

**DETERMINANTS OF EMPLOYEE RETENTION IN TELECOM
SECTOR OF PAKISTAN**

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ABSTRACT

PURPOSE

The past few years have been the most threatening period for the Telecom sector of Pakistan in retaining their employees. This research has been conducted to study the impact of career development opportunities, supervisor support, working environment, rewards and work-life policies on employee retention in Telecom sector of Pakistan.

METHODOLOGY

The data collected through questionnaire from 130 respondents was used to test the proposed hypothesis.

FINDINGS

The result reveals the positive relationship of career development opportunities, supervisor support, working environment, rewards and work-life policies with employee retention. Strategies and implications that can help Telecom sector of Pakistan in retaining their employees have also been discussed.

RESEARCH LIMITATIONS

There are many other factors which may affect the level of employee retention but due to time constraint others are not taken for research. More over the sample was also limited as the only focus was on the Middle and Upper level of management. The accuracy of the results may be

influenced by biases. The study is exclusive of any intervening or moderating variables. The response from participants may be lower than expected, which may interfere with their willingness to participate.

VALUE

The results of this study have clearly shown that the independent variables which are career opportunities, supervisor support, working environment, rewards and work-life policies have a direct and positive impact on the dependent variable that is employee retention which means the enhancement of one independent variable causes the enhancement in the employee retention which is the dependent variable.

1 CONCEPTUAL BACKGROUND

A considerable amount of literature has been published on retention. It means the existence of an ongoing employment relationship. With today's high employment levels, organizations find out that balance of power has shifted from the employer to the employee since the turn over impact have not be administered well. Excessive turnover is often a symptom of fundamental problems within the business. It's critically important to retain them; to do this, one must know how an employee can remain in the particular company. A recent study by Raikes & Vernier (2004) analyzed retaining employees is considered as a key strategy to achieve financial success. The challenge might well be increasing day by day. Morgan (2008) advises, "Do not make the headhunters' job easy". Recent evidence by Raudenbush & Bryk (2002) suggests that retention is very important for every organization, whereas it has nested relationship within them, and is part of external environment.

Previous studies indicate Cappelli (2000:104) that several factors are considered important in a well-functioning of employee retention. The determinants that are considered to have a direct affect are career opportunities, work environment and work-life balance. Cole (2000) suggests that people stay at such companies where there is a sense of pride and will work to their fullest potential. The reasons to stay are work environment, rewards, growth and development and work-life balance.

In today's competitive scenario, as the awareness and technology plays a vital role in developing the competition more vigorous and intense. Retention becomes one of the biggest issues for the telecom industry of Pakistan because people are the one who generates profits and considered as the capital or asset of the organization.

Telecom is one of the fastest growing industries of Pakistan so the most important thing to make pace with this evolving competition is to work on the most important determinants of employee retention, i.e. what is the role of employee retention determinants in retaining the employees of telecom industry of Pakistan?

The importance of this study is to examine the capability of telecom industry in retaining employees by different determinants. Reducing employee turnover is a strategic and very important issue. No business can enjoy and sustain the success until it deals with this turnover problem efficiently and successfully. Most critical thing is to lay the groundwork for long term commitment.

Without valuable employees, a business cannot generate revenue and prosper. Every individual have a purpose to perform and without single one, the picture becomes invisible to be successful in real manner. Retaining the employees is the most important target for the organization because sometimes the high salary or the designation is not important for the employee to stay in the organization that is, what happening in the telecom industry of Pakistan. The intent of this paper will help to find how valuable employees would be retained by focusing on certain determinants i.e. career development opportunities, supervisor support, work environment, rewards and work-life balance. To attract handfuls of people and making huge efforts to make them stay in the company, the discussion will be helpful to know, why employees left the organization and the reason of getting appealed by others.

2 ANTECEDENTS VARIABLES

2.1 EMPLOYEE RETENTION

Employee retention is most critical issue facing corporate leaders as a result of the shortage of skilled labour, economic growth and employee turnover. Retention is defined as “the ability to hold onto those employees you want to keep, for longer than your competitors” (Johnson, 2000). The analysis of retention should be considered at more than just a single level because the “influences” of retention can arise at multiple levels (Klein et al., 1994; Klein and Kozlowski, 2000; Raudenbush and Bryk, 2002; Yammarino and Dansereau, 2004).

A number of studies have found that managing turnover is a challenge for organizations, as different organizations using different approaches to retain employees (American Management Association, 2001). Retention is considered as all-around module of an organization’s human resource strategies. It commences with the recruiting of right people and continues with practicing programs to keep them engaged and committed to the organization (Freyermuth, 2004).

Today the demands of workers have been increased very much as ever before. It is in terms of every aspect, not only salaries and perks but also work experience and cultural context in which it occurs. Providing a prolific, flexible and dynamic work environment can be a critical asset in attracting and retaining valuable employees. In order to develop an effective retention plan for today’s employment market, it is vital to realize the varying needs and expectation. If the retention strategies are not properly embedded in the business processes, the all effort since recruitment will ultimately proves futile (Earle, 2003).

2.2 DETERMINANTS OF EMPLOYEE RETENTION

2.2.1 CAREER DEVELOPMENT OPPORTUNITIES

Career development is a system which is organized, formalized and it’s a planned effort of achieving a balance between the individual career needs and the organization’s workforce requirements (Leibowitz et al, 1986). The rapidly growing awareness makes it obvious that people can give the firm its leading edge in the market place. The new challenge for the HR professionals is to identify the developmental strategies which can inspire the commitment of employees to the firm’s mission and values so that the employees become motivated and help the firm to gain and maintain a competitive advantage (Graddick, 1988).

A company that wants to strengthen its bond with its employees must invest in the development of their employees (Hall & Moss, 1998; Hsu, Jiang, Klein & Tang, 2003; Steel et al., 2002; Woodruffe, 1999). It entails in creating opportunities for promotion within the company and also providing opportunities for training and skill development that let employees to improve their employability on the internal and/or external labour market (Butler & Waldrop, 2001). Growth opportunities which were offered by the employers are reduced due to turnover intentions of employees because the lack of training and promotional opportunities was the main cause for high-performers to leave the company (Allen, Shore & Griffeth, 2003; Steel et al., 2002).

Career development is important for both the organization and individual (Hall, 2002). It’s a mutual benefit process because career development provides the important outcomes for both parties (Hall, 1996; Kyriakidou and Ozbilgin, 2004). Organizations need talented employees for maintaining the sustainable competitive advantage and individuals require career opportunities to develop and grow their competencies (Prince, 2005).

2.2.2 SUPERVISOR SUPPORT

One of the most important factors that have impact on retention is the relationship between a worker and a supervisor. Supervisors are the “human face” of an organization. According to Eisenberger and associates (1990), a worker’s view of the organization is strongly influenced by their relationship with their supervisor. By having support, workers are less likely to leave an organization and be more engaged by having good relationship and open communication with the supervisor (Greenhaus, 1987). Supervisors interact as a link to practice applications among stated goals and expectations. By harmonizing the competing demands, they support in managing both inside and outside the work environment. If the relationship does not exceed then employee will seek to any other opportunity for new employment and vice versa. The supervisor support is so essential to retention that it can be said that employees leave bosses, not jobs (Ontario, 2004).

As in today’s organization, diverse workforce is being utilized which arises the importance of supervisor and employee relationship for retention. Borstorff & Marker (2007) found that employees want trustful supervisors who know them, understand them and treat them fairly. Abusive supervisors create conflicts in worker’s attitude for job, life and organization.

Employees who feel esteemed will actively take part in organization’s goals, exhibit prolific workplace behaviors such as increased in job involvement, reduced absenteeism and have less turnover rates. The means by which support from a supervisor can be revealed is by formal and informal recognition. In organization workforce responds to praise, encouragement and support, no matter the environment is personal or professional (Silbert, 2005). Supervisor discusses employee’s progress, often outside the formal evaluation process. They help employees to find the right position in the organization, not simply the next rung on the ladder (Freyermuth, 2007).

Silbert (2005) demonstrated that individuals who are well skilled and have good positions may find similar work elsewhere but the effective way to retain is to promote support and develop close working relationship. According to Freyermuth (2007), Organization must groom supervisors to well build the place where employees want to stay. Providing each level of performance and opportunities can enhance their capabilities to work (Otis and Pelletier, 2005).

2.2.3 WORK ENVIRONMENT

Numerous studies have attempted to explain work environment in various areas such as for example employee turnover (Martin 1979), job satisfaction (Iaffaldano & Muchinsky, 1985), employee turnover, job involvement and organizational commitment (Sjöberg & Sverke 2000). Work environment is one of the factors that affect employee’s decision to stay with the organization (Zeytinoglu & Denton, 2005).

Hytter (2008) analyzed that work environment has commonly been discussed by industrial perspective, i.e. with a focus on physical aspects such as, heavy lifts, noise, exposure to toxic substances etc. The interesting part is; characteristics of work environment vary in services sector as compare to production sector because it has to interact with the clients/consumers (Normann 1986). Depending on the kind of business and kind of job, interactions will be more or less frequent and more or less intense. The interaction between employees and consumer/client hence demands a move of focus from the physical to the Psycho social dimension of work environment. Psycho social work environment includes support, work load, demands, decision latitude, stressors etc.

It’s very important to recognize the emerging needs of individuals to keep them committed and provide the work environment as necessitate (Ramlall, 2003). Milory (2004) reported that people enjoy working, and strive to work in those organizations that provide positive work environment where they feel they are making difference and where most people in the organization are proficient and pulling together to move the organization forward.

An independent study conducted by ASID demonstrated that physical/work environment contributes as a major factor effecting the decision of employee's whether to stay or leave the job. It has been identified that light is a possible determinant of job performance, noise sometimes create a snag in office environments and is harmful to employee corporal and psychological welfare, inspiration, and at times, productivity. The most numerous audio grievances are, be short of speech seclusion i.e. eavesdrop people conversation and getting same sentiments as well. Access to nature helps to lessen stress and apprehension; it is beneficial for health environment as well.

Workspace designs have a profound impact on workers and tend to live with job as long as satisfied (Brill, Weidemann, Olsen, Keable & BOSTI, 2001). According to ASID, to keep better privacy and to avoid distractions, the design of office equipment and furniture must be correspondence to it. In order to retain old workers, the design of workplace should create environment that support workers of poor eyesight, provide tools which need less potency and apt position for aging body (Croasmun, 2004).

According to Miller, Erickson & Yust (2001), employees get benefited by work environment that provide sense of belonging. Firms with generous personalization policies may have better chance to satisfy and retain employees by providing appropriate level of privacy and sound control on workspace which enhances the motivation levels to commit with the organization for the long term (Wells & Thelen, 2002). In his major study, Earle (2003) identifies that in the framework of economy; different generations evaluate risk in a different way and prioritize the value of work environment differently. The focus of organizations must be on how to provide better jobs with great work environment to retain employees (Lennart Levi, 2002).

2.2.4 REWARDS

The term 'reward' is discussed frequently in the literature as something that the organization gives to the employees in response of their contributions and performance and also something which is desired by the employees (Agarwal, 1998). A reward can be extrinsic or intrinsic it can be a cash reward such as bounces or it can be recognition such as naming a worker employee of the month, and at other times a reward refers to a tangible incentive, reward is the thing that an organization gives to the employee in response of their contribution or performance so that the employees become motivated for future positive behavior. In a corporate environment rewards can take several forms. It includes, cash bonuses, recognition awards, free merchandise and free trips. It is very important that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued (Silbert, 2005).

Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Earnings is the way by which worker get to know that how much they are gaining by dedicating their time, effort and skills in a job (Bokemeier & Lacy, 1986). Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires as well as provide the means of being social by employee's status and position of power in the organization. Many researchers demonstrate that there is a great deal of inter-individual difference in understanding the significance of financial rewards for employee retention (Pfeffer, 1998; Woodruffe, 1999). An organization's reward system can affect the performance of the employee and their desire to remain employed (e.g., Bamberger & Meshoulam, 2000, MacDuffie, 1995).

2.2.5 WORK-LIFE POLICIES

Previous studies indicate that employee's endowed with value and importance for work-life initiatives (McCrorry, 1999). Loyal employees who can not envisage switching job in the

inevitable upcoming are more fretful with the flexible work schedules, family friendliness, leave and immediacy to their home as compare to the employees who are energetically searching for a new employment (Dubie, 2000). Many researchers tested the impact of work and family benefits which comprise of flexible schedules, childcare assistance, parental leave, childcare information and parental leave on organization commitment. Researches showed that there is greater organizational commitment if employees had access to work life policies and also these employees articulated considerably with lower intent to renounce their profession (Grover and Crooker, 1995).

Today a major concern in business is Workplace flexibility. The one thing becomes very clear that money alone is not enough; employees are willing to trade a certain amount of money for reduced work hours in their schedules. It is argued by the researchers that reduced work hour options should have the potential of win-win situation for both individuals and organizations, there should be a fit between the schedule the person needs and the actual number of hours worked. Distress and fatigue from excessive time on job can lead to decline in performances of the employee and also it affects the safety level. A large amount of time at work is not a good predictor of productivity and it is observed that periods of time away from work can be extremely beneficial to the quality and productivity of a person's work. The employee willingness to opt for reduced – hours schedules is not simply a matter of scheduling it involves redesigning work arrangements which leads to change in organization culture and careers, viable reduced-hours career options require simultaneous changes in the areas of compensation, assignments and promotions. So it is more cost-effective and productive for management to design the work arrangements to fit the human than it is force the human to fit the system (Barnet & Hall, 2001).

By applying work-life course of actions, an organization can enhance its ability to respond to demands of customers for better access to services and also the tactics for the organizations to deal with the revolutionized way in order to satisfy both employees and employers (Manfredi & Holliday, 2004).

Previous studies have reported the impact made by the non-work factors such as job stress and burnout on worker intent to shift from the organization and also the roles that cause job stress, work-family clashes and the characteristics of the job lead the employee to leave the organization. The level of support employees receive, the personal attributes they bring to the job, the industry norms and the way all these components are managed in the workplace will impact the echelon of work-family conflict that can effect job contentment and organizational commitment and ultimately lead to employee turnover Mulvaney et al. (2006), Cleveland et al. (2007), Namasivayam and Zhao (2007) and Karatepe and Uludag (2007), together with Rowley and Purcell (2001).

2.3 HYPOTHESIS

H1: Increased career opportunities results into higher employee retention.

H2: Increased supervisor support results into higher employee retention.

H3: Good working environment has positive significant impact on employee retention.

H4: Increased rewards results into higher employee retention.

H5: Increased work-life policies have positive significant impact on employee retention.

3 METHODOLOGY

This field study examined the relationship of career development, supervisor support, work environment, rewards and work-life policies with employee retention among the employees of telecom sector in Pakistan. Secondary data collection was gathered by the help of previous

researcher's articles and journals while the primary data was gathered by the help of survey through questionnaires. Data was then analyzed and hypotheses were tested using correlation and regression analysis.

3.1 THEORETICAL FRAMEWORK

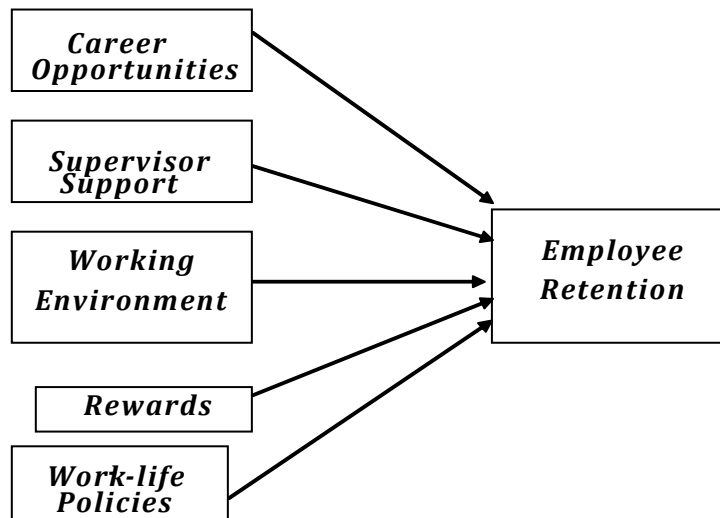


Figure 1 (Theoretical framework)

3.2 RESEARCH VARIABLES

The variables that are being considered are described in the theoretical framework. Employee retention is the dependent variable, which is going to be checked for a relationship with career development, supervisor support, working environment, rewards and work-life policies that are independent variables.

To examine the response rate from all the participants, the items of variables are taken from such studies. Six items for the career development were adapted from Dockel, A. (2003). Gentry et al. (2006) eight-items of supervisor support were adopted to measure the response of the participants. Eight items for the work environment were taken from the previous studies (Hertefeldt.H.D. 2002). Six items for the rewards were adopted from Silbert. T. L. (2005). Six items for the Work-life policies were adopted from Pare. G, Tremblay. M, Lalonde. P. (2001). Retention is considered as all-around module of an organization's human resource strategies. Six items for the employee retention were adopted from Straughn. H. (2005). The response format for these measures included a 5-point scale (1=strongly disagree, 2=disagree, 3=uncertain, 4=agree, 5=strongly agree).

3.2.1 DATA COLLECTION

The data collection was done through both primary and secondary resources. The primary data was collected through questionnaire surveys and secondary data from different research papers. The questionnaires were distributed among the employees of Middle and Upper Level of different departments. The survey period spanned 14-days for collecting data. The advantage of selecting this method is confidentiality and keeps track of those who do not return the questionnaire on time and need to be reminded again.

The foundation of research is based on the responses and the survey was conducted among the selected population of telecom sector of Pakistan. The sample size was of 150 whereas 130 respondents provide the feedback.

No.	Demographic Profile of the Respondents			
			Frequency	Percent
1	Name of organization	Mobilink	30	23.1
		Ufone	23	17.7
		Telenor	24	18.5
		Warid	24	18.5
		Zong	29	22.3
2	Years of Employment	Less than 1yr	44	33.8
		1yr to 2yrs	30	23.1
		2yrs to 3yrs	30	23.1
		more than 3 yrs	26	20
3	Qualification	Bachelors	37	28.5
		Masters	78	60
		M.Phil/MS	11	8.5
		Doctoral	4	3.1
4	Native Language	English	7	5.4
		Urdu	84	64.6
		Punjabi	31	23.8
		Any other	8	6.2
5	Marital Status	Married	56	43.1
		Unmarried	74	56.9
6	Gender	Male	100	76.9
		Female	30	23.1
7	Age	20 to 30 yrs	84	64.6
		30 to 40 yrs	33	25.4
		40 to 50	6	4.6

	yrs		
	50 yrs and above	7	5.4

Table 1 (Demographics)

3.2.2 MEASURING INSTRUMENTS

This is a study of relationship of various variables. After the data collection a co relational analysis was performed using the acquired data, to ascertain the existence of relationship between the variables. For doing the data analysis, Statistical Package for Social Sciences (SPSS) 14 was used, because it is a very systematic computer program that can deal with a large amount of data and can give out accurate results. With the help of SPSS, results would be analyzed by tabulating the data using frequency tables, correlation and regression values.

4 RESULTS

4.1 ANALYSIS OF DATA

4.1.1 CORRELATION AND REGRESSION ANALYSIS OF RESEARCH RESULTS

This study represents the analysis of the data and the results of the study are discussed. Hypothesis 1, 2, 3, 4 and 5 were tested against correlation using Pearson co relational and through regression analysis. Correlation and regression results will be analyzed at telecom sector of Pakistan.

4.2 TELECOM SECTOR

The correlation tables display's Pearson correlation coefficients, significance values, and the number of cases with non-missing values (N). The significance of each correlation coefficient is also displayed in the correlation table.

The Correlation matrix is showing the relationship between the dependent and five independent variables. Results have shown that employee retention is highly dependent on all the five independent variables which are career opportunities, supervisor support, work environment, rewards and work life policies. The level of employee retention would be increased in telecom sector of Pakistan by practicing independent variables more appropriately.

Table 2 (Correlation Analysis)

	Me an	Std. dev	ER	CO	SS	WE	Rew ards	W L P
E R	3.9 574	116 48						
C O	.20 45	171 36	635(**)	1				
S S	.29 38	216 82	737(**)	451(**)	1			
W E	.23 87	196 27	587(**)	286(**)	308(**)	1		
R e w a r d s	.27 16	264 67	642(**)	277(**)	488(**)	314(**)	1	
W L P	.32 38	197 39	580(**)	373(**)	337(**)	284(**)	311(**)	1

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

* Correlation is significant at the 0.05 level (2-tailed)

Table 3 (Variables)

ER=Employee Retention, CO=Career Opportunities, SS=Supervisor Support, WLP=Work-life policies

Table 4 (Regression Analysis)

Independent Variables	B eta	T	Sig.
CO	.252	6.360	.000
SS	.345	8.141	.000
WE	.269	7.240	.000
Rewards	.252	6.312	.000
WLP	.215	5.652	.000

a. Predictors: WLP, Rewards, SS, WE, CO

b. Dependent Variable: ER

N : 130	R square: .858	Adjusted R square: .853
F: 150.130	Significance: .000	Dependent Variable: Employee Retention

4.2.1 FINDINGS FOR HYPOTHESIS 1

The hypothesis H1 proposed that career opportunities correlates positively with employee retention which means higher the career opportunities in the organization higher will be employee retention. This prediction was supported as shown by the results($r = 0.635^{**}$), which shows that the correlation is significant up to the 0.01 level.

The B value of career opportunities is 0.252 that is it has 25.2% impact on employee retention. On the same side t value also showed result of 6.360 which showed a very significant impact on employee retention.

Hence our prediction is supported by the results, so H1 is accepted.

4.2.2 FINDINGS FOR HYPOTHESIS 2

The hypothesis H2 proposed that Supervisor support correlates positively with employee retention which means higher the supervisor support in the organization higher will be the employee retention. This prediction was supported as shown by the results($r = 0.737^{**}$), which shows that the correlation is significant up to the 0.01 level.

The B value of supervisor support is 0.345 that is it has 34.5% impact on employee retention. On the same side t value also showed result of 8.141 which showed a very high significant impact on employee retention.

Hence our prediction is supported by the results, so H2 is accepted.

4.2.3 FINDINGS OF HYPOTHESIS 3

The hypothesis H3 proposed that working environment correlates positively with employee retention which means good working environment in the organization has positive significant impact on the employee retention. This prediction was supported as shown by the results($r = 0.587^{**}$), which shows that the correlation is significant up to the 0.01 level.

The B value of working environment is 0.269 that is it has 26.9% impact on employee retention. On the same side t value also showed result of 7.240 which showed a high significant impact on employee retention.

Hence our prediction is supported by the results, so H3 is accepted.

4.2.4 FINDINGS OF HYPOTHESIS 4

The hypothesis H4 proposed that rewards correlates positively with employee retention which means higher the rewards in the organization higher will be the employee retention. This prediction was supported as shown by the results($r = 0.642^{**}$), which shows that the correlation is significant up to the 0.01 level.

The B value of rewards is 0.252 that is it has 25.2% impact on employee retention. On the same side t value also showed result of 6.312 which showed a significant impact on employee retention.

Hence our prediction is supported by the results, so H4 is accepted.

4.2.5 FINDINGS OF HYPOTHESIS 5

The hypothesis H5 proposed that work-life policies correlates positively with employee retention which means increased work-Life policies in the organization have positive significant impact on employee retention. This prediction was supported as shown by the results($r = 0.580^{**}$), which shows that the correlation is significant up to the 0.01 level.

The B value of work-Life policies is 0.215 that is it has 21.5% impact on employee retention. On the same side t value also showed result of 5.652 which showed a significant impact on employee retention.

Hence our prediction is supported by the results, so H5 is accepted.

4.3 DISCUSSION AND CONCLUSION

Employee retention has emerged as one of the dominant themes in management studies during past decade. The major contribution of this study is the examination of determinants of Employee Retention in Telecom Sector of Pakistan. Our research results show the relationship and also the intensity level of the determinants through which they impact on the employee retention.

4.3.1 IMPACT OF CAREER OPPORTUNITIES ON EMPLOYEE RETENTION

The correlation value of career opportunities is 0.635** while the beta value is 0.252 that shows the very significant relationship with the employee retention which means if more career opportunities are provided then the employee retention will be enhanced to a great deal. This research reveals that employees feel to be retained in the organization where the jobs and careers are very well defined, get frequent opportunities to grow, get range of professional experiences, broad functional and geographic exposure within the organization and more targeted opportunities. Such desirable offers lead them to stay and continue to grow with their company.

From hypothesis one, the results reveal that the contribution of career opportunity plays an imperative role in retaining employees in Telecom sector.

4.3.2 IMPACT OF SUPERVISOR SUPPORT ON EMPLOYEE RETENTION

The result reveals that supervisor support is a major contributor for employee retention amongst all other determinants as it has the highest correlation value that is 0.737** and also has the highest beta value which is 0.345, this shows a very significant relationship with the employee retention which means if employees are endowed with more supervision support then the employee retention will be increased to a great deal. Support from a supervisor is a major contributor to a person's performance and effectiveness. Considering the amount of valuable contributions and care for a person's well-being, all related to development, satisfaction, performance or effectiveness from the supervisor has an immense significance (Gentry et al. 2006).

From hypothesis two, the results revealed that increased supervisor support results into higher employee retention and also in the entire Telecom industry of Pakistan, supervisor support is the most influential variable in deciding the employee retention.

4.3.3 IMPACT OF WORK ENVIRONMENT ON EMPLOYEE RETENTION

The correlation value of work environment is 0.587** where as the beta value is 0.269 which shows a very significant relationship with the employee retention means if employees are working in a very good environment then it will add considerable positive impact on employee retention. So the research result reveals that the affect of work environment on employees is very much. It leads to feel employees happy and keep active to perform various job tasks. It is important to note that organizations exist in environments, in which they have been operated. Work environment influences especially when one considers employee retention.

From hypothesis three, the result discloses that good environment has a positive significant impact on Employee Retention in Telecom sector of Pakistan.

4.3.4 IMPACT OF REWARDS ON EMPLOYEE RETENTION

The correlation value of reward 0.642** and the beta value 0.252 demonstrate that the impact of reward on employee's is very much. It acts as a reminder for employee about the special achievement and relish in those feelings a little longer which perhaps serve as encouragement to repeat the effort in future. The more frequently the employee sees thinks about, or uses the reward, the more the employee is expected to realize that he/she is valued by the organization; thereby it increased the level of Employee Retention.

From hypothesis four, the result reveals that increased rewards results into higher employee retention in Telecom sector of Pakistan.

4.3.5 IMPACT OF WORK-LIFE POLICIES ON EMPLOYEE RETENTION

The correlation value of work-life policies is 0.580** and beta value is 0.215 which exhibit that work-life policies have an impact on Employee Retention. It is the most recent addition to the research in the employee retention and plays a role of obtaining a balance between work and life. It encourages employee's decision to remain with the organization.

It has been evident that when employees of Telecom sector have been provided a balance in their work and family life, they showed more loyalty and a greater level of retention in the organization. Its concurrence can cause an intention to stay in the organization as well as solve the issues between family members and family activities. Finally, it is argued that organizations need to monitor levels of stress and work-life policies in order to provide opportunity to advance the relationship between organization and employees.

From hypothesis five, the result demonstrates that increased work-life policies have positive significant impact on Employee Retention in Telecom sector of Pakistan.

The results of this study have clearly shown that the independent variables which are career opportunities, supervisor support, working environment, rewards and work-life policies have a direct and positive impact on the dependent variable that is employee retention which means the enhancement of one independent variable causes the enhancement in the employee retention which is the dependent variable. Today it has become crucial to have a committed, loyal and retained work force, as it is the one whose loyalty can actually pay off in the long run to gain a competitive edge in the business. Therefore if the telecom sector work on these determinants and apply them in the organization it would definitely foster the employee retention.

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