.306	16	.038
Linear-by-Linear Association	8.598	1	.003
N of Valid Cases	100		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .08.

**B.7: Years Worked Chi-Square**

**years\_worked \* satisfied\_training\_current\_job**

**Crosstab**

			satisfied_training_current_job					
			1 Strongly Disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree	Total
years_worked	1 < 1 year	Count	0	1	7	5	3	16
		Expected Count	1.0	1.1	4.8	6.4	2.7	16.0
	2 1 - 2 years	Count	0	0	1	11	2	14
		Expected Count	.8	1.0	4.2	5.6	2.4	14.0
	3 2 - 3 years	Count	4	1	9	5	8	27
		Expected Count	1.6	1.9	8.1	10.8	4.6	27.0
	4 4 - 5 years	Count	1	1	4	11	3	20
		Expected Count	1.2	1.4	6.0	8.0	3.4	20.0
	5 > 5 years	Count	1	4	9	8	1	23
		Expected Count	1.4	1.6	6.9	9.2	3.9	23.0
Total		Count	6	7	30	40	17	100
		Expected Count	6.0	7.0	30.0	40.0	17.0	100.0

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	30.106 <sup>a</sup>	16	.017
Likelihood Ratio	31.933	16	.010
Linear-by-Linear Association	2.819	1	.093
N of Valid Cases	100		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .84.





