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Motivational Strategies and Employee Retention in the Telecommunication Sector: A Case Study of Uganda Telecom Limited

Telecommunication companies in Uganda use different motivational strategies including training and development, compensation and recognition to attract and retain employees. In spite of their efforts, employee retention in the sector is poor, characterised by frequent voluntary employee departures and resignations. This study sought to find out whether there is a relationship between the companies' motivational strategies and employee retention in the telecommunications sector using Uganda Telecom Limited (UTL) as a case study. Its objectives included examining the relationship between training and development and employee retention; determining the relationship between compensation and employee retention; and establishing the relationship between recognition and employee retention. This study was based on a cross-sectional survey design which involved collecting data from a random sample of 115 employees of UTL located at the Headquarter Offices. The data were analysed using both quantitative and qualitative techniques. Overall, the results showed that there was a significant positive relationship between training and development and employee retention ($r = 0.575, p = 0.044$), a significant positive relationship between compensation and employee retention ($r = 0.626, p = 0.018$) and a significant positive relationship between recognition and employee retention ($r = 0.599, p = 0.021$). The findings imply that adopting favourable training and development, compensation, and recognition practices that are perceived to be fair by employees will enhance employee retention in the company.

Key Words: Motivation, Retention, Employee, Telecommunications, Employee