

**“An Analysis of the Factors Affecting Employees
Retention in the Telecom Sector of Pakistan”**



By

AFSHAN AFSAR

Supervisor by

Dr. Muhammad Majid Mahmood Bagram

Associate Professor

Department of Business Administration

Allama Iqbal Open University

DEPARTMENT OF BUSINESS STUDIES

Pakistan Institute of Development Economics

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Afshan Afsar

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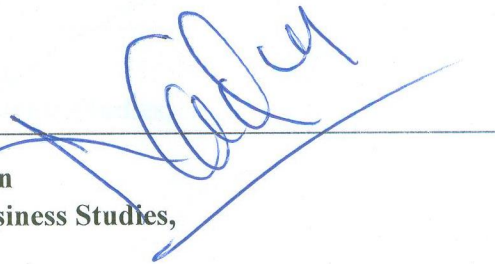


Supervisor: _____



Dr. Muhammad Majid Mahmood Bagram
Associate Professor
AIOU, Islamabad.

Head of Department: _____



Dr. Nadeem Ahmed Khan
Head, Department of Business Studies,
PIDE, Islamabad.

Certificate:

It is certify that Ms. Afshan Afsar has carried out all the work related to this thesis under my supervision at the department of Business Studies,

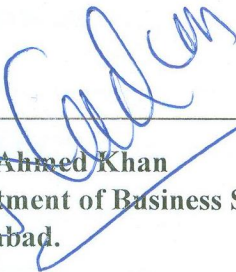
Pakistan Institute of Development Economics, Islamabad.

Supervisor:



Dr. Muhammad Majid Mahmood Bagram
Associate Professor
AIOU, Islamabad.

Submitted through:



Dr. Nadeem Ahmed Khan
Head, Department of Business Studies,
PIDE, Islamabad.

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ABSTRACT

The current study was aimed at finding out impact of the variables: Organizational Culture, Compensation and Training & Development on Workforce Retention. Data was collected from 117 individuals of both genders of different ages working as employees at various organizational hierarchical levels in the telecom sector in Islamabad. Workforce retention has a positive correlation with organizational culture with Pearson Correlation value of 0.568 - this relationship is significant. Compensation has the highest correlation of .945 with workforce retention meaning that it is the factor that allowed for the highest impact on retention of workforce in the telecom sector employees in Islamabad. Training & development has a relatively higher correlation with workforce retention as compared to organizational culture but lower than that of compensation with a Pearson Correlation value of .854 – this relationship is also significant. From the individual variable regression analysis, compensation has the highest impact on workforce retention with an R-square value of 0.893, the second most important factor in the views of employees of the telecom sector in Islamabad to impact workforce retention is training & Development with R-square value of 0.730, the least among the three variables to have an impact on workforce retention is the organizational culture with R-square value of 0.323. To find out a collective impact, Organizational Culture had a non-significant and negative impact on workforce retention with beta values and p-value being -0.028 and -0.588 respectively. It can also be concluded this way that organizational culture causes employee turnover in telecom sector organizations in Islamabad. All three hypothesis of the study were accepted that all the three independent variables Organizational Culture, Compensation and Training & Development have a significant impact on Workforce Retention.

Keywords: Workforce Retention, Organizational Culture, Compensation, Training & Development, Telecom Sector.

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CHAPTER 1

INTRODUCTION

1.1. Introduction:

With global market players increasing, there is an equal increase in competition resulting in the crisis for workforce retention. For organizations to gain an advantage in competition, it has become important for them to hire competent employees. A greater problem than hiring however is the retention of competent employees. In the surge for gaining competitive advantage, organizations continuously search for talented employees, spend time and resources on them for return aspects in the future. Skilled workforce lacking, economic growth slow and high employee turnover are the factors that require organizations to develop policies that could help employee retention to reduce. It is difficult for organizations to quantify the accurate cost related with turnover. The matter that is most alarming is that when an employee leaves an organization, he/she takes out all the information about the company, clients, projects and past history. This information is most likely landing into the unsafe hands such as direct competitors.

The present study is directed towards investigating the impact of practices to deploy in order to increase employee retention. There are various human resource (HR) practices engaged by the organization to escalate the level of employee retention (Khan, Yusoff, & Khan, 2014). For an organization it is very important to develop such an environment that motivates employees to stay with the organization. Another matter of concern for organizations is the costs linked with employee turnover. These costs are generally 2.5 times greater than an individual salary. However, this is not the only costs that are borne by organizations facing employee turnover. The existing workload is increased on the remaining employees, resulting in a decreased level of motivation. Organizations face a great loss in long run as the organization losses the long-time employees upon whom time and resources have been spent and the knowledge/ skills they have gained through trainings (Yamamoto, 2011). This results in customer loss, loss of productivity and the current business becomes a question (Self & Dewald, 2011). Additionally, to hire new employees is not cost-free,

additional costs are required to develop the workforce of similar productivity. (Nair, 2010).

Employee retention involves processes & procedures by the help of which employees are motivated to grow into the organization for an extensive time period up until he/she gets pensioned off or until project completion. In order to achieve individual along with organizational goals it is significant to hold on to talented employees. Goodwill of the organization is in the hands of talented employees who can make or break it, it is there very important for HR managers to know how to attract and keep good employees [(Rasli, Norhalim , Kowang, & Qureshi, 2014); (Wisnefski, 2008)]. A single strategy or approach is not sufficient for successful employee retention. Certain factors affect the employee's decision to stay in an organization which include but not limited to: age, family situation, career, learning opportunities, mentoring, networking, good benefits, job title and external job market [(Sinnott, Madison, & Pataki, 2002); (Musser, 2001); (Yusoff, Khan, Mubeen, & Azam, 2013)].

The real asset of an organization are talented and good employees. For success of a business and its long term growth, retention of talented employees is of a very high importance (Heathfield, 1995). Costs associated with hiring of new employees fluctuates according to situations. These include a wide range of expenditures for example commercials, remunerations of recruiters and compensations of expenses of candidates. To put employees to work in the start and make them productive, there are the kick-start costs that the company has to bear in switching an employee which include: admin expenses and training & development [(Wocke & Heymann, 2012); (Carsen, 2002)]. Therefore, it is essential to retain the talented workforce not only for the reason that costs are reduced as compared to hiring new ones, but for the reason that they give desired necessary productivity to the business.

1.2. Background of the Study:

In the last decade, the micro focus on singular HR practices has moved to a macro focus on how Human Resource Management attitude can underwrite the organizational competitive advantage. In order to achieve competitive advantage, efficient workforce and HR practices are of vital importance in organization. This is because of the key role it plays in achieving a creative and high-quality products/ services. It is for these reasons that employee retention in the organization is

extremely significant. Specific focus to the HR practices is given over the last few years due to its vital impression on retention of employees in organizations. It is implicit that worthy practices of HR assist in minimizing turnover of employees. Practices of HR are principally the activities in organizations that help manage the group of human resource and guarantee that the staff is involved to accomplish the goals of the organization (Schuler & Jackson, 1987).

Academic scholars have supported the notion [(Arthur, 1994); (Huselid, 1995)] that practices of HR have straight impact on behaviors and attitudes of employee which has a main effect on outcomes of the organization. Fundamentally practices and policies of HR reveal the power of affiliation between management and employees (Schuler & Jackson, 1987). The researchers [(Arthur, 1994); (Huselid, 1995)] indicate that practices of HR and efficient corporate policies works alongside each other and can result in high conservation of its most valuable possessions: its employees. Working for retention of employees has become the utmost vital component in numerous organizations. Employee retention can be defined as “Organizations’ any voluntary action which can create such a conclusive environment which can assist in retaining workforce for long term” Chaminade (2007 cited in chibowa et al .2010).

As per the researchers (Eskildsen & Nussler, 2000) an organization flops when it does not give importance to its retention of workforce. Majority of organizations do not pay greater consideration on the retention of staff because in their opinion it has greater costs consisting of both indirect and direct costs. Initially for the reason that of employee turnover when the organization hires new workforce, salary at a market rate must be given to them which is generally higher than the preceding workforce and the cost to hire these employees is also another cost. Such costs are direct cost and the indirect cost affiliated with such change is decrease in productivity, reducing level of customer satisfaction, harm of intellectual wealth and most of all undesirable impact on reputability of the organization in question. Organizations should therefore take such matters serious as employee retention is of vital importance for success of any organization. Strategies for employee retention that actually work would assist in keeping their treasured staff associates. They are an asset which will make any organization a marketplace spearhead by supporting the business in the market.

1.3. Problem Statement:

This research will address the issue of talent retention and will be viewed through training & development, organizational culture and career development opportunities thus analyzing the impact of such practices on workforce retention in the telecom sector.

1.4. Significance of the Research:

Business environment in the current times of organizations is very instable and numerous trials are confronted by organizations in the form of attainment and protection of the human resource as they are a sustainable advantage of any company for the reason that they have valued and rare competencies. Organizations rest on numerous factors but the most important of the factors that shake an organization productivity is employees who play a significant part. From earlier studies, it has been understood that there is a requirement to analyze the effect of practices of HR on employee retention in the Pakistani Telecom sector. As the Telecom segment of Pakistan has seen incredible growth in current years and developed as a crucial carter of economic and communal growth of Pakistan. To get benefit from the developing marketplace, telecom corporations need right people for the right Jobs. Attracting and retaining employees need effective and efficient HR practices to be executed in the Telecom arena.

The scholar feels that the current subject is well-intentioned to select for this study as there is inadequate exploration completed on the employee retention in the Telecom Segment of Pakistan economy with insufficient data. Pertinent to mention here is that the telecom sector has always had employment issues and also face tests in retentive strategies (Haider, et al., 2016). This study, optimistically, will fetch some significant factors for employers and HR managers of telecom sector to effectively keep the employees and lower the rate of employee turnover. It is hence highly significant to study the effect of HR practices on employee retention in telecom sector of Pakistan.

1.5. Objectives of the Research:

The principle objective of this research is to analyze the factors affecting the employee retention in the Telecom Sector of Pakistan. The Telecom Sector of

Pakistan faces major challenges in retaining the highly skilled employees which also affects the growth of the organization and increases the turnover rate. The employers need skillful and capable staff to sojourn and work for their business for an extended period of time but there are some matters which stimulate employees to vacate the organization. Gratification of employees is one of the foremost worries for the HR managers and employers. Due to frustration of work, employees vacate the organization. Satisfaction is a productive sensation and feelings of employees for their work (Jehanzeb, Rasheed, & Rasheed, 2013). In the Telecom Sector of Pakistan, it has inspected satisfaction level of employees is related to length of service, age and gender differences (Kara, Uysal, & Magini, 2012). To examine why the employees, choose to work in Telecom Sector of Pakistan and what is the interesting part of their job which support them to stay with the organization.

People are attracted by Telecom Sector of Pakistan due to numerous causes like progression in career, working in a different environment, meeting new people, and many others. Typically, students, spontaneous workers and part-time employees are fascinated by this sector through incentive pay programs, inventive cash and pioneering benefits like bonuses, cash and other enticing features (Deery, 2008). This study will try to discover the causes why people pick the Telecom Sector of Pakistan to work in and what interest them.

The researcher will examine what the employees feel about their work and what factors mainly influence them to leave the organization. Following are the objectives of the study:

- To study the satisfaction level of employees affecting workforce retention in the Telecom Sector of Pakistan.
- To find the effect of training & development, compensation, and organizational culture on workforce retention
- To find out the extent to which the aforementioned variables contribute in workforce retention in the Telecom sector

1.6. Scheme of the Research Report:

Chapter 1: The first chapter is the overview part which contains the background of the research, the sub-objectives and the main aim for taking this topic into consideration and why the researcher feels that this topic is worthy to study.

Chapter 2: The second chapter covers the literature part in which all the theoretical information is provided and also analyses the existing studies from academics, journals and articles on employee retention in the Telecom Sector of Pakistan.

Chapter 3: Methodology of the study; This chapter contains the suitable research framework used, approach, philosophy, and strategy which will leads to tool used for this study, sample, survey design, and targeted population, data collection method and ethical consideration.

Chapter 4: Analysis; is an important part which consists of analysis and findings of the data collected through survey.

Chapter 5: the “Conclusion & Recommendations” chapter of this study comprises of conclusions and recommendations for the future research. This chapter reviews the entire study in brief and consist of the literature part, the methodology used and the findings of the research.

CHAPTER 2:

LITERATURE REVIEW

To retain good employees is among the biggest tests faced by an organization which is seen commonly now-a-days. Top-level executives, management, and the HR departments of the corporations are excruciating their blood and sweat spending their efforts, time, and money for key employees' retention. There are countless aims concerning willing farewell of the individuals from their establishments in which they work. Enormous expenses are typically suffered by the companies on their employees in relation to hiring, attracting, training, maintaining, developing and keeping them stick to their business. Executives of such organizations ought to do best to implement such actions, which take full advantage of employee's retention. Employee retention is such a portent, for the indulgence of which no customary method exist; hence, numerous components have been dogged which would be supportive in considering retention of employees (Kevin , Joan, & Adrian, 2004).

The researchers (Chipunza & Samuel , 2009), high spot that not only the private sector, but governments are also confronting the trouble in holding skilled employees with them. Private sector bosses confess the realities that holding crucial employees of an organization is the utmost challenging feature of their business. Mostly when these workers move they transfer to rival organizations with the information and trade secrets learnt from their previous companies, consequently, producing a dangerous situation for the previous supervisors. This condition hassles that organization should recognize the aim/s for recurrent revolution of occupation by staff. Once this aim/s have been recognized, the administration can then develop policies for retention to aid in keeping critical employees for an extended term.

Battling the problems of retention is a perplexing task. Wide-ranging policy discussion is essential to fight this issue. It cannot be consummate only through financial enticements. While developing a managerial plan for retention plan, the management must take into consideration the off-the-job an on-the-job aspects. The senior management of the business should find grounds for a survey to be conducted for documentation of those serious aspects, which force workforce to leave that

business (Mitchell et al., 2001). Organizations should choose the retention method that integrate the establishment's discrete pay, culture, and total recompenses, and value key talent by building team importance (Zingheim, Schuster, & Dertien , 2009)

2.1. Workforce Retention

To alleviate the problem of employee turnover, employers have devised human resource / workforce retention strategies. These strategies include: mapping the career path of employee who are new to the organization and searching for people are fit in the organizational culture (Siegfried, 2008).

Kushal Vohra (2005) believes that if the retentive forces are greater than the attritive forces, employees will stay with the organization. Alternatively, if attritive forces are greater than the retentive forces, employees will leave the organization. The researcher further explains the attritive forces and the retentive forces and their constituent factors. The reasons which would make employees stay with the organization as explained by Vohra are categorized into three major factors: A. Internal; B. External; and C. Combined. Internal factors include: Confidence factor; Trust factor; Fit factor; Listening factor; Emotional factor; Location; Job Profile; Career Development; Job Security; Organizational Culture; Training and Development; and Empowerment. External factors include unattractive job market scenario and frictional unemployment. Combined factors include the brand “organization” and a competitive salary (Vohra, 2005).

(Bonache, Trullen, & Sanchez, 2012), present the use of human resource management practices that can be used in retention of workforce that could handle the hostility created by cross-cultural differences. Whether or not, firms should adapt their HRM practices to cross cultural differences has different views – as evident from a thorough review of international human resource management literature. The first view by (Newman & Nollen, 1996) is termed as the “Culturist position.” This, is viewed as the HRM practices adapted with the local environment. This view is based on the assumption that employees prefer doing things in the local way and therefore produce better results (Newman & Nollen, 1996). The second view, in contrast to the first, goes on such that the existing HRM practices do not necessarily reap positive results and are not as effective. Also termed as the “universalist position” should be in compliance to a set of principles also known as high performance work – HPW

principles. Empirical support of these principles is supported by various studies in the US including [(Arthur, 1994); (Delaney & Huselid, 1996); (Huselid, The impact of human resource management practices on turnover, productivity, and corporate financial performance, 1995); (Huselid, Jackson, & Schuler, 1997); (Lawler, Anderson, Buckles, Ferris, & Rosen, 1995)] and outside including [(Bae & Lawler, 2000); (Guthrie, 2001); (Hartog & Verburg, 2004); (Katou & Budhwar, 2007)]. The basic assumption of this view is that outreach of these principle is global and it helps manage people irrespective of their national environment. The third view, also known as “Culturally animated Universal” position, is more subtle than the previous two. This view goes in modification of the second view such that there is cultural addition to the Universalist HRM practices. Therefore, same results might not be achieved through similar HRM practices. In compliance to the third view, in Pakistan, similar HRM practices to retain workforce might not be possible in a hostile environment as can be done in the US (Bonache, Trullen, & Sanchez, 2012).

The Industrial age making an irreversible shift to Informational age has increased the demand for knowledge based jobs. This, has further given rise to the demand of high caliber managerial talent. Employee retention has thus become a real matter of concern for organizations in the current Informational age – reason for which is obvious: increasing demand in addition to rising inclination of employees to switch the company. Hay group (2013) concluded in its report that turnover rate would increase globally from 20.6 to 23.4 percent. Human Capital Trends study carried out by Deloitte finds out retention of employees among the 2 major issues faced by organizations (Bersin, 2013).

A case explained by Lipton (1996) is of an investment bank: explaining one of the causes of high workforce turnover and subsequent mode of retention. Lipton explains the Sonoma Investment Capital case as being a classical investment firm. The bank had stylishly designed office with dedicated employees hired on the basis of academic excellence. The fresh graduates were full of energy and worked long hours for the company. In three years the firm reached from 15 employees to 350 employees. With the growth, problems began to emerge. Employee Turnover increased and reached at unacceptable levels: all the talented and productive employees had lost interest in the firm. The reason for the circumstances was found out to be the vision of the company that had been disturbing the employees. The vision was to “make gobs of money”,

many employees needed a more important purpose of putting in long hours of work. The management decided to develop a vision along with its employees to take input from everyone from top all the way to the bottom. The process took three long months but to no effect. Three years down the line and the company still did not have a vision and a dedicated, committed team became individuals working without purpose. The solution to the Sonoma case is explain by Lipton to be articulation of vision right at the beginning of a firm as the visioning process is a tough one where tough decisions needed to be taken. Those who wish to stay with the current vision and purpose would continue with purpose otherwise chose to be a part of a different organizational culture (Lipton, 1996).

2.2. Workforce Retention: Factors affecting it

Many ways and means can be used to maximize retention of employees. Organization is intensely requisite to highlight the causes why employees leave the organization so that appropriate action can be implemented by the organization for the reason that of upsurge in direct and indirect expenditures suffered on the employees' turnover (Ongori, 2007). Dwindling to pay consideration to hold devoted workforces could prove terminal as far as continued existence of the organizations is worried. A numeral of organizations are piloting investigation to discover the outcome of different HR practices on retention of employees. This study helps the organizations to generate an optimistic environment encouraging retention of employees. Some of these practices comprise of providing reasonable compensation (apart from wage and fixed additional benefits) to employees that reproduce performance, spotting and appreciating struggles and assistances finished by the employees, creating the work of employees adequately interesting and fascinating, and providing chances for training and bright occupation. These HR practices can assist the employee in determining the purposes of an employee whether or not to halt in the organization (Chew & Chan, 2008).

With countless amount of worth given to a business having talented workforces studies have been carried out in the recent periods that tend to emphasis further on the single employee retention rather than on the whole workforce. Even a single organization can't contemplate of the hazard of losing talent. It is thought that a lone employee can alter the fortune of the whole organization. The bottom-line of the

literature assessment on retaining of brilliant employees is to be tightfisted about them. The larger the level of tightfistedness, the greater the holding, and vice versa (Narayanan, 2016).

In a learning on service organizations, it was found that unceremonious staffing approaches used by Asian organizations have auxiliary to enhanced employee /workforce retention in these officialdoms. Further, she adds that not all formalized human resource – HR practices lead to the retention of talent. There is variance in performance of a firm in contrast to expectations of having a great impact caused by such HR practices (Zheng, 2009).

2.3. Training & Development

Organizations reap great benefits from training and development of its employees. It is evident from literature that those organizations that invested in employee development and training have more committed and satisfied employees. A longitudinal study was carried out by (Royalty, 1996) and it was found that gender has a role training and career development. Findings showed that men were more inclined towards training than women. It was suggested that men are more interested in career building and are relatively more conscious about it.

The researchers (Lee & Bruvold, 2003) in a study on training and development and its effect on employee turnover found out that job satisfaction and affective commitment mediate the impact of employee development on turnover intentions. Announced training opportunities and their impact on employee outcomes was investigated with training opportunities being investment in employees. The impact was seen as outcome of the investment made in the human resource. Findings suggest that with intrinsic motivation acting as a moderator between that relationships of available training opportunities and employee intention to leave, the employees that had more access to training opportunities showed lower intention to leave the organization. (Dysvik & Kuvaas, 2008)

When employees' needs are fulfilled, programs of training and development programs can prove vital in retention (Montgomery, 2006). Fulfilling the needs of employee through training programs happen when the evidence delivered is supposed as valuable, appropriate and required by them. The researcher additionally suggests that

the answers to employee retention are abilities development, capability of management, and prizes both psychosomatic and monetary. Establishments need to pay thoughtful consideration for their speculation in training and development if they really want to retain their main workers. An efficacious retention approach essentially comprise of trainings (Roberts & Outley, 2002). Training programs aid to generate an impulse amongst the employees to stick to the organization for an extended period of time. Specialized training and career expansion lineups must be an important part of the organization strategies. The administrations must inspire employees to take part in training courses.

There is now an increasing level of interest in organizations focusing on career growth series. Studies on practices of HR expose that such series are of great assistance for employee growth (Paul & Anantharaman, 2003). The business can escalate the employee obligation with the assistance of such series. This obligation will upsurge the personal efficiency. The researchers (Barringer, Jones, & Neubaum, 2005) made an assessment amongst the organizations with quick development and slow development companies. Their research discovered that the business with a quick growing deeply banked on on the capabilities of their workforce. These personnel put their hard work to support the development focused policies of the business. To attain tactical intentions developing organizations extensively use training series for their personnel. They accentuate upon member of staff growth as matched to their non-growing contestants. Henceforth, training and workforce development series are quite common in developing firms.

An abysmal research on training and its results on officialdoms and workforces was conceded upon. Discoveries put forward that trainings have disparate HR and managerial consequences. HR consequences contains of knowledge augmentation, enhanced abilities and talents – and are moreover in the form of social, attitudinal and motivational consequences. The scholar maintains that these consequences become that foundation for general organizational consequences such as improved organizational performance. This organizational performance is further sub divided by the researcher to be:

- 1). financial performance (improved in the shape of improved productivity, return on equity and return on asset) and

2). Non-financial performance like lower absenteeism and minimal employee turnover. (Thang, 2009).

2.4. Compensation:

The salary which a business offers to its employees is the principal aspect which discloses the assurance and objective headed for the employee and is one of the convincing aims for an employee to stick to the organization. Nevertheless, only the salary is not adequate to stimulate employees to stick to the organization. An employee may choose to leave the organization for improved financial contemplations, but it is all the time not obligatory that greater remuneration will make the employees stay with their firm. There can be diverse aspects as well that upset the employees' choice to halt with the firm. These aspects show a vigorous part in upsetting employee obligation with the firm. The administration must recompense consideration to these aspects along with payment.

Salary is the basis on which the employee-employer connection is resolute and also shows the suggestion of countenance of gratefulness from an employee (Roberts, Coulson, & Chonko, 1999). The accumulating rivalry among the businesses burdens to hold more skilled employees who can safeguard the sustainability of the business. The officialdoms are now also contending for important employees to take the economical edge in the marketplace. The organizational growth may become at pole if there is dearth in experience of employees and their skills mandatory for development. Retention of employees can be accomplished by the firms by paying greater payments to their workforces (Lewis, Goodman, & Fandt, 2001). As per the researchers (Zingheim, Schuster, & Dertien , 2009) a best pay and benefit compendium is an imperative component to move retention of employees, but this cannot be mentioned as a whole depiction.

Payment plays a principal role to hold the employees of talent. For that reason, numerous organizations pronounce and offer the salary that is over and above the usual marketplace amounts. This can be in the arrangement of safekeeping policies, free schooling to kids, distinct salary perks and gratuities, house stipend, vehicle stipend, and stock choices, etc. Furthermore, some top companies rehearses like turnover sharing and group-based incentive policies (Chew & Chan, 2008). An extensively used method engaged by several bosses to nurture the retention of

employees is based on performance payment, pleasing the workforces after assessment of their singular hard work/ performance (Collins & Clark, 2003).

2.5. Organizational Culture:

Understanding of culture is varied in scholars. It can be demarcated as a set of opinions, ideals and deeds that front-runners formulate or determine to resolve glitches in the external and internal atmosphere, which is communicated to new players as the accurate way of resolving glitches (Schein, 1990). The culture varies across the organization. It is a combination of norms and values of associates of a group, delivered along to new players to establishments. It is a standard method to monitor people of what is anticipated of them in the work environment. Nevertheless, culture does not continue to be stationary. It is a vibrant component which takes the influence of the fluctuations happening in the atmosphere and consequently new opinions, views and approaches get in with the passageway of an interval (Vlachos, 2009).

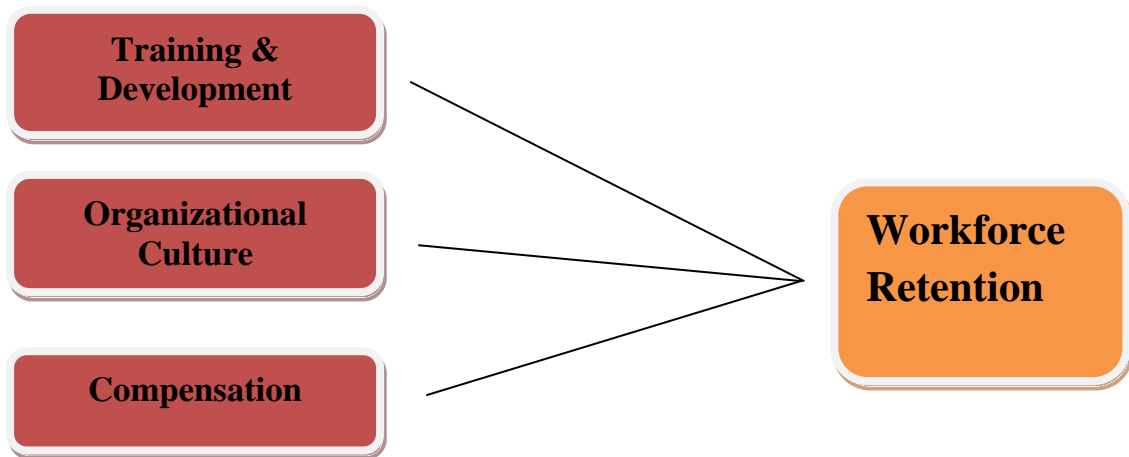
For employee to leave an organization, its culture plays an important role. Supervisors need to gauge the organizational culture, its diverse components and attempt to discover out the means by which culture can be developed to hold further employees (Mulligan, 2001). Experts and scholars are tending to assess the diverse aspects of organizational culture as it is an imperative instrument for supervisors to cope with the transformation in organizations. Researchers understand that planned or operational rearrangement is tough to execute without the backing of organizational values and social norms. Nonetheless, culture is an elusive and imperceptible phenomenon. It is difficult to manage and manipulate Culture unswervingly (Kerr & Slocum, 1987).

Organizational culture is the overall package an employee gets when he enters an organization. The entire working space both the seen and the un-seen is part of the organizational culture. According to (Brewster, Sparrow, & Harris, 2005), the key strategy, over the years, to attract and retain the right class of talent is employer branding – that is how organizations portray their image in the eyes of employees in order to attract talent and build a conducive organizational culture. It is sure that people want to work for big names and that is exactly what this study is focused on to find out whether employees get attracted by bigger names in the telecom sector of

Pakistan. By way of definition, these “Names” have a “Standing” and “stature” in the industry – in this case it’s the Telecom sector of Pakistan. This strategy makes both employer and the employee to find out a “perfect match” for organization and employees that fit well in the overall Organization’s Culture (Brewster, Sparrow, & Harris, 2005).

2.6. Theoretical Framework/ Research Model

The theory of social exchange provide the theoretical background for the current study. Below is the graphical representation of the relationship between the dependent and independent variables of the study:



$$Y = \beta_0 + \beta_1 + \beta_2 + \beta_3 + \sum_i$$

Workforce Retention = β_0 + Organizational Culture + Compensation+ Training & Development + \sum_i

2.7. Hypotheses

H 1: Training & Development has a significant impact on workforce retention in telecom sector of Pakistan

H 2: Organizational culture has a significant impact on workforce retention in telecom sector of Pakistan

H 3: Compensation has a significant impact on workforce retention in telecom sector of Pakistan

CHAPTER 3

METHODOLOGY

3.1. Data Collection Types

Primary and secondary both were used in the research. Explanation for type of data was used for which purpose, where was the data collected/ gathered from, how many people were collected data from, who were the people from whom the data was collected from, where did the people belong to when data was collected from them is as follows.

3.1.1 Primary Data:

The collection of Primary data can be done using various/ several different methods. Among the methods of data collection for primary data the following are the tools that help us collect primary data: panel discussions, interviews, questionnaires, focus group discussions etc. For the purpose of primary data collection, questionnaires were used among other available options.

The data collection tool contains questions on a 6-point Likert scale measuring the variables: training & development, compensation, and organizational culture.

3.1.2 Population:

The population considered for this study is all the Telecom companies in Islamabad. These include but not limited to: ZongCMPak, Ufone, Telenor, and Jazz / Warid. Others like PTCL, Wateen, NayaTel, Stormfiber, WorldCall etc. have not been included.

3.1.3 Sample:

The Telecom companies are large in number and spread all over the country. Having limited time and financial resource, it becomes very difficult to reach out to these companies and collect data by filling out questionnaires from respondents. Since the researcher has been residing in Islamabad during the course of the study, data was collected mostly from Telecom companies' offices in different areas of Islamabad.

3.1.4 Sample Size:

After getting help from my supervisor, the sample size calculated was 150. The researcher was able to collect data from 117 individuals as it was mentioned earlier that the researcher had difficulty in collecting data.

3.1.5 Sampling Technique:

The sampling technique used was convenience sampling.

3.1.6 Software for data analysis:

SPSS version 20 was used for analysis of the study.

3.2. Data collection Instrument:

The Questionnaire used to collect primary data for this research does not contain open ended questions, rather all are closed ended questions. Such type of a questionnaire is used by researchers so that the data collected can be put into the data analysis software easily for analysis.

The data collection tool contains questions on a 6-point Likert scale with options ranging from “Not at all” to “completely agree”, measuring the variables: employee retention, organizational culture, compensation and training & development.

3.2.1 Organizational Culture:

Organizational culture is measured using 6-point Likert scale with options ranging from “Not at all” to “completely agree” adopted from the TIS-6 scale. The scale has been modified to match the Telecom sector of Pakistan. The scale contains 6 items.

Giffen, Ryan, "Organizational culture and personality type: relationship with person-organization fit and turnover intention" (2015). *Graduate Theses and Dissertations*. 14387. <https://lib.dr.iastate.edu/etd/14387>

3.2.2 Workforce Retention:

Workforce Retention is also measured using 6-point Likert scale with options ranging from “Not at all” to “completely agree” and is also adopted from the TIS-6 scale. The

scale has been modified to match the Telecom sector of Pakistan. This scale also contains 6 items and is attached in the annexure section of the current study.

3.2.3 Compensation:

Compensation is measured using a Likert scale of 6-points. There are 5 items in the scale and is adopted from the Marian Cook article on “Compensation as a retention strategy.” The scale has been updated in line with the telecom sector of Pakistan.

Cook, M. (2006). Compensation as a Retention Strategy. *Exchanging views Series – Shore Cap Exchange*, 1-23.

3.2.4 Training & Development:

Training & Development is measured using Likert scale of 6 points adopted from Zheng (2009). The scale contains 5 items and is modified to match telecom sector of Pakistan.

Zheng, C. (2009). Keeping Talents for advancing service firms in Asia. *Journal of Service Management*, 482-502.

3.3. Description of Variables

Workforce Retention: Workforce retention is taken as the dependent variable for the current study. Here, employee retention refers to the retention strategies that are used by organizations to mitigate the problem of employee turnover. Effect of variables such as training & development, Compensation and Organizational culture is seen to find whether such variables have an effect on reducing employee turnover.

Compensation: As evident from literature, compensation is another variable that contributes in retention of employees. Compensation here is taken as independent variable and its effect is seen as on employee retention in the current study.

Training & Development: Training & development also referred to as employee capacity building is yet another variable evident from literature that adds to the retention strategies used by organizations. Effect of training & development in the current study is taken to be as independent variable.

Organizational Culture: Organizational culture, as seen in various studies is believed to be one of the most crucial factors in retention of employees. Employees find the best “fit” in the organization as they see their goals align with that of the organization. In the telecom sector of Pakistan, we see here whether organizational culture makes any difference in employee retention and is hence taken as independent variable.

3.4. Reliability Statistics:

Reliability for the research tool i.e. questionnaire was done using Cronbach Alpha test run on data collected in SPSS. The questionnaire with overall Cronbach Alpha of .908 suggests very high validity of the survey / research tool. Individual Cronbach Alpha for the 4 items: Organizational Culture; Workforce Retention; Compensation; and Training & Development is .919, .861, .850, .889 respectively. Following tables show reliability statistics:

Reliability Statistics	
Cronbach's Alpha	No of Items
.908	4

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ORG _ CUL	15.1410	13.021	.602	.919
WOR _ RET	15.1353	10.386	.885	.861
COM	14.6781	10.811	.945	.850
TRG _ DEV	15.0370	12.455	.773	.889

CHAPTER 4

ANALYSIS

This chapter includes analysis of the data using SPSS. The tests run to analyze data and find relationships between variables include regression, correlation and frequencies. Hypothesis for the study are tested using t-tests. 4.1.

4.1. Correlations:

Table 1: Correlations

		ORG_CUL	WOR_RET	COM	TRG_DEV
ORG_CUL	Pearson Correlation				
	Sig. (2-tailed)				
	N				
WOR_RET	Pearson Correlation	.568**			
	Sig. (2-tailed)	.000			
	N	117			
COM	Pearson Correlation	.634**	.945**		
	Sig. (2-tailed)	.000	.000		
	N	117	117		
TRG_DEV	Pearson Correlation	.444**	.854**	.847**	
	Sig. (2-tailed)	.000	.000	.000	
	N	117	117	117	

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

As seen in the table above, workforce retention has a positive correlation with organizational culture which is significant. Compensation has the highest correlation of .945 with workforce retention meaning that it is the factor that allowed for the highest impact on retention of workforce in the telecom sector employees in Islamabad. Training & development has a relatively higher correlation with workforce retention as compared to organizational culture but lower than that of compensation with a Pearson Correlation value of .854 – this relationship is also significant.

4.2. Regression:

The most appropriate test, after discussion with the supervisor, for impact of dependent variables on independent variables was suggested to be the Regression analysis. First the impact of individual variables was seen then collective impact of all variables. Following are the results after regression analysis test was run on the data collected:

4.2.1 Impact of Compensation on Workforce Retention:

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.893	.892	.35472

a. Predictors: (Constant), COM

Table 3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	120.171	1	120.171	955.028	.000 ^b
	Residual	14.470	115	.126		
	Total	134.641	116			

a. Dependent Variable: WOR_RET
b. Predictors: (Constant), COM

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.722	.152		-4.748	.000
	COM	1.061	.034	.945	30.904	.000

a. Dependent Variable: WOR_RET

To interpret results, the foremost is the F stat value in the ANOVA table. The F stat shows us the model strength whether the relationship is possible or not. A significant F stat implies that the model of the research is correct and that variables can impact each other. The F stat above shows a value of 955.028 and significance .000, which is a lot more than the number 4, it can be inferred that the model is strong and with significance of less than 0.05, it is significant.

Secondly, we check the “R-Square” value. In the above model summary of the regression, we can see R-Square at 0.893 implying that 89.3% of change in workforce retention is caused by compensation.

4.2.2. Impact of Organizational Culture on Workforce Retention:

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.568 ^a	.323	.317	.89044
a. Predictors: (Constant), ORG_CUL				

Table 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.459	1	43.459	54.810	.000 ^b
	Residual	91.182	115	.793		
	Total	134.641	116			
a. Dependent Variable: WOR_RET						
b. Predictors: (Constant), ORG_CUL						

Table 7: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.215	.368		3.306	.001
	ORG_CUL	.687	.093	.568	7.403	.000
a. Dependent Variable: WOR_RET						

Firstly, to interpret results, the F stat above shows a value of 54.810 and significance .000, which is a lot more than the number 4, it can be inferred that the model is strong and with significance of less than 0.05, it is significant.

Secondly, we check the “R-Square” value. In the above model summary of the regression, we can see R-Square value relatively weaker than that of compensation being at 0.323 implying that only 32.3% of change in workforce retention is caused by organizational culture.

4.2.3. Impact of Training & Development on Workforce Retention

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854 ^a	.730	.727	.56270

a. Predictors: (Constant), TRG_DEV

Table 9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	98.228	1	98.228	310.226	.000 ^b
	Residual	36.413	115	.317		
	Total	134.641	116			

a. Dependent Variable: WOR_RET
b. Predictors: (Constant), TRG_DEV

Table 10: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.518	.254		-2.035	.044
	TRG_DEV	1.106	.063	.854	17.613	.000

a. Dependent Variable: WOR_RET

Firstly, to interpret results, the F stat above shows a value of 310.226 and significance .000, which is a lot more than the number 4, it can be inferred that the model is strong and with significance of less than 0.05, it is significant.

Secondly, we check the “R-Square” value. In the above model summary of the regression, we can see R-Square value slightly weaker than that of compensation and higher than organizational culture being at 0.730 implying that 73% of change in workforce retention is caused by training & Development.

From the regression analysis above, we can concur that compensation has the highest impact on workforce retention with an R-square value of 0.893, the second most important factor in the views of employees of the telecom sector in Islamabad to impact workforce retention is training & Development with R-square value of 0.730, the least among the three variables to have an impact on workforce retention according to the data collected is the organizational culture with r-square value of 0.323.

4.2.4. Impact of Compensation, Organizational Culture and Training & Development on Workforce Retention

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.950 ^a	.903	.901	.33974
a. Predictors: (Constant), TRG_DEV, ORG_CUL, COM				

Table 12: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.598	3	40.533	351.173	.000 ^b
	Residual	13.043	113	.115		
	Total	134.641	116			
a. Dependent Variable: WOR_RET						
b. Predictors: (Constant), TRG_DEV, ORG_CUL, COM						

Table 13: Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.873	.173		-5.042	.000
	ORG_CUL	-.028	.047	-.023	-.588	.558
	COM	.903	.074	.804	12.270	.000
	TRG_DEV	.237	.073	.183	3.244	.002
a. Dependent Variable: WOR_RET						

Firstly, to interpret results, the F stat above shows a value of 351.173 and significance .000, which is a lot more than the number 4, it can be inferred that the model is strong and with significance of less than 0.05, it is significant.

Secondly, we check the “R-Square” value. In the above model summary of the regression, we can see R-Square value being at 0.903 implying that 90.3 % of change in workforce retention is caused by the variable Compensation, Organizational Culture and Training & Development.

4.3. Hypothesis Testing:

For H₁: Training & Development has a significant impact on workforce retention in telecom sector of Pakistan

Table 14: Hypothesis Testing

Model		Standardized Coefficients Beta	t	Sig.
1	(Constant)		-2.035	.044
TRG_DEV		.854	17.613	.000

The main items to look for in determining the hypothesis accepted or rejected are the significance or the p-value and the beta value. With the beta value higher than 4 and p-value less than 0.05, we reject H₀ and accept the Hypothesis H₁. We can say that training & development has a significant impact on employee retention.

For H 2:Organizational culture has a significant impact on workforce retention in telecom sector of Pakistan

Table 15:

Model		Standardized Coefficients	t	Sig.
		Beta		
1	(Constant)		3.306	.001
	ORG_CUL	.568	7.403	.000

To determine the hypothesis accepted or rejected the significance or the p-value and the beta value are checked. Here, the beta value is higher than 4 and p-value less than 0.05, we reject H₀ and accept the Hypothesis H₁.

For H 3:Compensation has a significant impact on workforce retention in telecom sector of Pakistan

Table 16:

Model		Standardized Coefficients	t	Sig.
		Beta		
1	(Constant)		-4.748	.000
	COM	.945	30.904	.000

The main items to look for in determining the hypothesis accepted or rejected are the significance or the p-value and the beta value. With the beta value higher than 4 and p-value less than 0.05, we reject H₀ and accept the Hypothesis H₁. We can also say that we accept compensation has a significant impact on workforce retention in telecom sector of Pakistan.

4.4. Frequencies:

Frequencies were run in the descriptive statistics to find out the demographic profiles of the respondents. Further, it also describes the responses made the respondents to various questions asked in the questionnaire. The demographics profile is added to this chapter and the responses made have been added as annexures to the document.

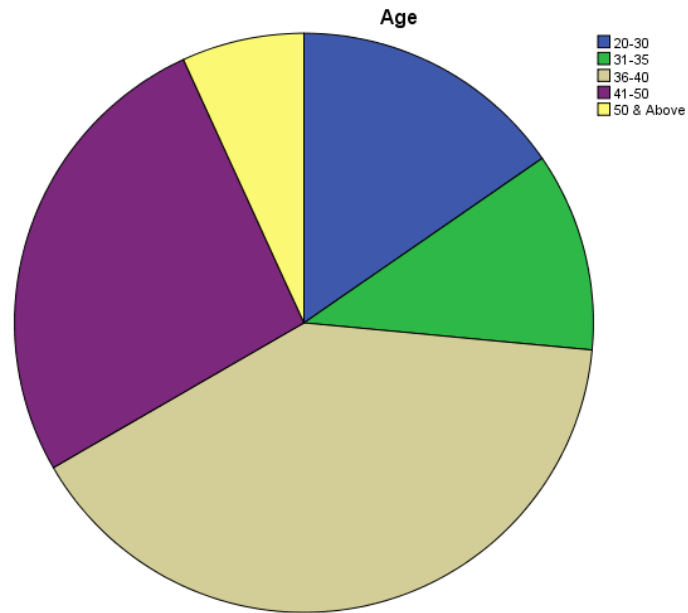


Figure 1: Age of the Respondents

Among the respondents, 18 belonged to age group of 20 – 30, 13 belonged to age group of 31 – 35, 47 belonged to age group of 36 – 40, 31 belonged to age group of 41 – 50, and only 8 respondents were 50 & above.

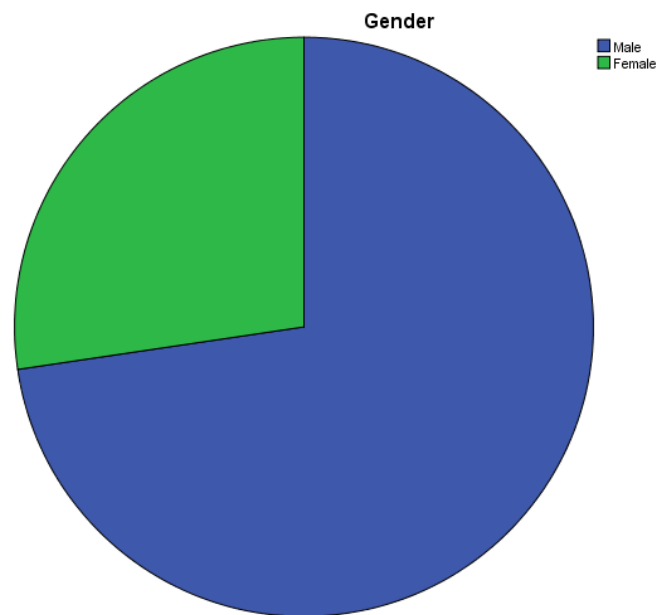


Figure 2: Gender of the Respondents

Data was collected from 85 male and 32 female respondents.

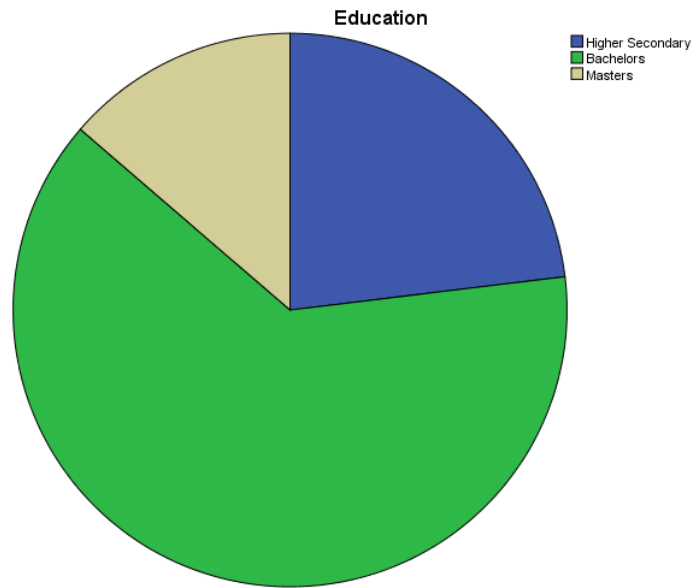


Figure 3: Education

18 respondents had secondary level education, 74 respondents had bachelors / 16-year education, while 25 respondents had master / 18-year education.

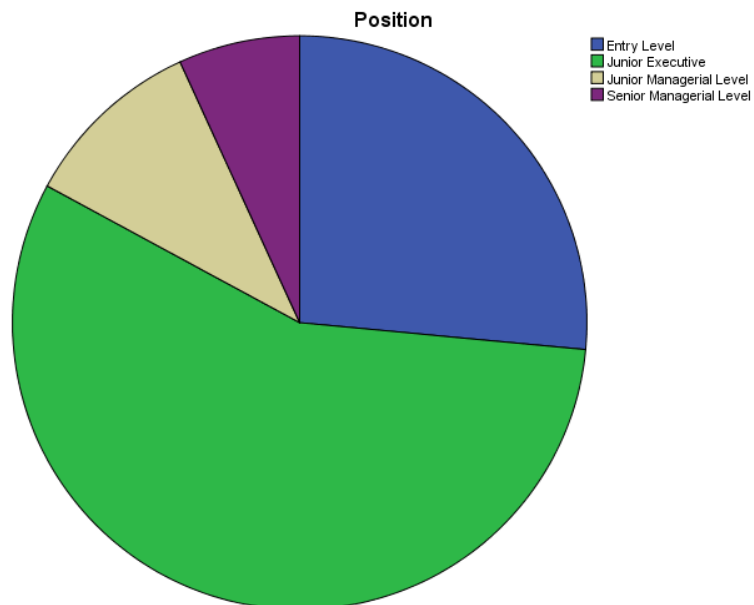


Figure 4: Position

The hierarchical position was such that 31 respondents were entry level, 66 junior executive, 12 junior managerial level and 8 senior managerial level employees.

CHAPTER 5:

CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions:

The current study was aimed at finding out impact of the variables: Organizational Culture, Compensation and Training & Development on Workforce Retention. Data was collected from 117 individuals of both genders of different ages working as employees at various organizational hierarchical levels. Data was collected from 85 male and 32 female respondents. Among the respondents, 18 belonged to age group of 20 – 30, 13 belonged to age group of 31 – 35, 47 belonged to age group of 36 – 40, 31 belonged to age group of 41 – 50, and only 8 respondents were 50 & above. 18 respondents had secondary level education, 74 respondents had bachelors / 16-year education, while 25 respondents had master / 18-year education. The hierarchical position was such that 31 respondents were entry level, 66 junior executive, 12 junior managerial level and 8 senior managerial level employees.

The tests run to analyze data and find relationships between variables included regression, correlation and frequencies. Hypothesis for the study are tested using t-tests.

Workforce retention has a positive correlation with organizational culture with Pearson Correlation value of 0.568 - this relationship is significant. Compensation has the highest correlation of .945 with workforce retention meaning that it is the factor that allowed for the highest impact on retention of workforce in the telecom sector employees in Islamabad. Training & development has a relatively higher correlation with workforce retention as compared to organizational culture but lower than that of compensation with a Pearson Correlation value of .854 – this relationship is also significant.

From the individual variable regression analysis, we can concur that compensation has the highest impact on workforce retention with an R-square value of 0.893, the second most important factor in the views of employees of the telecom sector in Islamabad to impact workforce retention is training & Development with R-square value of 0.730, the least among the three variables to have an impact on workforce

retention according to the data collected is the organizational culture with r-square value of 0.323.

Individual impact of all variables when tested on workforce retention showed significant positive impact. However, when all variables were put in a single model to find out a collective impact, Organizational Culture had a non-significant and negative impact on workforce retention with beta values and p-value being -0.028 and -0.588 respectively. It can also be concluded this way that organizational culture causes employee turnover in telecom sector organizations in Islamabad.

All three hypothesis of the study were accepted that all the three independent variables Organizational Culture, Compensation and Training & Development have a significant impact on Workforce Retention.

5.2 Recommendations:

- The sample taken into consideration for the study were employees working in telecom sector of the federal capital. The research scope can be broadened by two ways:
 1. Spread the research to other major cities of Pakistan
 2. Take more sectors into consideration like universities' employees, public sector or social sector employees
- It is recommended for future research that a longitudinal study be done on the same topic so that the effect of variables that add most to workforce retention such compensation and training & development can be seen over a longer period of time.
- We can also check the impact of the same variables in a comparative study where effect of compensation and training & development is seen before and after increase / decrease in levels of training & development and compensation.

5.3 Limitations of the Research:

Conducting a thorough research which reaps meaningful significant results need a lot of energies and efforts. Strenuous efforts were made in order to carry out the research in the best possible way. However, the following hindrance remained limitations for the study:

- Respondent bias as in biased opinion in responses might have been there as respondents have their idea of organizational culture.
- With the limitation of time it's nearly impossible to collect countrywide data for the research.
- Finances was another limitation to the study as transportation and logistics etc. costs are high.
- Another limitation (which might not be for other researchers) was that the researcher is a female and with the socio-cultural environment the researcher is raised in, it becomes really difficult to reach out to organizations for data collection.

5.4 Delimitations for the Research:

In order to overcome limitations, following actions were taken to minimize the effect of the limitations that caused hindrances:

- The researcher himself taught the respondents in order to avoid the problem of wrong interpretation and definition of the variables thus minimizing respondent bias.
- There could not be done much to mitigate the scope of the research issue limited to Islamabad, sample size was increased.
- In mitigating financial limitations, friends and fellow researchers were solicited help in reaching out to maximum number of respondents.
- Similar steps were taken to resolve the limitation of social-cultural environment

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ANNEXURES:

QUESTIONNAIRE

I am a student of MBA at Pakistan Institute of Development Economics – PIDE Islamabad and I’m conducting a research on the Telecom sector of Pakistan. The research addresses the issue of talent retention and will be viewed through training & development, organizational culture and career development opportunities – thus analyzing the impact of such practices on employee retention.

Your participation in the research is voluntary. It involves completing the following survey, which is expected to take most people approximately 10 minutes. It is assured that the data gathered from this questionnaire is only going to be used for research purposes and due care would be given to the confidentiality aspect.

Names are not a part of the study, hence feel free in your responses as you can never be identified personally. Only aggregate data will be provided for research and publication purposes. Please circle the number that corresponds closest to what you feel or agree/disagree with.

Thank you for your support.

Demographics:

Gender: _____ (M / F)	Age: _____ Under 30 _____ 30 – 34 _____ 35 – 39 _____ 40 – 49 _____ Over 50
Education: _____ Secondary _____ Higher Secondary _____ Bachelors _____ Masters & Above	Position: _____ Entry level _____ Junior Executive _____ Junior Managerial level _____ Senior Managerial level

Organizational Culture:

1.	I really fit in this organization	Not at all	1	2	3	4	5	6	Completely
2.	My values match those of current employees at my workplace	Not at all	1	2	3	4	5	6	Completely
3.	I have heard good things about working in this organization	Not at all	1	2	3	4	5	6	Completely
4.	I feel that my personal values are a good fit with this organization	Not at all	1	2	3	4	5	6	Completely
5.	This organization has the same values as I do with regard to concern for others	Not at all	1	2	3	4	5	6	Completely
6.	My organization meets my major needs well	Not at all	1	2	3	4	5	6	Completely

Workforce Retention:

1.	My organization is possessive about me	Not at all	1	2	3	4	5	6	Completely
2.	I genuinely care for this organization	Not at all	1	2	3	4	5	6	Completely
3.	How often have you considered leaving your job?	Not at all	1	2	3	4	5	6	Completely
4.	How often do you dream about getting another job that will better suit your personal needs?	Not at all	1	2	3	4	5	6	Completely
5.	How likely you to accept another job at the same compensation are level should it be offered to you?	Not at all	1	2	3	4	5	6	Completely
6.	How often do you look forward to another day at job?	Not at all	1	2	3	4	5	6	Completely

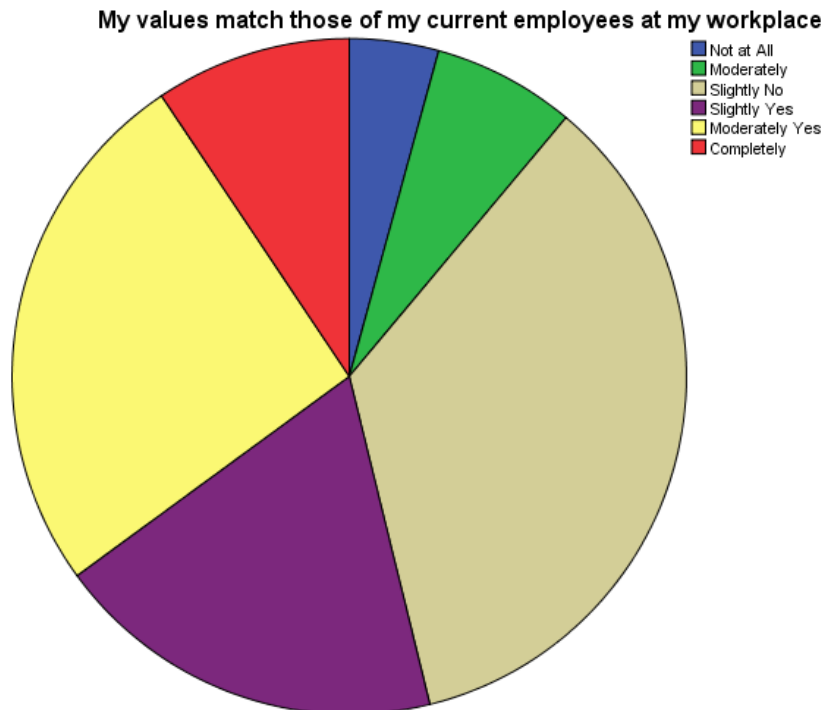
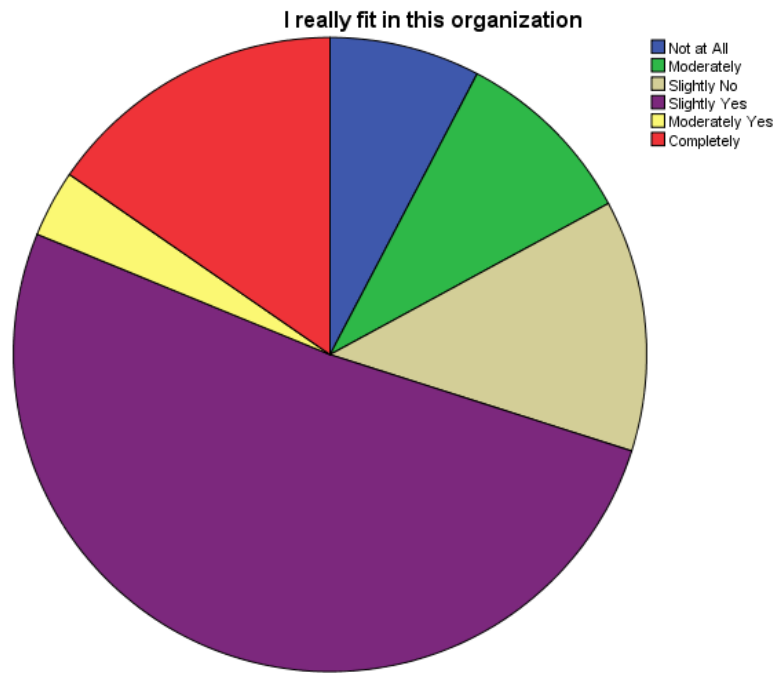
Compensation:

1.	This organization is known for its fair pay and promotion policies.	Not at all	1	2	3	4	5	6	Completely
2.	Rewards such as pay raises and promotions go to those who work hard.	Not at all	1	2	3	4	5	6	Completely
3.	Wages in this organization match the external market rates	Not at all	1	2	3	4	5	6	Completely
4.	I am satisfied with the overall emoluments I receive	Not at all	1	2	3	4	5	6	Completely
5.	Salary structures are well defined in my organization	Not at all	1	2	3	4	5	6	Completely

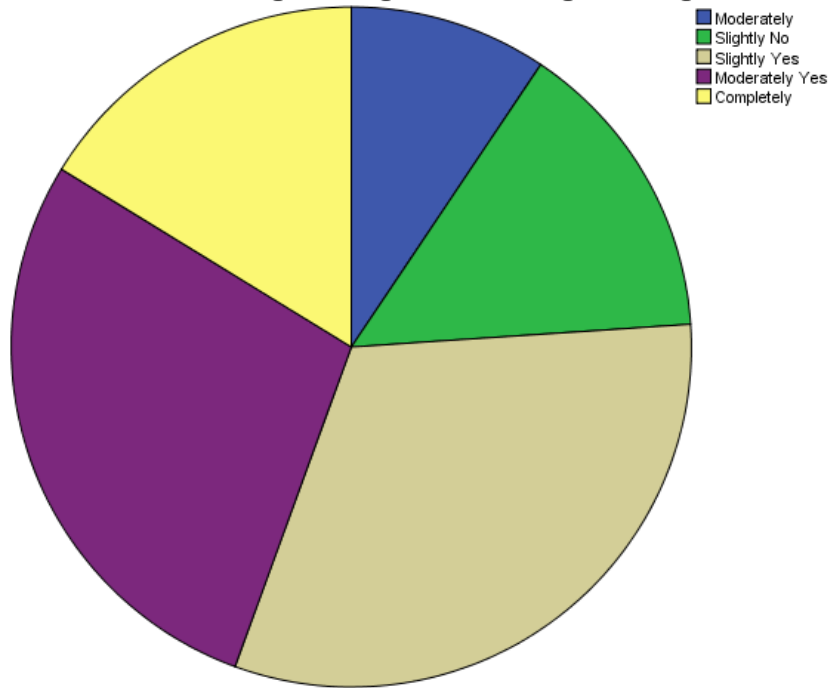
Training & Development:

1.	Supervisors at my organization believe training is important	Not at all	1	2	3	4	5	6	Completely
2.	My supervisor treats mistakes as opportunities to learn	Not at all	1	2	3	4	5	6	Completely
3.	Supervisor/s at my organization empower employees	Not at all	1	2	3	4	5	6	Completely
4.	My supervisor/s is/are employee focused	Not at all	1	2	3	4	5	6	Completely
5.	Training opportunities are provided to all employees without discrimination	Not at all	1	2	3	4	5	6	Completely

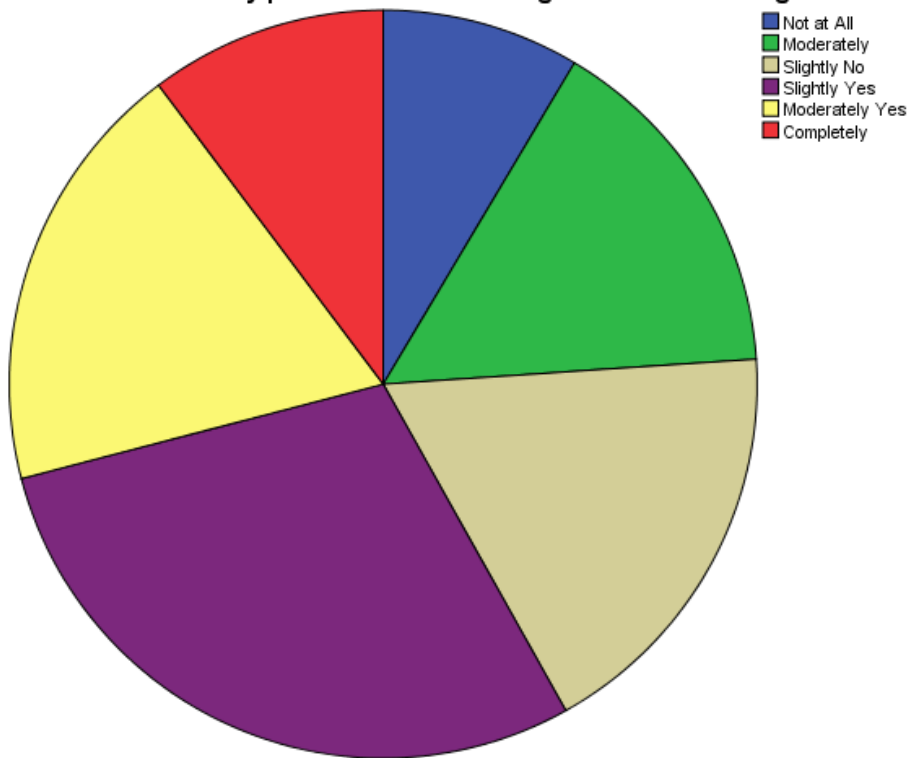
Frequencies:



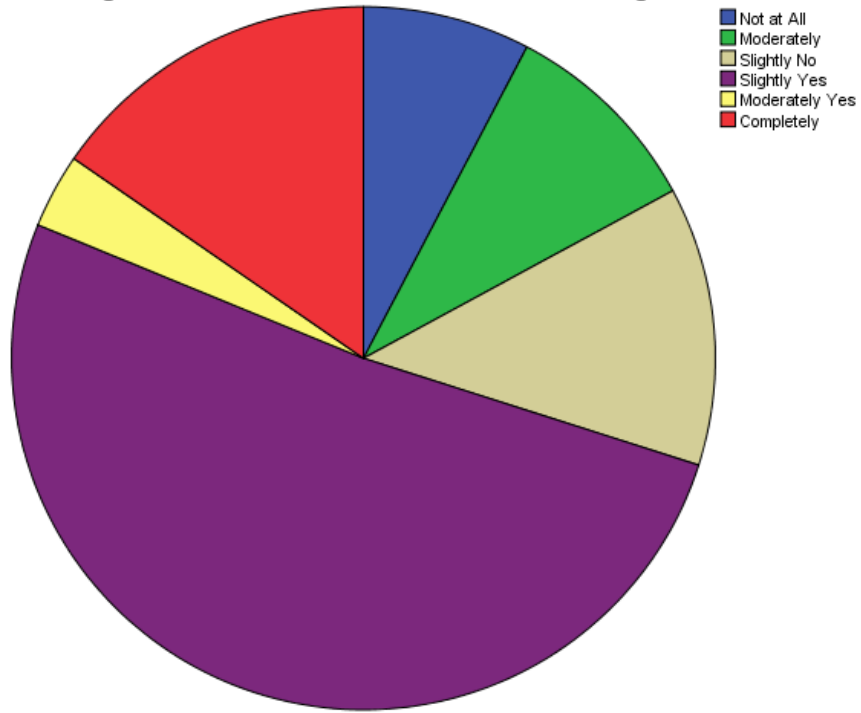
I have heard good things about working in this organization



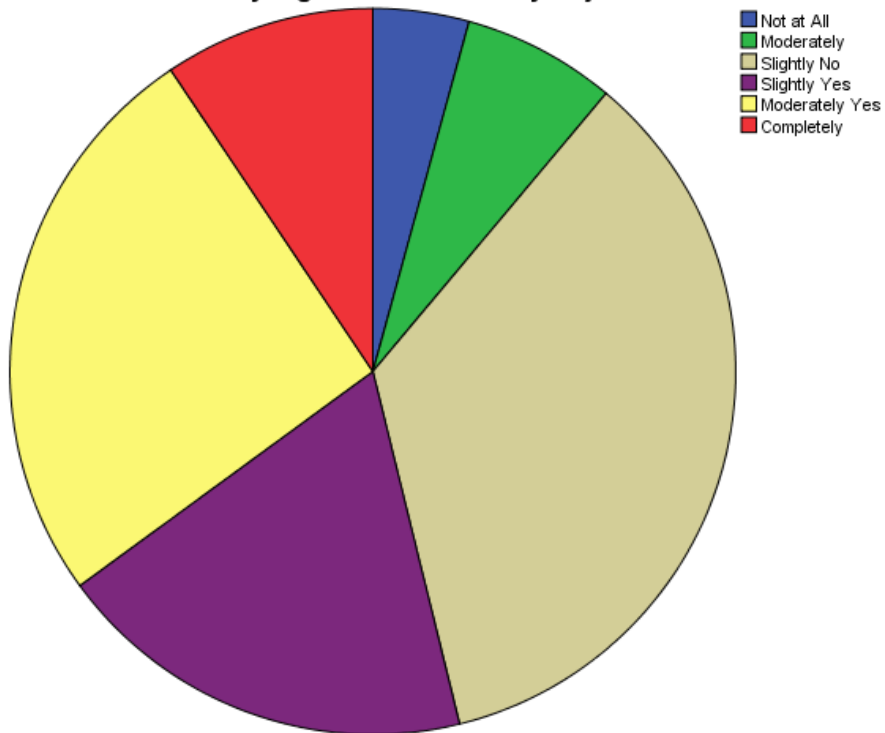
I feel that my personal values are a good fit with this organization



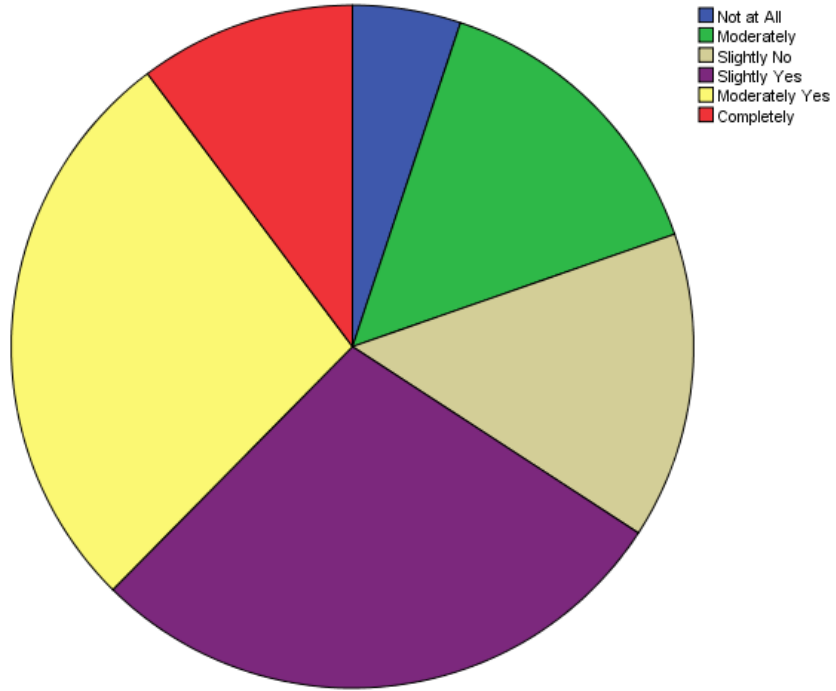
This organization has the same values as I do with regard to concern for others



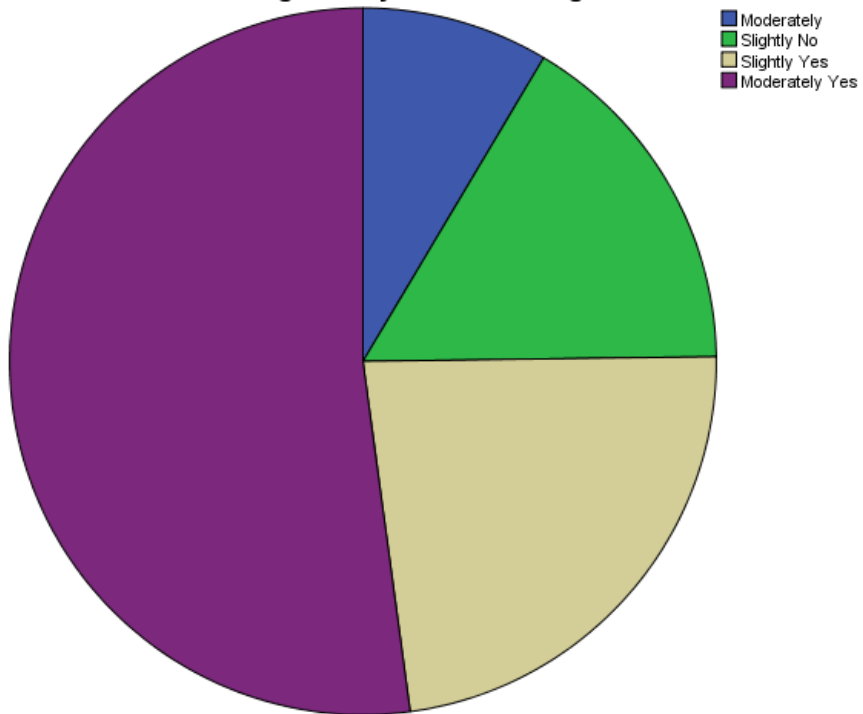
My organization meets my major needs well



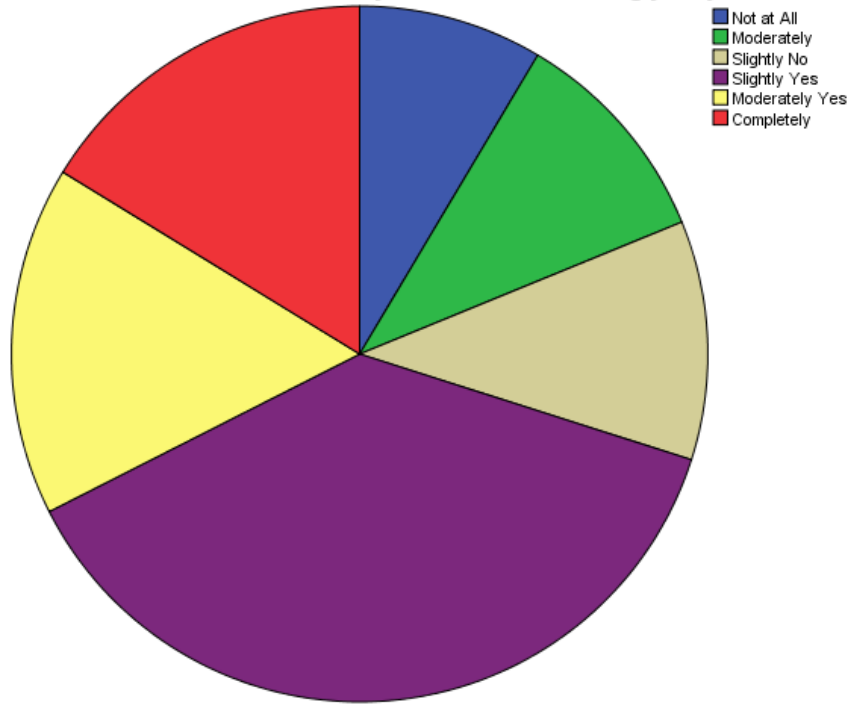
My organization is possessive about me



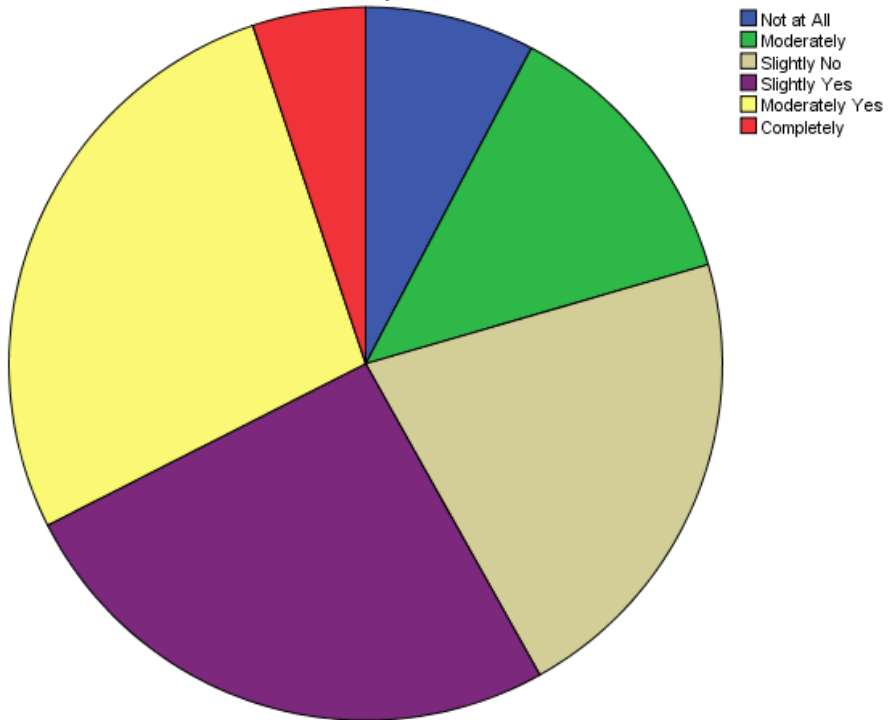
I genuinely care for this organization



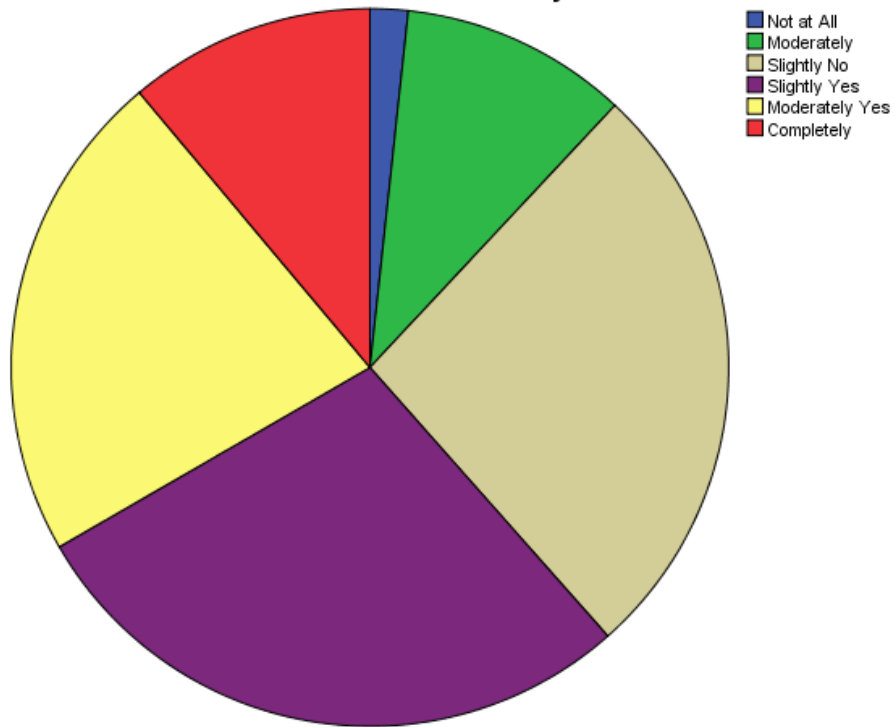
How often have you considered leaving your job?



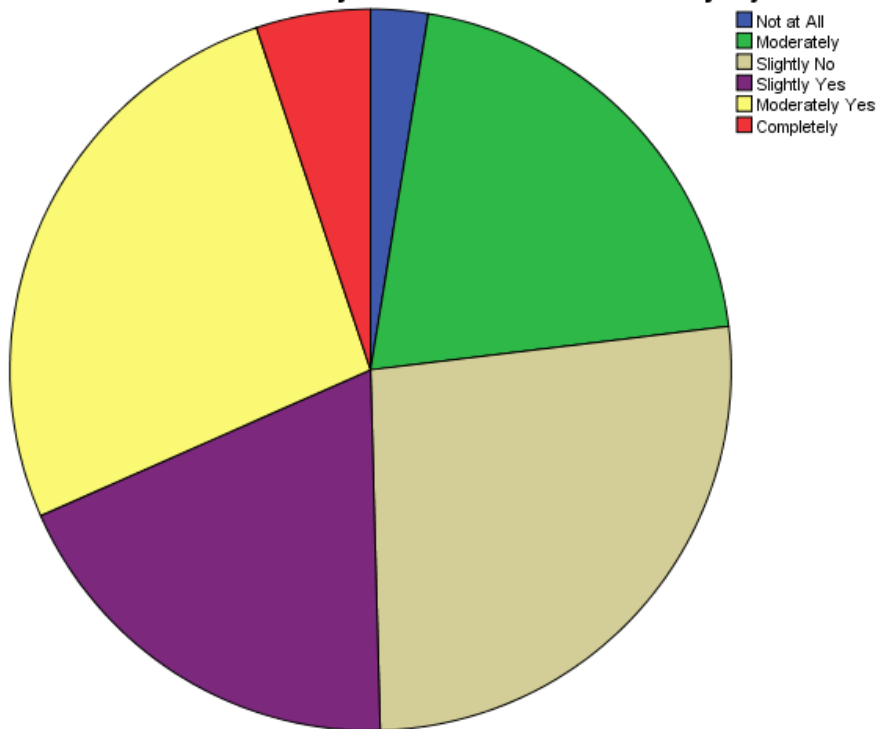
How often do you dream about getting another job that will better suit your personal needs?



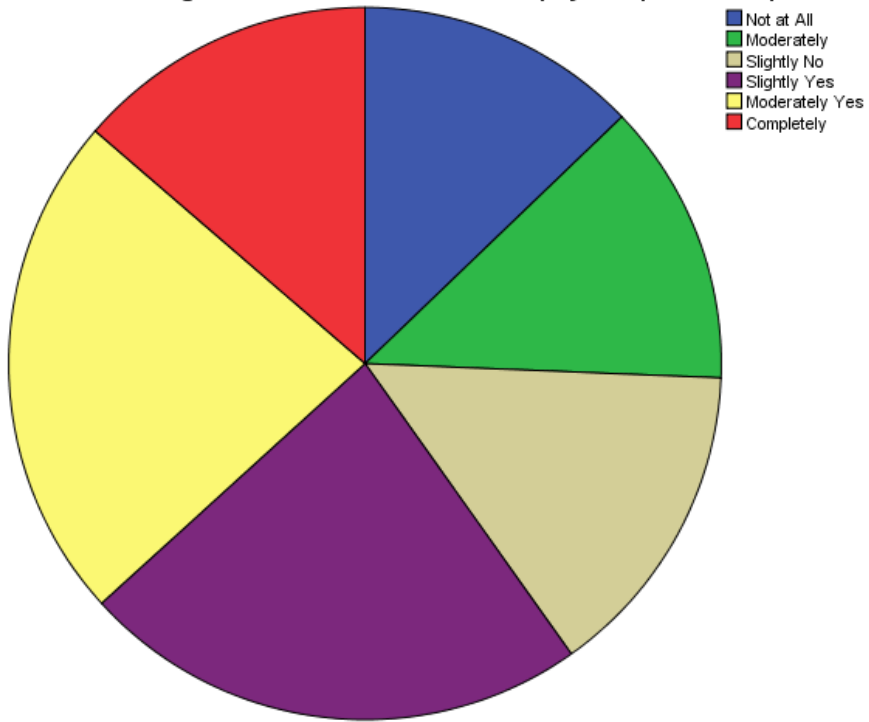
How likely you to accept another job at the same compensation are level should it be offered to you?



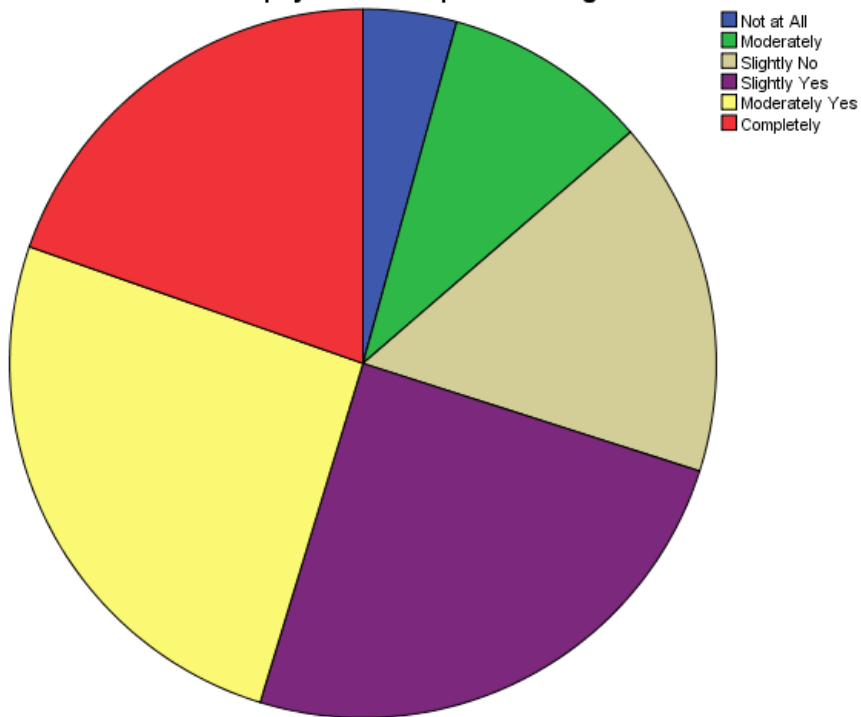
How often do you look forward to another day at job?



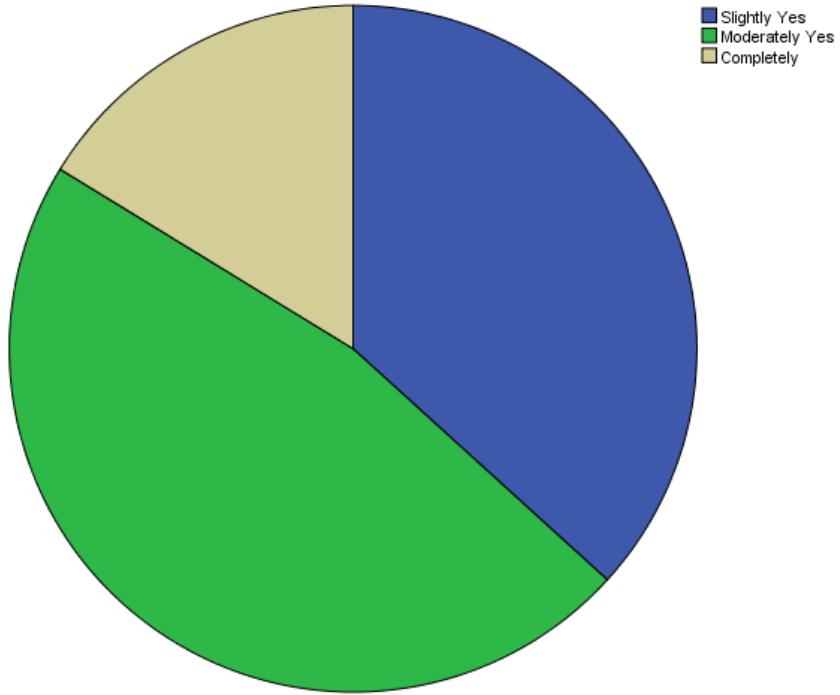
This organization is known for its fair pay and promotion policies.



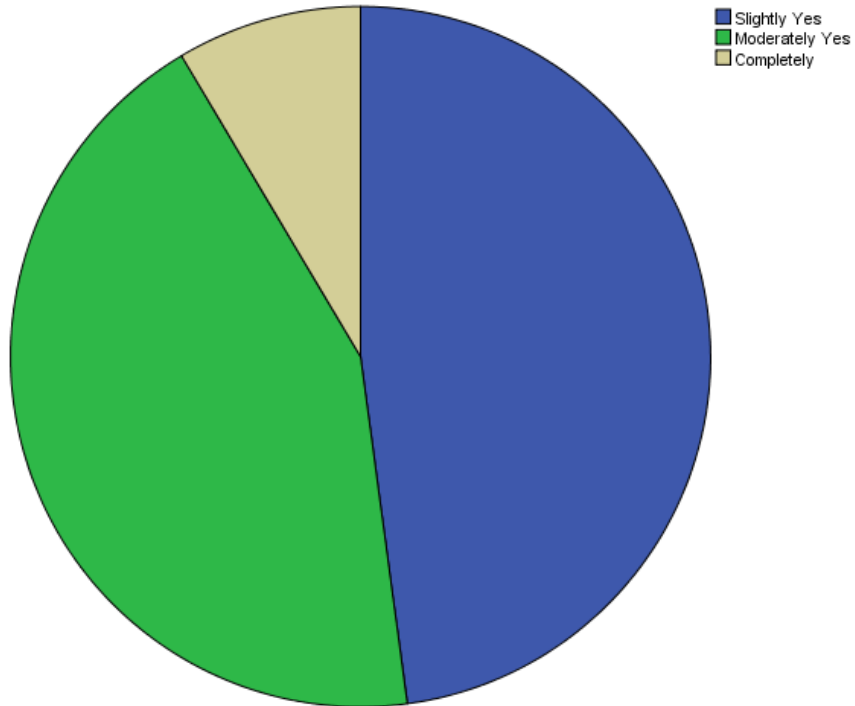
Rewards such as pay raises and promotions go to those who work hard.



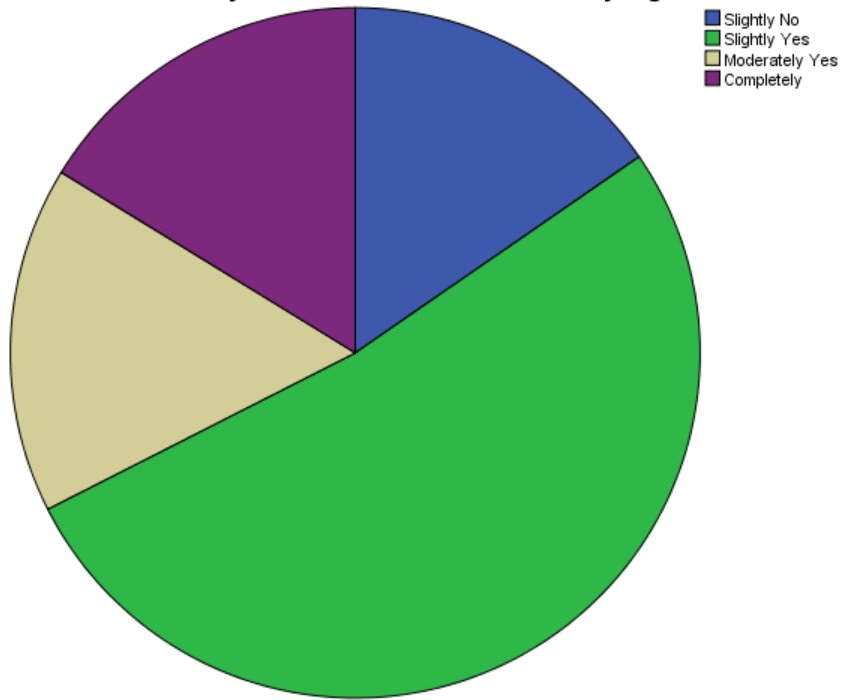
Wages in this organization match the external market rates



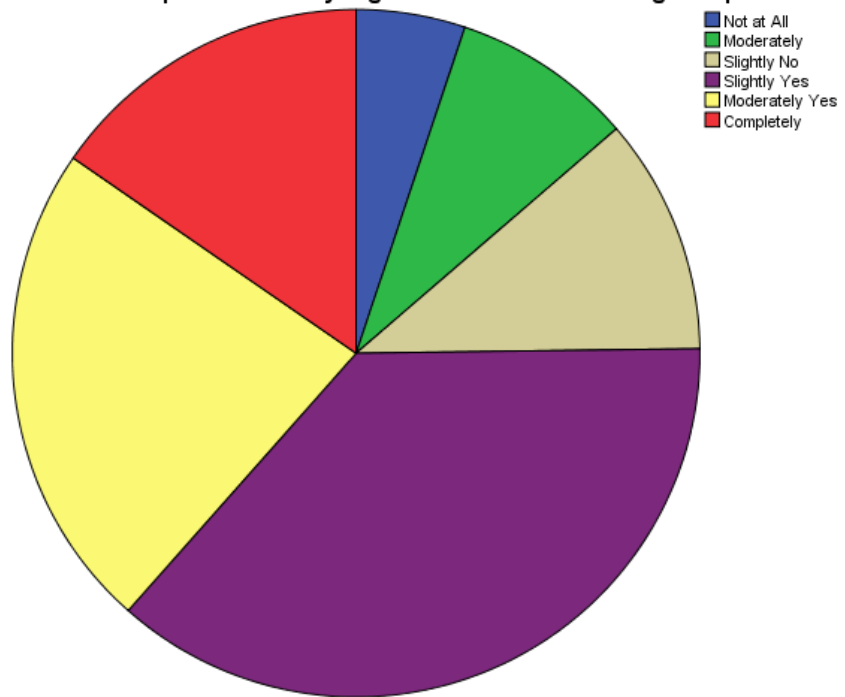
I am satisfied with the overall emoluments I receive



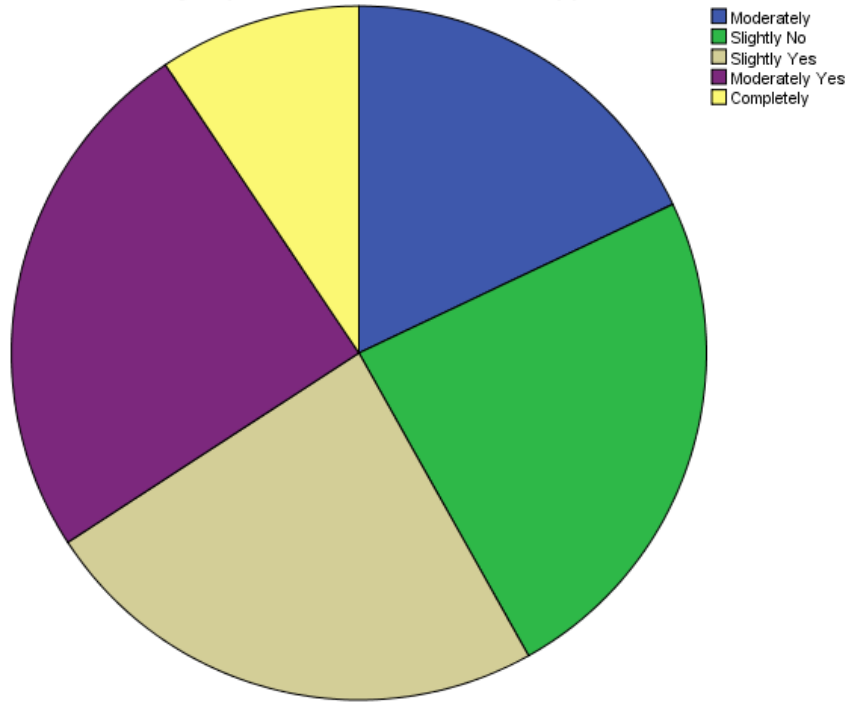
Salary structures are well defined in my organization



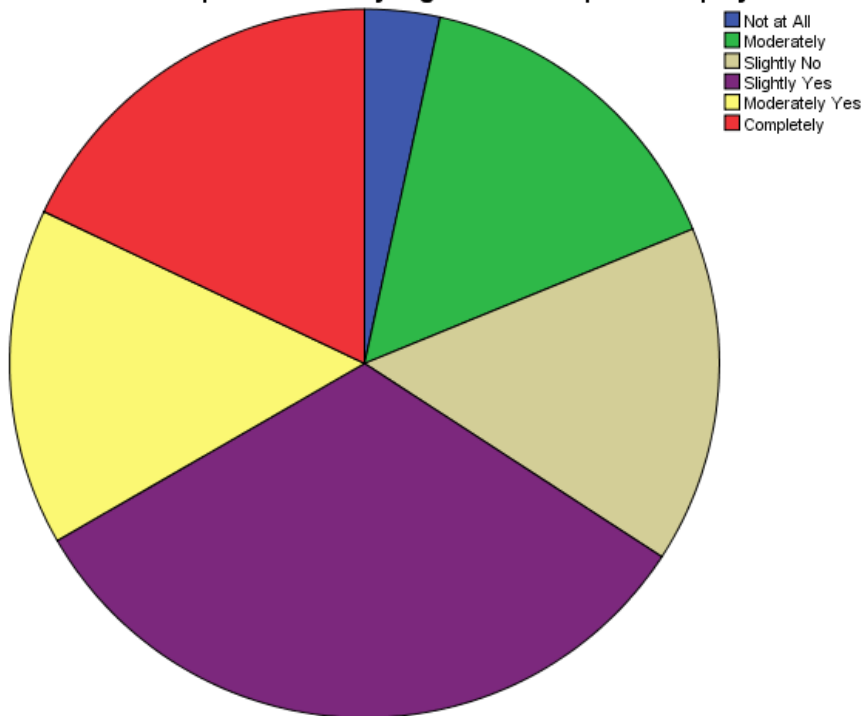
Supervisors at my organization believe training is important



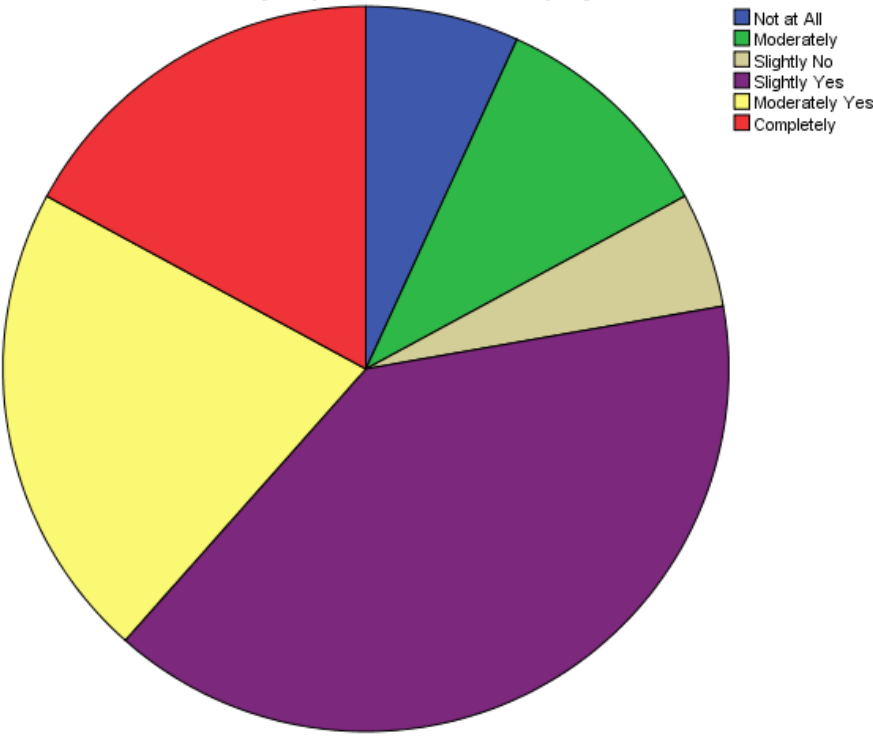
My supervisor treats mistakes as opportunities to learn



Supervisor/s at my organization empower employees



My supervisor/s is/are employee focused



Training opportunities are provided to all employees without discrimination

