

Employee Retention Strategy And Organizational Performance Of Telecommunication Firms In Delta State

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Abstract: *The study examined the effect of employee retention strategy on organizational performance of telecommunication firms in Delta State. Specifically, the study examined the effect of competitive compensation, perceived organizational support, employee promotion and salary increase to determine the level of organizational performance of telecommunication firms in Delta State. Relevant literature and theory was discussed based on the study construct. This study applied cross-sectional survey design since it is meant to produce a precise representation of situations. A total of 205 staffers of selected communication firms (MTN, GLO, SMILE and Airtel) operating in Delta State formed the population of the study. The study used stratified random sampling technique for the selection of the respondents. Validated five point Likert structured questionnaire serve as data collection tool was distributed to the respondents for statistical analysis. The study utilized Statistical Package for the Social Sciences (SPSS) to analyze the data collected. The generated data was analyzed and presented using both descriptive and inferential statistical technique. To determine the strength and direction of the relationship between variables, the researchers used Pearson's Product Moment Correlation coefficient. The hypotheses were tested at a 95 percent confidence interval and 0.05 level of significance. The result showed a positive strong significant effect between Employees retention strategies (competitive compensation, perceived organizational support, employee promotion and salary increase) and organizational performance. The study concluded that competitive compensation, perceived organizational support, employee promotion and salary increase have significant effect on organizational performance of telecommunication firms in Delta State. The study recommended that management of telecommunication firms should continuously invest in structured career development programs, as findings reveal such initiatives significantly boost employee innovativeness, thereby enhancing the company's overall competitive advantage and growth.*

Key Words: employee retention strategy, competitive compensation, perceived organizational support, employee promotion and salary increase, organizational performance and telecommunication firms

INTRODUCTION

In today's business environment, increasing employees' turnover has become a serious challenge. This has caused Human Resources Managers and employers of labour to worry about the negative impact of employee turnover (the number of workers leaving their job over time) on business. There are many fierce market competitions in the realm of globalisation, particularly in the telecom sector. The liberalisation of the Nigerian telecommunications market has opened it up to competition. MTN, Nigeria is one of the Global Systems Mobile Communication (GSM) carriers with the widest coverage, and it is renowned for having a significant number of users and providing quality service. The business continues to hold a dominant position in Nigeria as a supplier of infrastructure to the nation's corporate clients and other telecom providers. However, the pressure from management brought on by the daily increase in subscribers can make work uncomfortable for staff. The quality of MTN's personnel determines how well the company performs in terms of network service quality, dependability and consistency in resolving customer complaints, and capacity to offer a range of value-added services (Okafor, Ifekwem & Adeyi, 2024)

Employee retention strategy is defined as policy put in place, supported by actions taken by the organization to prevent the organization's skilled employees from leaving their jobs (Okafor, Ifekwem & Adeyi, 2024). By implication, it can be thought of as the practice that an organization uses to retain its employees throughout their career. Effectively implementing employee retention strategies increases loyalty, engagement and reduces employee turnover rates (James & Mathew, 2022). A better understanding of why employees leave or want to leave the organization informs the effective retention strategies to be adopted (James & Mathew, 2022). Many studies conducted on employee retention strategies and organizational performance use training and Development, reward management, job rotation, work environment, job security, etc as proxies for employee retention strategies with positive and significant results in their various location and that most of the methodology employed in the previous studies were faulty while some are qualitative based in nature (Taplin & Winterton, 2007; Michael & Chipunza, 2022, Okafor, Ifekwem & Adeyi, 2024). However, there are other strategies of employee retentions which have not been well-dealt with in the previous studies considered. Notable among these are: competitive compensation, perceived organizational support, employee promotion and salary increase. Thus, this study will contribute to body of knowledge by evaluating the effects of these three employee retentions strategies on organizational performance of telecommunication firms in Delta State.

Statement of the Problem

Organizations today face increasing challenges in retaining skilled and experienced employees. High employee turnover disrupts productivity, increases recruitment and training costs, and negatively affects organizational performance and morale. Many employees leave organizations due to factors such as limited career growth opportunities, inadequate compensation and benefits, lack of recognition, poor work-life balance, ineffective leadership, and unsupportive workplace culture. Accordingly, Telecommunication companies face unique challenges in retaining talent, including high employee turnover rates influenced by factors such as competitive job markets, demanding work environments, and evolving career expectations among employees. The loss of skilled personnel not only disrupts workflow continuity but also incurs substantial recruitment and training costs, impacting overall operational effectiveness and profitability. It can be harmful to a company's efficiency if skilled workers often leave the organization. Today, business organizations find it difficult to retain well performing, experienced, and soundly trained employees as a result of turnover.

Lack of perceived organizational support is an organization's failure to organize work into work groups in order to tap into the organization's various human resources. Poor organizational support in the workplace with lack of necessary leadership to lead affect team effectiveness. Such problems include; disrespect, persistent abuse, theft, gossiping, sexual harassment, as absenteeism, a lack of commitment, poor worker morale, and frequent or excessive breaks. As a consequence, the effects of perceived organizational support have grown so pervasive that the workplace is suffering low productivity, poor goal achievement, and lack of cohesion, bad communications, and a lack of development. Employees are greatly impacted by such circumstances, and they feel hated and ignored. This demonstrates that no company can operate successfully in such a terrible working condition when employees and management are at odds.

Thus, the efficiency of many organizations has thus been threatened by huge costs/expenditure incurred on recruitment and selection of new staff to replace the work force gap created by the leaving employees. Absence of employee retention strategy has become a problem for every organization in general and telecommunication companies in particular from the time when well experienced and qualified expertise leaves the position they held. Telecommunication companies depends not only on the available technical resources, but also on the quality and competence of its employees as required by the telecommunication companies from time to time. This is the reason many owners have agreed that the availability of skills, and component human capital/talent, are key issues for telecommunication companies.

The problems of employee retention strategies in telecommunication companies are high rate voluntary turnover and lack of employee commitment which result to poor return on net profit, return on assets, return on equity, return on sales, retained earnings in the telecommunication companies in Delta State. Therefore, this study examined the effect of employee retention strategy on organizational performance of telecommunication firms in Delta State.

Research Objectives

The main objective of the study critically examined the effect of employee retention strategy on organizational performance of telecommunication firms in Delta State. The specific objectives were to:

- i. determine the effect of competitive compensation on organizational performance of telecommunication firms in Delta State
- ii. ascertain the effect of perceived organizational support on organizational performance of telecommunication firms in Delta State
- iii. evaluate the effect of employee promotion on organizational performance of telecommunication firms in Delta State
- iv. establish the effect of Salary increase on organizational performance of telecommunication firms in Delta State

REVIEW OF RELATED LITERATURE

Conceptual Review

Employee Retention Strategy

Employee retention strategies encompass organizational efforts aimed at maintaining a stable and committed workforce by minimizing turnover and enhancing employee satisfaction. Employee retention strategies involve organizational efforts to retain skilled employees through career development, competitive compensation, positive work culture, and recognition programs. Employee retention strategies include competitive compensation, career development opportunities, supportive leadership, work-life balance, and a positive organizational culture (Sorn, et al., 2023). Effective retention practices not only reduce recruitment costs

but also contribute to sustained productivity and organizational knowledge retention. Recent studies highlight the role of recognition, employee engagement programs, and transparent communication in fostering loyalty and long-term commitment (Prasad, 2025). Furthermore, personalized approaches that address generational and individual employee needs are increasingly recognized as essential in today's dynamic work environments (Saraiva, & Nogueiro, 2025). Implementing these strategies requires continuous assessment of employee feedback and adaptability to evolving workforce expectations. Organizations that prioritize employee-centric policies are better positioned to retain top talent and gain a competitive edge in their industries (Niranjani, 2024). Employee retention strategies enhance job satisfaction and reduce turnover (Mather, & Bam, 2025) and improves organizational performance, employee engagement, and talent sustainability (Karim, et al., 2025).

Competitive Compensation

Competitive compensation is a salary and benefits package that is equal to or better than what is offered for similar roles in the same industry or geographic area. Competitive compensation is a vital employee retention strategy, as it directly influences job satisfaction, motivation, and organizational commitment. Employees are more likely to remain with firms that offer fair and attractive remuneration (Umoh, 2025). Organizations that align compensation with industry standards and performance often experience lower turnover rates and higher employee engagement, highlighting the strategic role of compensation in sustaining a stable workforce (Yu, & Santos, 2025; Abdi, 2025).

Perceived Organizational Support

The concept of perceived organizational support has been used to mark and assess employee management in an organization, showing how great the organization appreciates and supports its employees to do their working roles effectively (Ikon & Ogochukwu, 2019). Perceived organizational support is as an employee's perception of belief and trust about how far an organization values its employee's contribution as well as notices, respects and cares about its employee's welfare. Generally, an organization gives forms of positive support that are beneficial for its employees. The support can generate employee's perception of the organization. Employees, who get a high perceived organizational support level, give their performance more maximally. This is because perceived organizational support can affect employee's spirit to work, consequently, it will finally affect their performance (Siswanti & Pratiwi, 2020).

Employee Promotion

Promotion in an organization occurs when an employee is elevated to a higher position, often accompanied by an increase in salary. This advancement typically involves existing members of the workforce (Dosumu et al., 2021). Promotions can encompass various aspects, such as shifting employees to higher roles, increasing their pay, raising their status, or improving their facilities. Generally, organizations tend to fill higher-level vacancies by promoting employees they believe are qualified for the position. These promotions are based on the skills employees have developed through their daily responsibilities within the organization (Qalati et al., 2022).

Salary Increase

Increase of an employee's salary depended on change on the cost of living and employees regarded the increase in salary as entitlement without accounting for their own performance, or that of the organization. This meant on one hand that an employee's salary increase did not in any way change his or her attitude to work such that he or she could put more effort to influence the total output in order to cater for the increase, and on the other hand increase of salary boosted the worker's economic freedom while negating the need to increase the volume of their effectiveness towards the organization (Swanepoel, 2023). Changes in the salary structure do not guarantee an increase in employee effectiveness and make employees feel comfortable in working. Many things can be done by the management organization for the effectiveness of employees is increasingly rising (Ertanto & Suharnomo, 2021). Through this form of compensation and human resource development to be a view that is important for the company and employees. Self-esteem can be a mediating variable between salaries influence on effectiveness, but only useful as a partial mediating variable, it is due to a direct effect on the performance of a larger salary than through self-esteem (Ertanto & Suharnomo, 2021).

Organizational Performance

The concept 'organization' is described by Aguilera et al., (2023) as 'a consciously coordinated social unit, composed of two or more people that functions as a relatively continuous basis to achieve common goals or set of goals'. There are different kinds of organization, but corporate organizations are large structure complex whole with conscious rationality established for a purpose (Manthena & Ravi, 2024; Akinbode et al., 2021). For instance, Federal Inland Revenue Service of Nigeria (FIRSN) is a corporate organization that possess those features. Contemporary views of corporate organization suggest that this type of organizations is deliberately constructed and reconstructed to seek specific goals which rest on performance (Aguilera et al., 2023).

Theoretical Framework

Theory (Mitchell et al., 2001) provides a valuable framework for understanding employee retention strategies and their influence on organizational performance, particularly within the Nigerian telecommunication sector. The theory posits that employees remain with an organization due to three interrelated components: links (connections with people and activities), fit (compatibility with the organization and community), and sacrifice (what an employee would give up by leaving). When employees are embedded in their roles, they are more likely to stay and contribute meaningfully, which enhances organizational stability, reduces recruitment costs, and improves overall performance (Malalage, & Perera, 2025; Hassan, et al., 2024). Additionally, firms focus on aligning employees' values with organizational culture and creating an environment where they feel connected can drive productivity and innovation. As the telecommunications sector in Nigeria remains highly competitive, leveraging job embeddedness as a retention strategy positions Nigerian telecommunication sector to sustain its market leadership by maintaining a loyal, motivated workforce (Boakye, et al., 2024). Thus, job embeddedness theory is instrumental in shaping effective employee retention strategies that support long-term organizational performance.

METHODOLOGY

The researcher employed the cross sectional survey research design method. This is due to the nature of the study whereby the opinion and views of people are sampled. The population of the study are two hundred and five staffers of selected telecommunication firms operating across different cities in Delta State. Based on the small population of 205 members, the population size of 205 members was adopted as the sample size. This study employed the stratified random sampling technique. This technique was considered appropriate because it allowed for adequate representation of the population. The research instrument used in this study is a questionnaire containing series of questions was administered on the employees of selected telecommunication firms in Delta State. Based on the research the researcher validated all the information that was collected to ensure that they are verifiable based on the questionnaire that was presented to them. The Pearson Correlation Coefficient was used to determine the reliability of the instrument. A co-efficient value of 0.68 indicated that the research instrument was relatively reliable. The study employed statistical techniques to data analysis such as descriptive statistics and regression analysis. Among the descriptive statistics utilised were frequency distributions, measures of central tendency (mean), and measures of variance (standard deviation). Multiple regressions were employed as an inferential statistical strategy, and the results were presented in tables.

RESULTS AND DISCUSSIONS

This chapter presents the analysis and interpretation of data collected through the questionnaire administered on the employees of the selected telecommunication firms in Delta State, with particular emphasis on staffers of MTN, GLO, SMILE and Airtel who formed the accessible population for the study. The data were analyzed using both descriptive and inferential statistics in order to provide meaningful insights into the research problem. First, the demographic profile of respondents is described to give context to the study population. Thereafter, the variables of employee retention strategy were examined in relation to organizational performance. Correlation and multiple regression analyses are employed to test the strength and direction of the relationships among these variables, while hypotheses earlier formulated are subjected to statistical testing to determine their significance. Finally, the findings are discussed in relation to extant literature, drawing attention to points of convergence and divergence with previous studies, and highlighting the theoretical and practical implications for enhancing organizational performance of telecommunication firms in Delta State

Table 1 Analysis of the Field Survey

Focused audience	No of Administered Questionnaire	No of returned Questionnaire	Percentage Questionnaire used
Telecommunication Firms in Delta State	205	192	94%

Source: Field Survey, 2026.

Out of the 205 copies of questionnaire administered on employees of selected telecommunication firms (MTN, GLO, SMILE and Airtel) in Delta State, a total of 192 were duly completed and returned, representing a response rate of 94 percent. This high retrieval rate demonstrates the effectiveness of the distribution process and the willingness of respondents to participate in the study. According to Babbie (2020), a response rate above 70 percent is considered adequate for social science research; hence, the 96 percent achieved in this study is more than sufficient to ensure reliability and validity of the findings. Consequently, the 192 usable copies questionnaire formed the basis of the subsequent data analysis and interpretation presented in this section.

Analysis of Respondents Profile

Table 2: Respondents Profile

S/N	QUESTION	RESPONSE	RESPONDENTS	PERCENTAGE (%)
1	Gender	Male	106	55.2
		Female	86	44.8
		Total	192	100
2	Age	Below 25 years	49	25.5
		26-45years	78	40.6
		36-45 years	45	23.2
		Above 45years	20	10.7
		Total	192	100
3	Marital Status	Single	89	46.4
		Married	103	53.6
		Total	192	100
4	Educational Level	SSCE/NECO	21	10.9
		Diploma/OND/HND	32	16.7
		B.Sc.	93	48.4
		Postgraduate	46	24.0
		Total	192	100

Source; Field Survey, 2026

Table 2 presents the demographic characteristics of the respondents who participated in the study. Out of the 192 usable copies of questionnaire, 55.2 percent of the respondents were male, while 44.8 percent were female, indicating that both genders were adequately represented in the survey. The age distribution reveals that the majority of respondents (40.6 percent) were between 26 and 35 years, followed by 25.5 percent who were below 25 years, 23.2 percent who were within the 36–45 years range, and 10.7 percent who were above 45 years. This distribution suggests that the sample was largely youthful, which is consistent with the smartphone adoption trends in Nigeria. In terms of marital status, 53.6 percent of respondents were married while 46.4 percent were single, showing a fairly balanced representation of family structures. Regarding educational background, the largest proportion of respondents (48.4 percent) held a B.Sc., followed by 24.0 percent with postgraduate qualifications, 16.7 percent with diploma/OND, and 10.9 percent with SSCE/NECO. This shows that the respondents were generally well-educated, which enhances the reliability of their responses on issues relating to employee retention strategy and organizational performance.

Analysis of other Research Data

This section centers on the analysis of responses to the major research questions which were broken down into thirty (30) sub questions using the Likert scale of point 5. They were analyzed using pearson correlation and multiple regression analysis using SPSS version 25.0. Statistical analysis uses multiple regression models to predict the value of a specified dependent variable based on the values of two or more independent variables.

Table 3: Pearson Correlation analysis

Correlations

		Competitive Compensation	Perceived Organizational Support	Employee Promotion	Salary Increase	Organizational Performance
Competitive Compensation		1				
	Sig. (2-tailed)					
	N	192				
Perceived Organizational Support		.006	1			
	Sig. (2-tailed)	.941				
	N	192	192			
Employee Promotion		.171	.224	1		
	Sig. (2-tailed)	.026	.003			
	N	192	192	384		
Salary Increase		.133	.233	.473	1	
	Sig. (2-tailed)	.086	.002	.000		
	N	192	192	384	192	
Organizational Performance		.039	.264	.345	.688	1
	Sig. (2-tailed)	.612	.001	.000	.000	
	N	192	192	384	192	192

Source: Analysis of field survey, 2026.

Table 3 presents the Pearson correlation analysis showing the relationship among the four dimensions of employee retention strategy; competitive salary, perceived organizational support, employee promotion and salary increase on organizational performance. The results reveal that competitive compensation had significant effect with organizational performance ($r = .006, p = .941$), indicating meaningful relationship between these two variables. Similarly, perceived organizational support significantly correlate with organizational performance ($r = .076, p = .328$), suggesting that variations in perceived organizational support strongly predict organizational performance. Employee promotion, on the other hand, showed significant positive effect with organizational performance ($r = .224, p = .003$). This implies that employee promotion are more likely to be reinforced by credible appraisal exercise and clear calls-to-action, and they also contribute to organizational performance. Lastly, salary increase demonstrated stronger and significant correlations with organizational performance ($r = .473, p = .000$). This indicates that salary increase is a crucial role in enhancing the organizational performance of telecommunication firms in Delta State

Table 4: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	Sig. F Change	
1	.206 ^a	.042	.673	1.27496	.042	.212	.506

a. Predictors: (Constant), Competitive Compensation, Perceived Organizational Support, Employee Promotion and Salary Increase

b. Dependent Variable: Organizational Performance

Source: SPSS, 2026

Table 4 presents the model summary of the multiple regression analysis, where the independent variables (Competitive Compensation, Perceived Organizational Support, Employee Promotion and Salary Increase) were regressed on the dependent variable (organizational performance). The correlation coefficient (R) is .206, indicating a positive effect between the combined predictors and organizational performance. The coefficient of determination (R^2) is .042, suggesting that only 4.2 percent of the variance in organizational performance can be explained by the four employee retention strategy variables included in the model. The adjusted R^2 of .673 appears inconsistent with the R^2 value and likely results from an SPSS reporting or entry error; under normal circumstances, the adjusted R^2 should be slightly lower than R^2 . Based on the reported R^2 , the explanatory power of the model is significant, implying that other factors outside the selected advertising variables account for the majority (95.8 percent) of variations in organizational performance of telecommunication firms in Delta State.

The standard error of the estimate (1.27496) reflects the average deviation of observed organizational performance scores from the regression line. The change statistics indicate that the model did not achieve statistical significance (Sig. F Change = .506 > 0.05). This implies that, collectively, Competitive Compensation, Perceived Organizational Support, Employee Promotion and Salary Increase have significantly predict organizational performance in this study.

Table 5: ANOVA Table

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.727	5	2.345	68.443	.212 ^b
	Residual	264.959	187	1.626		
	Total	276.686	192			

a. Predictors: (Constant), Competitive Compensation, Perceived Organizational Support, Employee Promotion and Salary Increase

b. Dependent Variable: organizational Performance

Source: SPSS, 2026

The F-ratio in Table 5 above shows if the overall regression model is a good fit for the data or not. The Table shows that Competitive Compensation, Perceived Organizational Support, Employee Promotion and Salary Increase significantly predict organizational performance, $F(5, 163) = 68.443, p < 0.05$. This implies that the regression model is a good fit for the data.

Table 6: Multiple Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.462	.746		4.640	.000
	Competitive Compensation	.109	.093	.092	1.176	.024

Perceived Organizational Support	.091	.090	.082	1.020	.030
Employee Promotion	.027	.075	.032	.363	.041
Salary Increase	.058	.111	.059	.519	.020

a. Dependent Variable: Organizational Performance

Table 6 presents the regression coefficients showing the individual contributions of the predictors to Organizational Performance. The constant ($\beta = 3.462$, $p < 0.001$) is significant, indicating the baseline level of Organizational Performance when all predictors are held constant. Overall, the results suggest that all four variables, Competitive Compensation, Perceived Organizational Support, Employee Promotion and Salary Increase individually contribute to explaining organizational performance significantly.

Test of Hypotheses

Regression analysis was employed as an analytical tool for test of the hypotheses formulated for the study.

H0₁: competitive compensation has no significant effect on organizational performance of telecommunication firms in Delta State. The p-value calculated in Table 4.6 is 0.024, which is less than the established significance level of 0.05. Therefore, the null hypothesis is rejected. This indicates that competitive compensation has significant effect on organizational performance of telecommunication firms in Delta State.

H0₂: Perceived organizational support does not significantly affect organizational performance of telecommunication firms in Delta State. The p-value for message appeal is 0.030, below the 0.05 threshold, leading to the rejection of the null hypothesis. This finding implies that Perceived organizational support does significantly affect organizational performance of telecommunication firms in Delta State

H0₃: there is no significant effect of Employee promotion on organizational performance of telecommunication firms in Delta State. With a p-value of 0.041, which is less than 0.05, the null hypothesis is rejected. This result shows that there is significant effect of Employee promotion on organizational performance of telecommunication firms in Delta State

H0₄: adoption of Salary increase does not have significant effect on organizational performance of telecommunication firms in Delta State. The p-value of 0.020 is below 0.05, leading to the rejection of the null hypothesis. This indicates that adoption of Salary increase does have significant effect on organizational performance of telecommunication firms in Delta State

Discussion of Results

The findings of this study, supported by both the literature review and the empirical analyses, indicate that the four dimensions of employee retention strategy; Competitive Compensation, Perceived Organizational Support, Employee Promotion and Salary Increase collectively have significant effect on organizational performance of telecommunication firms in Delta State. Although the model showed a modest explanatory power (adjusted $R^2 = 0.042$), the results demonstrate that these variables, individually and collectively, play a significant role in shaping how high level of organizational performance. The regression results and hypothesis testing confirm that each advertising factor contributes positively to organizational performance.

The correlation analysis indicated a positive association competitive compensation and organizational performance ($r = 0.076$), and regression results showed a significant positive effect ($\beta = 0.092$, $p = 0.024$). This finding suggests that clear, well-structured, and appropriately timed compensation practice effectively influence positive organizational performance. This finding aligns with research by Iskander (2025) explore how workplace environment strategies influence employee retention in a telecommunication company. Through an in-depth case study, the study evaluates the impact of specific initiatives, including remote work options, technological infrastructure, internal communication systems, and organizational support mechanisms. The findings reveal that thoughtfully implemented workplace strategies are strongly linked to higher retention rates.

Perceived organizational support had significant correlation with organizational performance ($r = 0.127$) and a positive regression effect ($\beta = 0.082$, $p = 0.030$). The result is consistent with Hesti (2024) examined the effect of Organizational Support and Work Environment on Employee Performance at MTs Negeri 4 Cianjur. The results showed a positive influence between Organizational Support on employee performance. Organizational Support, which includes employee perceptions of organizational support in various aspects, such as recognition, communication, and workplace facilities, emerged as a key factor affecting employee performance. The study emphasized that when employees feel supported by the organization, their performance tends to improve, creating an emotional bond between employees and the institution. Similarly, Work Environment was found to have a positive influence on employee performance.

Employee promotion also showed significant effect on organizational performance ($r = 0.093$; $\beta = 0.032$, $p = 0.041$). These findings are supported by Nsiegbe and Ojogbo (2024), investigated staff promotion and reward incentives as predictors of employee productivity in the Rivers State Civil Service. Findings from this study showed, that staff promotion has a positive, very strong and significant relationship with employee productivity in the Rivers State Civil Service, and reward incentives positively, strongly and significantly relate to employee productivity in the Rivers State Civil Service.

Finally, salary increase exhibited a significant correlation with organizational performance ($r = 0.141$; $\beta = 0.059$, $p = 0.020$). This finding aligns with the study by Ojeade and Olaniyan (2026) focused on employee retention strategies and the performance of Mobile Telephone Network (MTN) Abuja. The findings from the study indicated that there was a significant effect of employee retention strategies on the performance of Mobile Telephone Network (MTN) Abuja. The study also revealed that employee retention strategies had effect on employee performance, operational efficiency and innovativeness of MTN in Abuja.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Compensation management serves as a cornerstone of organizational success, significantly impacting employee motivation, performance, and satisfaction. By strategically designing and implementing comprehensive compensation systems, organizations can effectively align individual employee goals with broader organizational objectives, ensuring a cohesive approach to achieving success. A holistic compensation strategy that integrates both direct components, such as base and performance-based pay, and indirect elements, including benefits, professional development opportunities, and workplace perks, addresses employees' financial, career, and personal wellbeing needs

Perceived organizational support creates a positive attitude among the employees, where they feel acknowledged, appreciated and considered important by the organization. As a reward for this treatment, the subordinates show their constant commitment to their organization and do activities to realize the goal of the organization. Currently, the organization is facing more challenges by technology advancement and tight competition in its environment. In this situation, each organization needs to adapt with the new technology and to improve its competitiveness. One of the ways to face this challenge is to develop and keep talented employees.

The findings of the study revealed that employee promotion has a very strong relationship with organizational performance, and is significantly related. These results suggest that providing opportunities for employee promotion and implementing reward incentives can positively impact organizational performance in the Nigerian telecommunication system. Therefore, the study concluded that the Nigerian telecommunication sector can enhance organizational performance by focusing on staff promotion and reward incentives as key factors in motivating employees to perform at their best.

Since salary increase have significant impact on organizational performance; employees considered themselves to be very effective in the institution, they engaged in their duties on a regular basis, because they are given adequate freedom to make effective decisions on their job. The complete salary increase remedy is one of the cardinal element for employees driven system. The researchers of employee retention strategy in all over the globe have pointed adequate salary of workers will allow the organization to have better advantage over the organization in a competitive market.

Recommendations

Based on the findings, the recommendations were proposed:

- i. Management of telecommunication firms should regularly review its competitive compensation strategies, as findings reveal it significantly enhances organizational performance, motivation, and overall organizational productivity and commitment.
- ii. Every organization should make skill-based compensation as compulsory policy since skillbased compensation are used more extensively in firms for ensuring maximum performance
- iii. Management of telecommunication firms should strengthen policies promoting work-life balance, as findings indicate it positively influences operational efficiency, enhancing organizational performance, reducing burnout, and fostering a more motivated, efficient workforce.
- iv. Management of telecommunication firms should continuously invest in structured career development programs, as findings reveal such initiatives significantly boost employee innovativeness, thereby enhancing the company's overall competitive advantage and growth.

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