



Examining the Influence of Organisational Culture on Employee Retention in Telecommunications Industry, Lagos State, Nigeria

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Abstract. This study examined the influence of organisational culture on employee retention in telecommunications industry, Lagos State. The study used descriptive survey design. The sample size for the study comprised 71 respondents selected using a combination of convenience and purposive sampling techniques because they are subject experts and easily accessible in the human resources management community. The instrument was subjected to face and content validity and the Cronbach's alpha coefficient r -value of = 0.81 showed good internal consistency after the pilot study. The null hypothesis was rejected because the study revealed a strong positive significant relationship between organisational culture and employee retention at ($r = 0.629$, $p = 0.00$) in telecommunications industry, Lagos State. The level of awareness of the influence organisational culture on employee retention in the telecommunications industry, Lagos State was moderately significant in areas of core values, capacity development and change management, and employee engagement and productivity. There was no low significance, however, in awareness of strategic direction and intent as well as team orientation as components of organisational culture. The study recommended that organisations should increase their investment in organisational learning to provide training for employees to enhance their wellness and work life balance.

Keywords: Organisational Culture, Employee Retention, Employee Turnover, Workforce, Telecommunications Industry

1. Introduction

Employee retention is a workforce management problem facing the telecommunications industry and has attracted the attention of researchers and scholars in recent times. Fapohunda (2019) and Gajendra, Naidu, Gajendra, and Gajendra (2020) said employee

retention is the biggest challenge that confronts the practice of Industrial Relations in the business environment today. In Nigeria, organisations in the telecommunications industry experience challenges with employee retention (Odunayo, 2022). The telecommunications industry experienced low employee retention and consequent high employee turnover resulting in an employee retention crisis, particularly in Lagos State between 2015-2019, according to Oguntoye and Amoozegar (2021) who reported that the industry's employee turnover rate increased year-on-year within a period from 16.4% in 2015 to 25.5% in 2019.

The telecommunications industry is the fulcrum of the Nigeria Economic Recovery and Growth Plan (ERGP, 2017-2020) and the fourth largest sector in Nigeria, with Lagos State as the major hub of the technology ecosystem in the country. The industry contributed 12.685% to the country's Gross Domestic Product (GDP) in Quarter 3 (Q3) of 2022 (Nigerian Communications Commission, 2022). Nigeria seeks to become one of the top 10 economies in the world and positions the telecommunication and technology industry as pivotal to the attainment of this national vision. The industry is an important infrastructure for economic and social development (Odunayo, 2022). If the industry must be a catalyst that the government and stakeholders envisage, the role of its workforce as a source of its competitive advantage cannot be underestimated.

Industrial Relations in the telecommunications industry has suffered a major setback in the last five years leading to the pre-Covid19 pandemic era as Oguntoye and Amoozegar (2021) reported 23.1% employee turnover within the first year of employment. The authors also stated that the industry could not achieve its goals in Lagos State because of the problem of employee retention caused by a high rate of employee turnover. The business boom

experienced by major organisations in the telecommunications industry to boost its growth and drive toward the national agenda may not be sustainable without a viable employee retention strategy (Olomola, Amadi, Akalezi, Emezie-Ezigbo, and Adeniji, 2020).

Despite the improved financial performance of the industry because of the increasing usage of technology during and after the pandemic, the work environment in the telecommunications industry indicated that the issues of low employee retention and high employee turnover are potential time bombs. The Industrial Relations crisis between employers and representative labour union, Private Telecommunications and Communications Senior Staff Association of Nigeria showed that employee retention is still a mirage in the industry (Nwafor, 2022; Oyesola, 2022). A meta-analysis of related research on employee retention in the telecommunications industry in Nigeria revealed that there was massive employee turnover in the industry between 2016 and 2018 where employees defected to other sectors of the economy (Nteogwuija and Wechie, 2019; Zakariya and Shuaibu, 2021; Odunayo, 2022).

Organisations that are desirous of growth, productivity, and profitability must develop a model for sustainable employee retention (Caska, 2020). They cannot afford to do less because employee retention is cost-effective and beneficial to the business on a long-term basis (Chatzoudes and Chatzoglou, 2022). Low employee retention causes increased budgetary allocation for recruitment, staff training and development, and disharmonious industrial relations between management and labour unions in the organisation (Xuecheng, Igbal, and Saina, 2022). Employee retention is an executive management strategic role and Industrial Relations function performed by the Human Resources department of any organisation (Vasantham, 2016). The responsibility encompasses the overarching corporate strategy of the enterprise beginning with the concept that the employees are the greatest assets of the organisation.

Ushakov and Shatila (2021) and Brenyah and Tetteh (2016) identified organisational culture as a major building block of employee retention in organisations. Organisational culture is the driver of the best-place-to-work initiatives in the work environment (Kerl, 2019). They are adaptive. They have the inherent capability to change the shared experience of individuals within a group. Employees' characteristics, knowledge, and skills in the

workplace are shaped by the organizational culture which mediates, regulates, and modifies the expectations of their environment (Ashby and Walker, 2015; Brenyah and Tetteh, 2016).

Vuleta (2022) carried out a study that showed that 87% of human resources leaders have made employee retention their foremost priority for the next five years. The challenge, however, is that in the community of practice as in research, less attention has been paid to organisational culture as a component of strategy and practice that influence employee retention in the workplace. Das and Baruah (2013) reviewed literature and identified nine management practices as factors for promoting employee retention and achieving job satisfaction which in turn reduce employee turnover. These factors are compensation, reward and recognition, promotion and opportunity for growth, participation in decision-making, work-life balance, good work environment, training and development, leadership, and job security. The authors subsequently designed an employee retention and job satisfaction model to support their hypothesis but a punctilious review of the model showed that the model would require a foundation to become structurally viable.

Organisational culture constitutes the superstructure that houses the different standalone factors and the basis for employee retention. Without organisational culture, effective workforce maintenance strategy and harmonious industrial relations cannot exist in the organisation. Literature has attempted to show that organisations in the telecommunications industry in Nigeria, particularly Lagos State have experienced low employee retention and consequent high employee turnover. Given the evolution of trends and changes in technology and workforce dynamics in the world of work in the industry since the emergence of Covid19 pandemic, available data on employee retention and driving forces are adjudged relatively old. Oguntoye and Amoozegar (2021) and Odunayo (2022) cited low employee retention statistics in the industry covering 2015-2019. The telecommunications industry has recorded unprecedented growth in the last two years during post Covid19 pandemic and organisations in the industry place a high premium on their organisational culture, and workforce management as their competitive advantages. Therefore, this study seeks to examine the influence of organisational culture on employee retention in the industry in Lagos State.

1.1 Research Questions

- What is the level of awareness of the influence of organisational culture on employee retention in the telecommunications industry, Lagos State?
- What is the effect of organisational culture on employee retention in the telecommunications industry, Lagos State?
- What is the impact of the implementation of organisational culture on employee retention in the telecommunications industry, Lagos State?

1.2 Hypothesis

H₀₁: There is no significant relationship between organisational culture and employee retention in the telecommunications industry, Lagos State.

2. Literature Review

2.1 Organisational Culture

Culture is dynamic and diverse. Culture shapes how society understands its world, and how others relate to society. Culture is multifaceted and has been an integral part of the human community from antiquity (Williams, 2004; Arogundade, 2020). The culture of a people is the collective matrix of influence that shapes the lives of individuals in the community (Williams, 2004). Culture is the total sum of customs and traditions of a people in a given environment that evolves with time and remains ingrained in their consciousness as a way of life to which every member of the community subscribes and is guided. Culture is the backbone of behaviours and it determines the meaning and extent of interactions and accruing benefits in society.

Organisational culture is the adaption of human culture as an anthropological concept in organisational theory. Manatje (2009) surmised that prevailing interests in organisational culture have roots in studies in Industrial Relations to understand the rational and structural nature of the organisation. Organisational culture was derived from the scholarly disciplines of Anthropology, Sociology, and Social Psychology. The concept was coined in the work of Elliot Jaques titled *The Changing Culture of a Factory* in 19152, it became popular between the 1970s and 1980s and has since become a subset of corporate strategy, institutional culture, and corporate culture in the organisation.

Organisational culture is the sum of the whole of the shared philosophy, values, expectations, experiences,

and aspirations of the organisation that shapes the identity of the organisation and behaviours of employees. Organisational culture is a management principle that develops through the evolution of the concept of organisation to regulate the behaviour and activities of employees toward the actualisation of corporate goals through compliance, collaboration, and teamwork (Das and Baruah, 2013; Silva, Carvalho, and Dias, 2019; Kaur, 2017; Arogundade, 2020). Sethi, Vito, and Ongbanouekeni (2021) defined organisational culture as the underlying shared beliefs and assumptions that influence the behaviours of management and employees for socialisation and teamwork and reflected through values, attitudes, and practices. Organisational culture is what is valued, the dominant managerial and leadership styles, the language and symbols, the procedures and routines, and the concept of productivity and profitability that make the organisation different from others in the marketplace (Shah and Sarkar (2017; Paunova and Blagoev, 2021; Joly, 2022).

The day-to-day norms, shared beliefs, values, and assumptions that shape the behaviours of employees in the discharge of their activities irrespective of the industry constitute the characteristics of organisational culture (Bolton, 2018). Leadership, work organisation, scheduling practices, job structure, diversity, equity, and inclusion (DEI) are components of culture. Mac-Ozigbo and Daniel (2021) stated that organisations should establish organisational culture for competitive advantage and market leadership. Organisations have culture, whether organisations recognise this or not because organisational culture influences the corporate strategy and management decisions positively or negatively and affects business performance and level of competitiveness in the marketplace.

2.2 Employee Retention

Employee retention is a strategic human resources management issue for organisations in the telecommunications industry (Paunova and Blagoev, 2021). Employees become an indispensable asset and the need to keep them for a longer period of the job becomes more imperative for employers of labour. Allen (2008) posited that there are over 1,000 published research articles on employee retention. Zahoor, Ijaz, and Muzammil (2015) said that employee retention is the organisation's voluntary action to create a convincing environment that contributes to keeping the workforce on the job for a long term. Buny (2019) surmised that employee retention is the systematic deployment of

organisational practices toward maintaining the continued employment of valued employees for a maximum period of time through a process of organisational socialisation toward achieving a congruence between organisational goals and employees’ interests and aspirations. Darchen and Temblay (2011) and Salanova, Agut, and Peiro (2005) who posited that employee retention rides on the back of organisational culture in the workplace.

The implementation of successful employee retention programmes in organisations is beneficial to employers, unions and the government who have a joint collaborative effort to drive the forces of employee maintenance and longevity in the environment (Paunova and Blagoev, 2021). Allen (2008) stated that organisations should systematically manage retention irrespective of the times because turnover is costly, negatively impacts business performance and becoming increasingly difficult to manage because of employee scarcity and talent migration across industries all over the world. Bony (2019) expressed concerns that problems of retention constitute a major impediment to organisational effectiveness and industry performance in the economy. Organisations that are unable to keep their workforce for a long period of time cannot build knowledge workers and critical mass of talent in the sector may be endangered and the industry can begin to decline because of its loss of appeal to attract qualified professionals from the labour market. Eskildsen and Nussler (2000) in Zahoor, Ijaz, and Muzammil (2015) posited that organisations that undermine employee retention often fail in the marketplace.

4. Results and Discussions

Table 1: Demographic Characteristics of Respondents

Gender	Frequency	Percentage
Female	32	45.1%
Male	39	54.9%
Total	71	100%
Age Range	Frequency	Percentage
26 – 30 years old	10	14.1%
31 – 40 years old	23	32.4%
41 – 50 years old	27	38.0%
51 – 60 years old	8	11.3%
61+ years	3	4.2%
Total	71	100%
Highest Level of Education	Frequency	Percentage
Bachelor Degree	26	36.6%

3. Research Methodology

The descriptive survey research design was used for the study. The population of the study consisted of all human resources practitioners in the human resources departments of organisations in the telecommunications industry in Lagos State. The sample size for the study comprised 100 respondents, from all the human resources practitioners in the telecommunications industry in Lagos State selected to participate in the study. A combination of convenience and purposive sampling techniques was adopted to select the respondents who are subject experts and were easily accessible in the human resources community (through physical and virtual space). The researcher developed a researcher’s self-designed questionnaire titled Influence of Organisational Culture on Employee Retention Scale (IOCERS) for the study.

The face and content validity of the scale was ascertained by experts in Industrial Education in the Department of Adult Education and Psychology in the Department of the Psychology, University of Ibadan. The instrument was pilot tested among 10 human resources practitioners in the telecommunications industry in Oyo State, who were not part of the study and the Cronbach Alpha Coefficient r-value of = 0.81 showed a good internal consistency. The questionnaires were distributed to respondents over a period of eight weeks and 71 were returned as valid for data analysis. Descriptive statistics such as frequency counts and percentages were used to analyze the demographic characteristics of the participants in Section A of the questionnaire while inferential statistics were used to analyze the variables in research questions and hypotheses using regression, Pearson Product Moment Correlation (PPMC).

Master Degree/M.Sc./MBA	43	60.6%
Doctorate Degree/Ph.D.	2	2.8%
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%
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)

Table 1 showed that participants were female (n=32, 45.1%) and male (n=39, 54.9%). Participants were aged 26-30 years old (n=10, 14.1%), 31-40 years old (n=23, 32.4%), 41-50 years old (n=27, 38%), 51-60 years old (n=8, 11.3%), and 61+ years (n=3, 4.2%). Participants 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 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: What is the level of awareness of the influence of organisational culture on employee retention in the telecommunications industry, Lagos State?

Table 2: Summary of Participants' Responses on the level of awareness of the influence of organisational culture on employee retention in the telecommunications industry, Lagos State

Items	Never	Rarely	Sometimes	Often	Always	Mean	Std Dev
Employees know that their understanding of the strategic goal, vision and mission of their organisation make them happy to work and dedicate themselves to growing their career in their organisation.	3 (4%)	3 (4%)	10 (14%)	23 (32%)	32 (45%)	4.10	1.07
Employees know that the organisation's attitude and culture direction on team development influence their commitment to teamwork and individual contributions on the team	0 (0%)	7 (10%)	7 (10%)	25 (35%)	32 (45%)	4.15	0.97
Employees know that their willingness to come to work every day is predicated on the strength of their organisational culture.	1 (1%)	2 (3%)	8 (13%)	21 (30%)	38 (54%)	4.31	0.90
Employees know that the growth of their career and readiness to stay longer on the job is dependent on their organisation's attitude to workforce capacity development and culture of change in the work environment.	1 (1%)	4 (6%)	5 (7%)	32 (45%)	29 (41%)	4.18	0.89
Employees know that their prospect of staying longer on the job and productivity is driven by the organisational culture of employee engagement.	0 (0%)	3 (4%)	8 (11%)	32 (45%)	28 (39%)	4.20	0.84
Weighted Mean						4.18	

Source: Researchers' Field Survey (2023)

Table 2 showed the level of awareness of the influence of organisational culture on employee retention in the telecommunications industry. The weighted mean (4.18) was determined as the benchmark. The result indicated that that the respondents were aware of the influence of organisational culture on employee retention in the telecommunications industry as three out of the five items had mean scores above weighted mean which was the set benchmark. Employees knew that their willingness to come to work every day was predicated on the strength of their organisational culture. (\bar{x} =4.31). Employees know that their prospect of staying longer on the job and productivity was driven by the organisational culture of employee engagement. (\bar{x} =4.20). Employees knew that the

growth of their career and readiness to stay longer on the job was dependent on their organisation’s attitude to workforce capacity development and culture of change in the work environment (\bar{x} =4.18). However, items 1 and 2 (\bar{x} =4.10 and \bar{x} =4.15 respectively) were below the set benchmark. This indicated that at least 60% of the sampled respondents were aware of the impact of organisational culture on employee retention in the telecommunications industry.

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

Table 3: Summary of Participants’ Responses on the effect of organisational culture 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 the employees understand the strategic goals of the organisation and its culture of innovation in service excellence.	1 (1%)	3 (4%)	10 (14%)	22 (31%)	35 (49%)	4.23	0.94
The organisation keeps its employees longer on the job because of its strong culture of leadership and commitment to team development.	1 (1%)	3 (4%)	7 (10%)	29 (41%)	31 (44%)	4.21	0.89
The organisation keeps its employees longer on the job because of its culture of positive industrial relations and viable Great-Place-to-Work programmes that resonate with employees’ career development.	1 (1%)	4 (6%)	11 (16%)	25 (35%)	30 (42%)	4.11	0.96
The organisation keeps its employees longer on the job because of its strong DEI culture.	1 (1%)	3 (4%)	7 (10%)	29 (41%)	31 (44%)	4.21	0.89
The organisation keeps its employees longer on the job because of culture of consistent positive employee engagement and communications.	1 (1%)	3 (4%)	7 (10%)	29 (41%)	31 (44%)	4.21	0.89
Weighted Mean						4.19	

Source: Researchers’ Field Survey (2023)

In Table 3, the weighted mean (4.19) was taken as the benchmark to measure the effect of organisational culture on employee retention in the telecommunications industry. Five items had mean that revolved round the weighted mean which was the set benchmark. The table revealed that four items that had mean above the weighted mean buttressed the fact that organisational culture affected employee retention in the telecommunications industry. Respondents stated that their organisations kept employees longer on the job because the employees understood the strategic goals of the organisations and culture of innovation in service excellence (\bar{x} =4.23). Respondents’ organisations kept their employees longer on the job because of strong culture of leadership and commitment to team development (\bar{x} =4.21). Respondents’ organisations kept employees longer on the job because of strong DEI culture. (\bar{x} =4.21). Respondents’ organisations kept employees longer on the job because of culture of consistent positive employee engagement and communications (\bar{x} =4.21). However, item 3 (\bar{x} =4.11) was below the set benchmark. This indicated that organisational culture affected employee retention in the telecommunications industry.

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

Table 4: Summary of Participants’ Responses on the impact of the implementation of organisational culture on employee retention in the telecommunications industry, Lagos State

Items	Never	Rarely	Sometimes	Often	Always	Mean	Std Dev
Planned programmes of career development and continuous performance management give employees a sense of belonging and make them stay longer in the organisation to grow their careers.	1 (1%)	4 (6%)	10 (14%)	29 (41%)	27 (38%)	4.08	0.94
Harmonious labour relations between management and staff/labour union provides motivation for employees to stay	1 (1%)	3 (4%)	9 (13%)	23 (32%)	35 (49%)	4.24	0.93

longer in the organisation to grow their career.							
Employees find the workplace conducive. They are happy to identify with the brand and contribute to building an institution that will outlast them because of the availability of employee-friendly initiatives in the organisation.	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 and promotion of strong organisational culture in the last two years.	2 (3%)	1 (1%)	8 (11%)	24 (34%)	36 (51%)	4.28	0.93
The organisation has been able to not only retain its core workforce but become attractive to professionals outside the industry who are willing to join whenever there are vacancies due to business expansion and growth.	0 (0%)	4 (6%)	11 (16%)	24 (34%)	32 (45%)	4.18	0.89
Weighted Mean						4.22	

Source: Researchers' Field Survey (2023)

Table 4 had weighted mean (4.22) as the benchmark. From the findings, it was observed that the implementation of organisational culture 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 buttressed the fact that the implementation of organisational culture influenced employee retention in the telecommunications industry. Employees found the workplace conducive as they were happy to identify with the brand and contributed to building an institution that would outlast them because of the availability of employee-friendly initiatives in the organisation (\bar{x} =4.34). The harmonious labour relations between management and staff/labour union provided motivation for employees to stay longer in the organisation to grow their career (\bar{x} =4.24). There was year-on-year low employee turnover in organisations in the telecommunications industry because of commitment to and promotion of strong organisational culture 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 majority of the respondents concurred with the items. This result indicated that implementation of organisational culture is impactful on employee retention in the industry.

Hypothesis Testing H₀₁: There is no significant relationship between organisational culture and employee retention in the telecommunications industry, Lagos State.

Table 5: Correlation between Organisational Culture and Employee Retention in the Telecommunications industry, Lagos State

Variables	No	(r)	P	Remark
Organisational Culture	71	0.629	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 result of the relationship between organisational culture and employee retention in the telecommunications industry. The table revealed strong positive significant relationship between the two variables at ($r = 0.629$, $p = 0.00$). The result implied that organisational culture was a determinant of employee retention in the telecommunications industry, Lagos State. Therefore, the null hypothesis one that stated that there is no significant relationship between organisational culture and employee retention in the telecommunications industry, Lagos State was rejected.

5. Conclusions

The result corroborated the findings of Sawan and Nurhattati (2020) on the impact of organisational culture in the organisation which emphasized the relationship between culture and knowledge management in the organisation. Osibanjo and

Adeniji (2013) and Ibeme (2017) agreed that awareness of organisational culture influenced employee retention in selected Nigerian private universities. The study confirmed the findings of previous scholars such as Madueke and Emerole (2017), Idiegbeyan-Ose, Nwokeoma, and Osinulu (2018), Arogundade (2020) that organisational culture affected employee retention in the banking industry, education sector and telecommunications industry. Igbokwe and Elikwu (2019) also corroborated the result of the study that organisational culture impacted quality service delivery and by extension employee retention in the telecommunications industry.

Brenyah and Tetteh (2016), Bolton (2018), Caska (2020) found a correlation between the implementation of organisational culture and employee retention in the organisation. The result corroborated Abayomi and Onya (2020) who established a relationship between organisational

culture and employee retention in the mobile telecommunication organisation they studied. However, Ohiorenya and Obarisiagbon (2017) had previously studied the same mobile telecommunication organisation and found that there was no correlation between organisational culture and employee satisfaction that could influence retention. The difference between Ohiorenya and Obarisiagbon (2017) and Abayomi and Onya (2020) showed a shift in employee trends in the telecommunications industry in Nigeria over the last five years where Oguntoye and Amoozegar (2021) had reported that the industry experienced high employee turnover between 2015 and 2020.

The level of awareness of the influence organisational culture on employee retention in the telecommunications industry, Lagos State was moderately significant in the areas of core values, capacity development and change management, and employee engagement and productivity. There was no low significance, however, in the awareness of strategic direction and intent as well as team orientation as components of organisational culture. The effect of organisational culture on employee retention in the telecommunications industry, Lagos State was significant in the areas of strategic direction and innovation, leadership and team development, pursuit of Diversity, Equity, and Inclusion (DEI), and internal congruence, employee engagement, and continuity. However, the practice of industrial relations as it related to the promotion of Great-Place-to-Work programmes as a component of organisational culture and its impact on employee retention was not significant in the industry.

The impact of the implementation of organisational culture on employee retention was significant in the areas of industrial relations as it pertained to the promotion of workplace congruence, great-place-to-work programmes, low employee turnover. However, the components of organisational learning and performance management on one hand and outward talent migration as they impacted employee retention on the other were not significant in the industry. The Null Hypothesis One was rejected because the study revealed a strong positive significant relationship between organisational culture and employee retention at ($r = 0.629$, $p = 0.00$) in the telecommunications industry, Lagos State. There was a strong positive correlation between organisational culture and employee retention in the telecommunications industry, Lagos State.

6. Recommendations

The study makes recommendations based on its findings as follows:

- Organisations in the telecommunications industry should overhaul and redesign their onboarding plan and training programmes to reflect the importance of organisational culture considering it as the foundation for employee retention and workplace longevity.
- Organisations in the telecommunications industry should raise the levels of awareness of organisational culture to involve organisational strategic direction and team orientation so that employees can have a sense of ownership about the direction that the organisation is going so that employees can have clarity about the future of their career development and succession plans.
- Organisations in the telecommunications industry should ensure that organisational culture directly impact the practice of industrial relations in the promotion of programmes that encourage employees to deliberately choose to stay in the organisations for a longer time.
- Organisations in the telecommunications industry should increase their investment in organisational learning to provide training and development opportunities for employees to grow their competencies. There should be specific training and continuous training in the areas of operational procedures, employee wellness and work-life balance. Employees should have avenues to explore programmes to enhance their wellness, mental health and work-life balance through initiatives such as Employee Assistance Programmes (EAPs) in addition to existing healthcare facilities.

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