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**Influence of Organisational Policy and Employees Retention in  
Telecommunications Industry, Lagos State**

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**ABSTRACT**

The study investigated the influence of organisational policy on employee retention in the telecommunications industry in Lagos State. The study adopted the descriptive survey research design. The sample size of 71 human resources practitioners were selected through convenience and purposive sampling techniques because they were subject experts who were easily accessible to provide in-depth and detailed information about the phenomenon of the variables of the study. The questionnaire items were validated for face and content validity. After the pilot study, the Cronbach Alpha Co-efficient  $r$ -value of = 0.81 showed internal consistency and high reliability. The effect of organisational policy on employee retention was significant and the implementation of organisational policy influenced employee retention in the telecommunications industry, Lagos State. The study revealed a strong positive significant relationship between the two variables at ( $r = 0.609, p = 0.00$ ). The multiple correlation coefficients ( $R$ ) of the independent variable with employee retention implied 67% association between the variables and the regression ANOVA produced ( $F(3, 68) = 28.10, P < 0.05$ ). The existence of organisational culture and policy in the telecommunications industry, Lagos State was significant as reflected in the organisational structure, availability of HR Handbook and Policy, the practice of the tradition and culture of innovation, and employee engagement and service delivery. There was a strong positive correlation between organisational policy and employee retention in the telecommunications industry, Lagos State. The study recommended that organisations should institutionalize capacity development programmes to align with the National Policy for the Promotion of Indigenous Content in the Nigerian Telecommunications Sector to ensure capacity building of Nigerians, minimum Expatriate Quota and the implementation of the succession plan in the industry. Given the importance of the telecommunications industry to the vision of transforming the country to a digital economy and the need to have qualified and stable manpower to drive the industry, a dedicated national university for the telecommunications industry in Nigeria is pivotal to manpower development and sustainable employee retention in the industry.

**Keywords:** Organisational Policy, Employee Retention, Workplace Longevity, Workforce Management, Telecommunications Industry.

**1.0 Introduction**

New global paradigms are pushing the employee retention agenda in the workplace and this pace has accelerated since the emergence of Covid-19 pandemic in 2020 and organisations in the telecommunications industry are concerned about keeping their employees for as long as possible.

Holliday (2021) and Merwe (2022) said that increase in global talent migration, remote work, self-employment, and the “Great Resignation Era” have redefined the workforce ecosystem and challenged the prospects of employee retention. Lewin (2015) stated that employee turnover in the telecommunications industry is higher than average when compared to other industries in the information

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and communication technology sector. It is obvious from global statistical analysis that Lewin (2015) assertion is a global reality because technology employees who are the backbone of the telecommunications industry remain the most in-demand professionals in the global labour market because of technology, internationalisation, and industry volatility and competitiveness.

Sinha and Sinha (2012) mentioned in their analysis of two organisations in the heavy engineering industry in India that employee retention would become a defining phenomenon in organisations of the future. They surmised that innovation would determine business sustainability and the ability of organisations to adapt their behaviour to the realities of their operating environment would become the litmus test for reinforcing the core belief that employees are an organisation's greatest asset. These authors made their assertion against the background of prevailing economic uncertainty and corporate downsizing as issues of structure, policies, and procedures precipitated low employee retention.

Dutta and Banerjee (2014) supported Sinha and Sinha (2012) and stated that it is organisations that were effective in promoting employee retention that would dominate their industry. It implies that employee retention is not only predicated on certain external and internal variables but sacrosanct to organisational sustainability. After ten years since the insightful analysis of Sinha and Sinha (2012), employee retention has remained a topical research item among scholars and management scientists (Rossi, 2018) and a challenging management problem for organisations in an increasingly competitive marketplace (Gorde, 2019; Silva, Carvalho, and Dias, 2019).

The problem of employee retention in the telecommunications industry reached a frightening dimension during the Covid19 pandemic in 2020 amidst remote work because of physical distancing but not without indication that 100% of employees would return to work after the pandemic (Robuck, 2020; Xuecheng, Igbal and Saina, 2022). The EY Americas 2021 survey of 16,000 employees across 16 countries in multiple industries and job roles revealed that 54% of employees, particularly in telecommunications and technology roles would quit their jobs unless there is a shift in policies to engender post-Covid-19 pandemic flexibility (EY

Americas 2021). The pandemic and its consequent global economic lockdown constrained organisations' strategic capabilities for employee retention and heightened the demand for talent in the face of technology, competition, talent migration, and changes in work dynamics as skilled employees shifted to remote work and entrepreneurship (World Economic Forum, 2020; McKinsey, 2020; International Labour Organisation, 2020; Hogarth, 2021; International Finance Corporation, 2021).

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

On their part, Magaisa and Musundire (2022) asserted that it is essential for organisations to have suitable human resources policies and practices in place if they are to retain their employees. Li (2022) said that organisational policy is sacrosanct to employee retention and its implementation helps the human resources management department to resolve causes of employee turnover to retain their workforce. Literature revealed that a major insight into the challenges of employee retention in the telecommunications industry is that organisations in the industry have been cautious about their human resources policies hence they emphasized talent value optimisation to increase productivity so that they can gain a competitive advantage in their market (Oloo, 2012). Organisational policy is important to employee retention and 81% of executives are changing their workplace policies to offer greater flexibility to their workforce (Workplace Learning Report, 2022). The way employees are treated suggests the existence of a strong organisational policy. Ninety-four percent of employees stated that they would stay on their jobs if the organisation has a

policy that enhances a favourable working condition and creates an employee-friendly work environment (Merwe, 2022).

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

## **2.0 Literature Review**

### **2.1 Organisational policy**

Milano (2021) said that the organisational policy is a set of rules and regulations that employees conform to so as to ensure that the organisation runs its operations effectively and productively. The organisational policy is a compendium comprising statements of principles and practices relating to the management and administration of the organisation as a going concern. The human resources management department is responsible for the development of policies and procedures for managing employees in the organisation.

As a general rule, organisational policies set expectations, hold management accountable for their commitments to the organisation and employees, engender compliance with extant rules and regulations in the industry, protect the organisation against lawsuits and legal claims, and promote fair labour practices about industrial and labour relations. Woodruff (2019) said that organisational policies not only establish the rules of conduct but also describe responsibilities of employers and employees as they create a frame of reference for managing conflicts in the workplace.

Sani (2016) stressed the importance of policies in the telecommunications industry and argued that policies engender development and are usually formulated to get the best out of an institution or a practice. Policies are designed for effective regulation and industry growth in the telecommunications industry in Nigeria (Sawaneh and Kamara, 2017; Adepetun, 2022). The organisational policy also enables the organisation to comply with external laws and regulations that guide the industry and reduces the organisation's exposure to enterprise risks. Employees are guided by the formulation and implementation of organisational policies and these policies help the Human Resources Management department to streamline internal processes and activities of employees in the organisation.

Organisational policies improve operational processes and procedures. These policies also help organisations to reduce the cost of business operations. The organisational policy enables the organisation to respond to innovations and new development in the industry such as the Force Majeure clauses that organisations inserted in their human resources policy after the emergence of the Covid-19 pandemic in 2020 to address issues relating to emergencies and incidences of Acts of God which are uncontrollable events such as tornadoes, floods, tsunamis, and health emergencies that occur in the society but negatively impact employees in the workplace (Green, 2022).

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

employees with visual impairment can have the organisational policies in Braille and deaf employees can access and read the organisational policies through the chaining technique (Booth, 2021; IOWA Department for the Blind, 2022; Garcia, 2022).

There are external policies provided by regulatory authorities in a specific industry to guide the conduct and operations of organisations. The Nigerian Communications Commission regulates the telecommunications industry and does this through the implementation of policy frameworks such as National Policy on Telecommunication 2000, National Policy for the Promotion of Indigenous Content in the Nigerian Telecommunications Sector 2021, Nigeria National Broadband Plan (NNBP) 2020-2025, the National Digital Economy Policy and Strategy (NDEPS) 2020 – 2030.

These strategic documents are consistent with the Commission's regulatory interventions such as the Commission's Strategic Management Plan (SMP) 2020-2024 and Strategic Vision Plan (SVP) 2021-2025 that aim to build a strong and viable industry to propel Nigeria to becoming a digital economy and achieve the Sustainable Development Goals (SDGs) Goals 2030 by providing a platform for the citizens and businesses to innovatively engage the telecommunications industry and improve the country's capability to compete as a digital economy in the constantly changing competitive world.

Regulatory authorities such as the Federal Ministry of Information, Federal Ministry of Communications and Digital Economy, Nigerian Communications Commission (NCC), and National Information Technology Development Agency (NITDA) directly and indirectly provide the relevant policies for the regulation of organisations and stakeholders' relations in the telecommunications industry and some of the most important policies are as follows (Nigerian Communications Commission, 2021; Federal Ministry of Communications and Digital Economy, 2021; Mboho, 2022; National Information Technology Development Agency, 2022):

In the case of Bortolani (2009), a policy is perceived as a set of behavioural and procedural written rules that an organisation drafts as guidelines for its employees. This perspective aligns with the orientation of policies as an internal regulation of behaviours and expectations for creating the right environment for employees and guiding these

employees to achieve the goals and objectives of the organisation. Internally, organisations have policies that are peculiar to their operations but generic enough to ensure compliance with the external policy framework in the industry. With specific reference to the study, organisational policies of organisations in the telecommunications industry relate to those guidelines, rules, and regulations that guide the strategy and operations of the enterprise and have a direct impact on employee longevity. These are the Code of Corporate Governance and employee-specific policies the Employee Handbook which is sometimes described as Staff Handbook, Employee Policy, or HR Policy Manual and comprises employees' rules of engagement from recruitment and selection to exit management. There is also the Collective Bargaining Agreement between the management of the organisation and labour union to promote employee welfare and protect employees' employment and workforce longevity.

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

## **2.2 Employee retention**

The organisation's need to attract, develop, and keep their productive workforce to gain competitive advantage has been a priority in the business environment in recent times. There are many perspectives to the meaning of employee retention

and a critical review of literature indicates that these definitions have been contextualised to fit the demands of organisations across industries. Organisation must contextual employee retention to achieve workforce longevity and organisational sustainability.

Phillips and Connell (2003) was concerned that Human Resources Management experts and Industrial Education practitioners are reactive and assume that the implementation of many incentive-based solutions amount to and should result in employee retention. The author a publication that suggested the implementation of over 154 solutions to workforce longevity in organisations.

The reality is that organisations are belaboured with a plethora of programmes, projects, initiatives, plans, and techniques that seek to help but end up leaving managers overwhelmed, employees confused and the organisation frustrated with an ineffective approach to employee retention that is counterproductive. Hence, Phillips and Connell (2003) proposed a strategic accountability approach to process employee retention in an analytical way to clarify its meaning and consolidate all the issues around employee wellbeing and workforce maintenance to gender retention and workforce longevity.

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

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

is dynamic and sophisticated in decision-making about choice of career and intention to stay with an employer.

Gberebie (2008) and Oganezi and Lozie (2017) described employee retention as organisation's strategic effort to create and foster a climate that encourages current employees to remain employed through policies and practices that respond to their aspiration for career growth and advancement.

Oganezi and Lozie (2017) have drawn inspiration from Workforce Planning for Wisconsin State Government that construed employee retention as a system that leverages on practice and policies that moderate the work climate to elicit organisational performance and productive job longevity from employees. When organisations recruit, the goal is workforce longevity to maximize recruitment costs. The strategy for workforce longevity becomes the driving force of employee retention predicated on organisational orientation of practice through policy that is peculiar to the organisation and cannot be replicated in other organisations in the industry without consequences.

Nwokocho and Iheriohanma (2012) stated that employee retention is the means, plan or set of decision-making behaviour that organisations institutes to maintain competent workforce and achieve workforce longevity for business performance. The need for employee retention is more internal than a response to external forces outside the realm of the organisation. The policy of the organisation is the barometer to measuring the environment and climate where the employees will come after the assumption of duty and these employees come with definite needs and expectations. Employees also join and actively participate in the labour union of choice without the fear of discrimination and recrimination from the management.

It is expedient, therefore, for the organisation to behave in a predictable way through a mechanism that assures employees that their needs and expectations are well reposed in the organisation. When there is a mismatch between the needs of employees and behaviour of the organisation, there will be a disconnect in the system and the consequence will be employee turnover.

Employee retention will involve the technique for the formulation of necessary plan to create a

behaviour that positively respond to needs of employees and moderating their expectations to achieve workforce longevity in the organisation.

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

Allen (2008) surmised that organisations should create a sound employee maintenance plan to solve the problem of turnover and improve workforce longevity. Human Resources Management and Industrial Relations practices are the foundation for staff engagement and retention programmes in the organisation (Vale, 2010).

The idea of employee retention as a strategy (Gberebie, 2008; Oganezi and Lozi, 2017), technique (Nwokocha and Iheriohanma, 2012), process (Aguenza and Som, 2012), practice (Zahoor, Ijaz, and Muzammil, 2015; Abba, 2018), and programme that organisations use to keeping optimal manpower level and maintain effective workforce for productivity and profitability is a holistic approach of defining the concept.

Aguenza and Som (2012) defined employee retention as the process of ensuring that employees are kept at an optimal level in the organisation to achieve organisational goals and success in the marketplace.

The organisation that seeks to have healthy and effective workforce will consider attracting and hiring employees who have the intention of job longevity and positive retention, and this will pervades the early stages of the recruitment process, onboarding programme and the whole human resources development and management (Cable, Gino, and Staats, 2013; Walker-Schmidt, Kaul, and Papadakis, 2022). This makes policy critical to the employee maintenance and longevity journey from the perspective of the management.

## 2.0 Research Questions

1. How does organisational policy exist in the telecommunications industry, Lagos State?
2. What is the effect of organisational policy on employee retention in the telecommunications industry, Lagos State?
3. What is the impact of the implementation of organisational policy on employee retention in the telecommunications industry, Lagos State?

## 3.0 Hypotheses

H<sub>01</sub>: There is no significant relationship between organisational policy and employee retention in the telecommunications industry, Lagos State.

H<sub>02</sub>: There is no significant relationship between the implementation of organisational policy and employee retention in the telecommunications industry, Lagos State.

## 4.0 Methodology

The study adopted the descriptive survey research design. The population of the study comprised all human resources practitioners in the telecommunications industry, Lagos State. The sample size for the study comprised 71 human resources practitioners selected through convenience and purposive sampling techniques because they were subject experts who were easily accessible to provide in-depth and detailed information about the phenomenon of the variables of the study.

The researchers developed a self-designed questionnaire titled Influence of Organisational Policy on Employee Retention Scale (IOPERS) for the study. The questionnaire was subjected to a face and content validity of the scale by experts in Departments of Adult Education and Psychology respectively in the University of Ibadan. The Cronbach Alpha Co-efficient r-value of = 0.81 indicated a good internal consistency. The questionnaire items were analysed using descriptive statistics with frequency counts and percentages demographic characteristics of the participants and inferential statistics for variables in research questions and hypotheses with multiple regression, Pearson Product Moment Correlation and ANOVA.

### 5.0 Findings

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

**Table 1: Demographic Characteristics of Respondents**

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

Source: Researchers' Field Survey (2023)

Whilst 26 participants (36.6%) have worked less than 5 years, 4 (5.6%) have worked more than 20 years as HR practitioners in the telecommunications industry. Participants for the study have bachelor degree (n=26, 36.6%), master degree/M.Sc./MBA (n=43, 60.6%), and doctorate degree/Ph.D. (n=2, 2.8%) and have also worked 0-2 years (n=14, 19.7%), 3 – 5 years (n=30, 42.2%), 6-10 years (n=20, 28.2%) and 11+ years (n=7, 9.9%) with current employers in the telecommunications industry, Lagos State.

**Research Question 1:** How does organisational policy exist in the telecommunications industry, Lagos State?

**Table 2: Summary of Participants' Responses on the Existence of Organisational Policy in the Telecommunications Industry, Lagos State**

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

Source: Researchers' Field Survey (2023)

Table 2 showed the existence of organisational policy in the telecommunications industry. The weighted mean of (4.05) was determined as the benchmark on each items. It was observed that the existence of organisational policy in the telecommunications industry was significant. Four out of the five items used to measure existence of organisational policy in the telecommunications industry had mean scores above the weighted mean buttressing the fact that organisational policy existed in the telecommunications industry.

Employees were fully informed about the structure, chain of command, and established bureaucracy ( $\bar{x}$ =4.23). Employees were informed that their behaviours were guided by policies organisation ( $\bar{x}$ =4.13). Employees were conversant with organisational policy that characterised their work environment and performance expectations ( $\bar{x}$ =4.00). Organisations communicated regularly through policy articulation to drive productivity ( $\bar{x}$ =4.00). However, item 1 ( $\bar{x}$ =3.90) was below the set benchmark indicating that the existence of organisational policy in the telecommunications industry was significant.

**Research Question 2:** What is the effect of organisational policy on employee retention in the telecommunications industry, Lagos State?

Table 3 showed the effect of organisational policy on employee retention in the telecommunications industry and the weighted mean (4.18) was determined as the benchmark for each. It was observed from the findings that organisational policy affected employee retention in the telecommunications industry as all the five items had mean scores that revolved round the weighted mean which was the set benchmark. The table revealed that three items with scores mean above the weighted mean supported that organisational policy affected employee retention in the telecommunications industry. Organisations kept their employees longer on the job because of their organisational policy ( $\bar{x}$ =4.28). Organisations kept employees longer on the job because of strong governance ( $\bar{x}$ =4.18). Organisations kept employees longer on the job because of policy commitment to and practice of DEI ( $\bar{x}$ =4.18). However, items 4 and 5 ( $\bar{x}$ =4.13 and  $\bar{x}$ =4.11 respectively) were below the set benchmark indicating that organisational policy affected employee retention in the telecommunication industry.

**Table 3: Summary of Participants’ Responses on the Effect of Organisational Policy on Employee Retention in the Telecommunications Industry, Lagos State**

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

Source: Researchers’ Field Survey (2023)

**Research Question 3:** What is the impact of the implementation of organisational policy on employee retention in the telecommunications industry, Lagos State?

Table 4 had weighted mean (4.22) as the benchmark. The findings showed that that the implementation of organisational policy influenced employee retention in the telecommunications



industry as the five items had mean scores that revolved round the weighted mean which was the set benchmark. The table revealed that three items that had mean scores above the weighted mean supported that the implementation of organisational policy influenced employee retention in the telecommunications industry.

**Table 4: Summary of Participants’ Responses on the Impact of the Implementation of Organisational Policy on Employee Retention in the Telecommunications Industry, Lagos State**

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

Source: Researchers’ Field Survey (2023)

Employees were happy to identify with the organisation because the policy encouraged employee-friendly initiatives for them ( $\bar{x}$ =4.34). Collective Bargaining Agreements improved industrial democracy and employees’ willingness to stay longer in the organisation to grow their careers ( $\bar{x}$ =4.24). There was a year-on-year low employee turnover in the organisation because of its commitment to strong organisational policy in the last two years ( $\bar{x}$ =4.28). However, two items had means ( $\bar{x}$ =4.18 and  $\bar{x}$ =4.08) closer to the weighted mean which indicated that the majority of respondents concurred with the items. This result indicated that implementation of organisational policy has an impact on employee retention in the industry.

**Hypothesis Testing H<sub>01</sub>:** There is no significant relationship between organisational policy and employee retention in the telecommunications industry, Lagos State.

**Table 5: Correlation between Organisational Policy and Employee Retention in the Telecommunications Industry, Lagos State**

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

Significant at 0.05

Source: Researcher’s Field Survey (2023)

Table 5 presented the Pearson Product Moment Correlation (PPMC) result of the relationship between organisational policy and employee retention in the telecommunications industry. The table revealed strong positive significant relationship between the two variables at (r = 0.609, p = 0.00). The result implied that organisational policy was one of the determinants of employee retention in the telecommunications industry in the study area. Following from the result, the null hypothesis two that there is no significant relationship between organisational policy and employee retention in the telecommunications industry, Lagos State was rejected.

**Hypothesis Testing H<sub>02</sub>:** There is no significant relationship between the implementation of organisational policy and employee retention in the telecommunications industry, Lagos State.

**Table 6: Regression Summary and ANOVA of Organisational Policy and Employee Retention in the Telecommunications industry, Lagos State**

Multiple R = 0.67 R Square = 0.45 Adjusted R Square = 0.44 Standard Error = 3.642					
Analysis of Variance					
Source of Variance	Sum of Square	df	Mean Square	F	Sig.
Regression	392.29	3	196.15	28.10	.000
Residual	474.64	68	6.98		
Total	866.93	70			

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

Source: Researcher's Field Survey (2023)

Table 6 showed that the multiple correlation coefficients (R) of the independent variable with employee retention in the telecommunications industry, Lagos State was 0.67. This implied that there was 67% association between organisation policy and employee retention in the telecommunications industry. Regression ANOVA produced ( $F_{(3, 68)} = 28.10, P < 0.05$ ). This implied that the contribution of the independent variable (organisational policy) considered in the study to employee retention in the telecommunications industry was statistically significant.

## 6.0 Discussion

The result agreed with the study of Bahati (2017) said that organisational policies determined employee retention and argued that the lack of organisational policy in the banking industry in Kenya was responsible for high employee turnover. The study of Walker-Schmidt, Kaul, and Papadakis (2022) corroborated Bahati (2017) where emphasis was placed on the relationship between established rules and regulations in policies, processes and manuals to improve employee engagement and job satisfaction. Madueke and Emerole (2017) indicated that organisational policy existed in organisations when employees were informed about the corporate strategy, rules, and regulation of the organisation. This existence encourages strong leadership, employee engagement, and workplace longevity. Katunzi (2020) found that organisational policy significantly contributed to employee retention in the organisation. Patro (2012) asserted that policies were the bedrock of employee retention that drove productivity and sustainability of organisations in the

private sector. Sawaneh and Kamara (2017) aligned with Patro (2012) that organisational policies enhanced organisational performance in the higher educational sector in Sierra Leone. The results of the study were corroborated by Bahati (2017) and Ajayi and Onya (2020) that proved that the independent variable (organisational policy) influenced employee retention. The regression model of Yusuf (2022) established a correlation between organisational policy and employee performance in telecommunications industry in Nigeria.

## 7.0 Conclusion

The existence of organisational policy in the telecommunications industry, Lagos State was significant as reflected in the organisational structure, availability of HR Handbook and Policy, the practice of innovation, and employee engagement and service delivery. However, the existence of organisational policy was not significant in the area of employee onboarding in the industry. The effect of organisational policy on employee retention in the telecommunications industry, Lagos State was significant in the areas of strong values and work ethics, corporate governance, and the pursuit of DEI but the components of operational procedures and organisational learning as well as employee wellness and work-life balance of the impact of organisational policy on employee retention was not significant. The null hypothesis one was rejected because the study showed a strong positive significant relationship between organisational policy and employee retention at ( $r = 0.609, p = 0.00$ ) in the telecommunications industry in the study area. The independent variable of organisational policy made 67% contribution to the variance in employee retention in the telecommunications industry. The Regression ANOVA produced ( $F_{(3, 68)} = 28.10, P < 0.05$ ) indicating a significant contribution of the independent variables (organisational policy) to employee retention in the telecommunications industry, Lagos State. There was a strong positive correlation between organisational policy and employee retention in the telecommunications industry, Lagos State.

## 8.0 Recommendations

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

- Organisations should engage seasoned scholars and practitioners who are subject experts in Industrial Education, Human Resources Management, and Adult Education to carry out an audit of their employee retention plan and review the impact of organisational policy as a collective system of integrated whole to influence retention in the telecommunications industry.
- Organisations in the telecommunications industry should partner with relevant departments such as the Adult Education and Lifelong Learning Department and Telecommunications Engineering Department in higher education institutions in Nigeria to develop capacity development programmes to breed young graduates for the industry. This partnership should create an avenue for older employees to grow and diversify their competences rather than being laid off because of the challenges of ageism in the workplace.
- Relevant regulatory agencies of the government such as the Federal Ministry of Communications and Digital Economy, Ministry of Interior, and the Nigerian Communications Commission should enforce the National Policy for the Promotion of Indigenous Content in the Nigerian Telecommunications Sector to ensure capacity building of Nigerians, minimum Expatriate Quota and the implementation of the succession plan in the industry.
- The Federal Government of Nigeria should charge the National University Commission to understudy the model in Ghana that has a public technical university founded in 2005 and known as Ghana Communication Technology University in Accra with a view to establishing a dedicated national university for the telecommunications industry in Nigeria. The Maritime industry and other sectors of the economy like the Military have dedicated universities. Given the importance of the telecommunications industry to the vision of transforming the country to a digital economy and the need to have qualified and stable manpower to drive the industry, a national university for the industry will not be out of place.

### **9.0 Declaration of Ownership**

This article is our original work.

### **10.0 Conflict of Interest**

There is no conflict of interest to decline in the article.

### **11.0 Ethical Clearance**

The study was approved by the institution.

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