

**EMPLOYEE RETENTION STRATEGIES AND THE PERFORMANCE OF MTNNIGERIA
IN ABUJA**

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Abstract

This study focused on employee retention strategies and the performance of Mobile Telephone Network (MTN) Abuja. The study examines the effect of employee retention strategies on the performance of MTN in Abuja, Nigeria. The study used a quantitative research design and a descriptive survey research design. The population of the study was 254 respondents and 155 as the sample size using Yamane statistical formula. Simple regression technique, analysis of variance (ANOVA) and co-efficient analysis were used to test the hypotheses in this study by using Statistic Package for Social Science (SPSS Version 27. 0) to analyse the data extracted from the study. 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. The study concluded from these findings that effectiveness of employee retention strategies could enhance the improvement in the performance of MTN to attain and sustain long term strategic goals. The study recommends that MTN Abuja strengthen employee retention strategies to sustain improved performance through motivation, engagement, and career development initiatives.

Keyword: *Retention Strategies, Performance, Work-Life Balance, Operational Efficiency*

1.0 INTRODUCTION

Employee retention strategies are deliberate actions, policies, and practices that organizations put in place to encourage employees to remain with the company for a longer period. These strategies are designed to reduce staff turnover, increase job satisfaction, and enhance employee loyalty and productivity. Employee retention strategies are organizational initiatives designed to reduce staff turnover by fostering engagement, career growth, competitive compensation, work-life balance, and a positive workplace culture to enhance employee satisfaction and loyalty (Carr,2025). Employee retention strategies are critical to organizational performance as they directly impact productivity, morale, and

continuity within an organization. Organizations implement various retention strategies such as competitive compensation packages, career development opportunities, supportive work environments, and effective leadership (Niranjani, 2024). These strategies aim to enhance job satisfaction, employee engagement, and loyalty, thereby reducing turnover rates and fostering a stable workforce. In the context of the telecommunications sector, characterized by rapid technological advancements, intense competition, and evolving consumer demands, retaining skilled employees is crucial for sustaining operational efficiency, service delivery, and maintaining market leadership (Al Nawaiseh, et al., 2025). 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.

Effective employee retention strategies are therefore imperative for telecommunication firms seeking to enhance organizational stability and performance (Prasad, 2025). These strategies encompass a range of initiatives aimed at fostering a supportive work culture, providing career development opportunities, competitive compensation packages, and comprehensive employee benefits. Research into the correlation between employee retention strategies and organizational performance within the telecommunication sector underscores the importance of strategic human resource management practices (Siraj, & Yasmeen, 2025). Studies indicated that companies implementing robust retention programs not only mitigate turnover risks but also experience enhanced employee productivity, customer satisfaction, and financial performance metrics (Vargas, 2025; Urme, 2023).

Statement of the Problem

Existing research on employee retention strategies and organizational performance has primarily focused on generic retention practices, overlooking industry-specific challenges and evolving workforce expectations (Darko, et al., 2024). Studies often emphasize financial incentives, neglecting the role of non-monetary factors such as work-life balance, career development, and organizational culture (Lakhlifi, and Abdellaoui, 2024; Haar, & Kelly, 2024). Additionally, limited research explores the long-term impact of retention strategies on sustainable performance metrics (Stor, 2024; Uwimana, 2024). Moreover, regional and cultural differences in employee retention remain insufficiently examined. It is based on these aforementioned gaps that the study examines employee retention strategies and

the performance of Mobile Telephone Network (MTN) Nigeria in Abuja as a fair of contribution to knowledge.

Research Questions

Based on the statement of problem, this study seeks to address the following research questions:

- v. To what extent does competitive compensation affect the employee performance of MTN, Abuja?
- vi. How has work-life balance initiatives affected operational efficiency of MTN, Abuja?
- vii. To what extent does career development opportunities have effect on innovativeness of MTN, Abuja?

Objectives of the Study

The main objective of the study examines employee retention strategies and the performance of MTN in Abuja. The specific objectives were to:

- v. Assess the effect of competitive compensation on employee performance of MTN, Abuja.
- vi. Investigate how work-life balance initiatives affected operational efficiency of MTN, Abuja.
- vii. Analyse the effect of career development opportunities on the innovativeness of MTN, Abuja.

Statement of the Hypotheses

Based on the objectives of the study, the following hypotheses was formulated to guide the study:

HO₁: Competitive compensation has no effect on employee performance of MTN, Abuja.

HO₂: A Work-life balance initiative has not affected operational efficiency of MTN, Abuja.

HO₃: Career development opportunities have no significant effect on the innovativeness of MTN, Abuja.

Scope of the Study

The study focused on employee retention strategies and the performance of MTN in Abuja, Nigeria. The study was conducted in the regional office of MTN in Abuja. The

independent variable was employee retention strategies that proxies competitive compensation, work-life-balance and career development opportunities. The dependent variable was performance that has indicators of employee performance, operational efficiency and innovativeness. The target population of the study was employees and management staff.

LITERATURE REVIEW

Concept of employee retention strategies

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). The following are indicators of employee retention strategies:

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).

Work-Life Balance Initiatives:Work-life balance is the ability of an individual to effectively manage and prioritize the demands of their work responsibilities alongside personal life activities, such as family, leisure, and self-care. It involves maintaining a healthy boundary between professional duties and private life to reduce stress and enhance overall well-being. Work-life balance initiatives are increasingly recognized as vital components of employee retention strategies, as they enhance job satisfaction and reduce turnover intentions. Work-life balance initiatives, including flexible work schedules, remote work options, and wellness programs, support employees in managing personal and professional responsibilities effectively (Agarwal, et al., 2025). Organizations implementing such practices often experience increased loyalty and reduced burnout among staff. By promoting work-life harmony, firms not only improve employee well-being but also strengthen organizational commitment and long-term workforce stability (Sun, & Ishak, 2025).

Career Development Opportunities:Career development opportunities is the various programs, initiatives, and support systems that organizations provide to help employees enhance their skills, knowledge, and professional growth. These opportunities may include training sessions, mentoring, coaching, job rotations, promotions, and access to further education. Career development opportunities are pivotal to effective employee retention strategies, as they enhance job satisfaction,

motivation, and organizational commitment. Providing employees with training, mentorship, and clear career paths fosters loyalty and reduces turnover (Le, & Hien, 2025). Organizations that invest in skill development signal long-term interest in employees' growth, which in turn cultivates engagement and retention (Salvadorinho, et al., 2025). By aligning individual aspirations with organizational goals, career development serves as a strategic tool for retaining top talent in today's competitive work environment (Adeleye, et al., 2024; Adeyemi, et al., 2025).

Concept of Organizational Performance

Organizational performance (OP) can be described as how effectively an organization achieves its goals and objectives in areas such as profitability, productivity, market share, and employee satisfaction. OP is a multidimensional concept that encompasses financial and non-financial indicators, often evaluated through efficiency, effectiveness, and adaptability to changing environments (Grafton, 2024). High organizational performance is linked to strategic management, leadership quality, employee engagement, and innovation (Habeeb, & Eyupoglu, 2024). Recent studies highlight the importance of aligning internal resources with external opportunities to foster sustainable organizational performance (Bratton, et al., 2025; Ra, et al., 2025). Additionally, technology integration and agile management practices are increasingly recognized as key drivers in today's dynamic business climate (Jaafar, et al., 2025). Organizational culture also plays a crucial role, as shared values and norms can enhance collective motivation and goal alignment (Bratton, et al., 2025). Overall, achieving optimal performance requires a holistic approach that integrates people, processes, and strategic vision in a constantly evolving environment. The following are indicators of organizational performance:

Employee Performance: Employee performance is a critical determinant of organizational performance, as it directly influences productivity, efficiency, and goal attainment. High-performing employees contribute to innovation, customer satisfaction, and competitive advantage, thereby enhancing overall organizational outcomes (Bhardwaj, et

al., 2025). Effective performance management practices, including feedback, training, and recognition, foster a culture of accountability and continuous improvement (Rahmita, et al., 2025). Moreover, aligning individual goals with organizational objectives ensures coherence in strategic direction and operational execution, ultimately driving sustainable success and growth (Olayinka, & Ridwan, 2025).

Operational Efficiency: Operational efficiency is a key determinant of organizational performance, reflecting how well resources are utilized to achieve optimal output with minimal waste (Osman, et al., 2025). It involves streamlining processes, reducing costs, and enhancing productivity, which directly influence profitability and competitiveness. Efficient operations support strategic goals, enabling organizations to adapt quickly to market changes and improve service delivery. Thus, improving operational efficiency is crucial for sustaining performance and long-term success (Egbumokei, et al., 2024).

Innovativeness: Innovativeness is an organization's ability to develop, adopt, or implement new ideas, products, services, or processes that improve its operations or offerings. It reflects a culture of continuous improvement and responsiveness to changing market demands, technological advancements, and competitive pressures. Innovativeness significantly influences organizational performance by fostering the development of new products, services, and processes that enhance competitiveness and adaptability (Jaradat, et al., 2025). It enables firms to respond effectively to dynamic market demands and technological changes, promoting efficiency and customer satisfaction. Organizations that prioritize innovation often experience improved productivity, profitability, and market share (Kalathingal, & Ambrammal, 2025). Moreover, innovativeness cultivates a proactive culture of continuous improvement, vital for sustaining long-term growth (Billi, & Bernardo, 2025). Thus, innovation remains a critical driver of enhanced organizational performance in today's evolving business landscape.

Employee Retention Strategies and the Performance of Telecommunication Company

Employee retention strategies are critical to enhancing the performance of telecommunication companies, particularly in a highly competitive and dynamic industry. Effective retention approaches such as career development opportunities, competitive compensation, flexible work environments, and strong organizational culture contribute significantly to employee satisfaction, reducing turnover rates and promoting organizational stability (Niranjani, 2024). Retaining skilled and experienced employees fosters knowledge continuity, boosts productivity, and enhances service delivery, which are vital to sustaining customer satisfaction and profitability (Gontur, et al., 2025). In the telecom sector, where technological innovation and customer service are pivotal, high retention levels ensure that firms maintain a competent and motivated workforce capable of driving strategic goals (Musungwini, et al., 2025). Moreover, organizations that invest in employee engagement and recognition programs often experience improved morale, reduced recruitment costs, and heightened commitment among staff, all of which directly influence overall business performance (Kavitha, 2025). Therefore, employee retention strategies are not merely HR functions but strategic imperatives that align employee interests with organizational objectives, thereby strengthening the performance and long-term success of telecommunication companies.

Theoretical Framework

The Job Embeddedness Theory (Mitchell et al., 2001) provides a valuable framework for understanding employee retention strategies and their influence on organizational performance, particularly within MTN Nigeria. 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). In the context of MTN Nigeria, strengthening these components through strategic initiatives such as mentorship programs, employee engagement, and

community integration can foster deeper commitment and reduce turnover. 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, MTN Nigeria's 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 MTN Nigeria 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.

Empirical Review

In Haar, and Kelly's, (2024) study, firm strategy, employee retention, and organizational performance were investigated through a moderated mediation approach in New Zealand SMEs. The study emphasized the critical role of an effective firm strategy in sustaining financial performance, with a particular focus on the interactions between strategy, employee retention (including top talent retention), which have received limited attention in prior research. Hypotheses were tested using a sample of New Zealand SMEs, defined as enterprises with up to 250 employees. The first study (n = 208) explored how firm strategy, as predicted by Porter's competitive advantage model, influences employee retention, with firm size acting as a moderator. The findings revealed a significant direct relationship from firm strategy to employee retention. Subsequently, the second study (n = 474) and the third study (n = 300, with time-lagged performance) extended these findings by examining how firm strategy predicts organizational performance, mediated by employee retention, and moderated by firm size in a moderated mediation model.

Darko, et al. (2024) conducted a study on employee retention and organizational performance within the Ghana Police Service.

This research investigated the workplace factors influencing employee tenure, the significance of retention practices, and their impact on organizational performance. Using a quantitative approach and a case study strategy, the study focused on selected staff from three departments at the Accra Regional Headquarters. Participants were randomly chosen to complete self-administered questionnaires, and descriptive statistics were used to analyse the results. Factors such as the work environment, competitive compensation and benefits, organizational culture, and opportunities for personal development were identified as critical in influencing employee retention. The study highlighted that effective employee retention practices contribute to employee stability, morale, attraction and retention of top talent, and overall job satisfaction. Importantly, the retention of employees was shown to positively influence organizational performance by enhancing efficiency, productivity, knowledge retention, and financial outcomes.

Lakhlifi, and Abdellaoui, (2024) conducted research focusing on employee retention strategy as a catalyst for organizational performance in the medical industry, a sector often overlooked in industrial research. This study addressed the impact of employee retention strategies on organizational performance in the medical industry within the context of Morocco's 2023-2030 industrial policy, which underscores the pivotal role of human resources in industrial strategies.

Table 3.1 Population Frame

S/N	MTN Nigeria, Regional Office in Abuja	Population
1.	Management Staff	58
2.	Non-management Staff	196
	Total	254

Researcher’s Computation (2025)

Taro Yamane's statistical formula was used to determine the sample size by balancing precision and confidence levels. The formula, $n = N / (1 + N(e^2))$, where n is the sample size,

$$n = \frac{N}{1 + N(e^2)}$$

Where: N = Population Size 1 = Constant

n = Sample size

Quantitative research was conducted using a questionnaire distributed to healthcare professionals in the Fes-Meknes region, encompassing clinics, radiology centres, and analysis laboratories. The study collected 357 responses for analysis, applying multiple linear regression to assess the influence of variables such as overall satisfaction and retention rate on organizational performance. The findings indicated that employee retention and satisfaction significantly contribute to strategic performance, explaining approximately 70% of the variance. However, the study also emphasized the need to explore additional factors such as infrastructure and leadership to gain a comprehensive understanding of organizational performance in this sector.

METHODOLOGY

Research Designs

Survey research design was used as a vital methodology for studying employee retention strategies and the performance of MTN Nigeria in Abuja. It enables researchers to systematically collect data from a representative sample of business owners, policymakers, and stakeholders.

Population of the Study and Sample Size

The population of 254 respondents from MTN in Abuja, Nigeria, was determined through a systematic approach. Stratified sampling ensured proportional representation across departments and units of the organization, while verification was conducted through field surveys and engagement with relevant business stakeholders.

N is the population size, and e is the margin of error, ensures representativeness while minimizing sampling bias in research studies. The study sample size was 155 respondents.

$e = \text{Error of Margin } (0.05)^2$

$$n = \frac{254}{1+254 (0.05)^2} \quad n = \frac{254}{1+254 (0.0025)} = \frac{154}{1+0.635}$$

$$n = \frac{254}{1.635}$$

$$n = 155.35 = 155$$

Sample Techniques

The study on employee retention strategies and the performance of MTN in Abuja, Nigeria, employs a stratified random sampling technique to ensure fair representation across various departments and units of the MTN, regional office in Abuja. This method enhances accuracy by categorizing different departments and units of the organization.

Sources of Data Collection

Primary data was sourced directly from the selected sample size of the prospective respondents through a structured, closed-ended questionnaire that was adequately and efficiently administered by the researcher and other experts in the field of human resource management.

Methods of Data Collection

The study employed closed-ended structured questionnaire as instrument for data collection from among the staff of MTN in Abuja. The questionnaire was designed on a five-point Likert scale such as "strongly agreed," "agreed," "undecided," "disagreed," and "strongly disagreed." The questionnaire was adequately administered by experts and academicians in the field of study to meet the expected result from MTN in Abuja. Therefore, the study distributed 155 copies of the questionnaire administered to the sampled respondents from the MTN staff in Abuja, through their Administrative Unit. The questionnaire for the respondents was structured based on the two main variables identified and sub-variables in the study.

Validity and Reliability of Research Instruments

Content validity was used to assess the credibility of the study, as the items in the questionnaire was systematically drawn from the research objectives, questions, and hypotheses. The items in the questionnaire were accurately vetted and critically administered by experts, professionals, and

academicians in the field of the human resource management in an academic environment. Most studies previously have used questionnaire in the fields of employee retention strategies and organizational performance consistently and have yielded reliable findings and conclusions, which made the same instruments usefully reliable in this study to attain creditability and acceptability.

Methods of Data Analysis

The researcher used simple regression technique, analysis of variance (ANOVA) and correlation analysis were used to test the hypotheses in this study by using Statistic Package for Social Science (SPSS Version 27) to analyse the data extracted from the study. This ensures to ascertain the correlative effect between employee retention strategies and organizational performance in MTN, Abuja, and to attain reliable findings and conclusions that supported the stated objective of the study respectively. Simple regression is used to examine the relationship between two continuous variables. It helps in understanding how changes in one variable (independent variable) are associated with changes in another variable (dependent variable). ANOVA is used to compare means among different groups. It assesses whether there are any statistically significant differences between the means of three or more independent (unrelated) groups. Correlation analysis is used to assess the strength and direction of the linear relationship between two continuous variables. It provides a measure of the degree to which changes in one variable correspond to changes in another.

3.7.1 Estimation of Study Variables

The study's variables have a structural model that addresses the two main variables in the study, which were the independent and dependent variables. The independent variable was Employee Retention Strategies = ERS Which proxies, Competitive Compensation= CC, Work-Life-Balance= WLB and Career

Development Opportunities= CDO. The dependent variable was Organizational Performance = OP that was focused on, Employee Performance= EP, Operational Efficiency=OEand Innovativeness=IN. As a

result, in this model, Organizational Performance is functionality that is driven by the strengths and sustainability of Employee Retention Strategies.

$$OP = \beta_0 + \beta_1 CC + \beta_2 WLB + \beta_3 CDO + e$$

$$EP = \beta_0 + \beta_1 CC + e \dots\dots\dots(i)$$

$$OE = \beta_0 + \beta_1 WLB + e \dots\dots\dots(ii)$$

$$IN = \beta_0 + \beta_1 CDO + e \dots\dots\dots(iii)$$

Were,

β = Beta Coefficient of the parameter or the explanatory variables

β_0 = Intercept

e = Error Term

RESULTS AND FINDINGS

Testing of hypothesis one

HO₁: Competitive compensation has no effect on employee performance of MTN, Abuja.

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 ^a	.649	.646	.36756

a. Predictors: (Constant), CC

The Model Summary (Table 1) indicates a strong positive relationship between the predictor (CC) and the dependent variable, with a high correlation coefficient (R = 0.805). The R² value of 0.649 suggests that CC explains 64.9% of the variance in the outcome, while the adjusted R²

(0.646) confirms the model’s robustness with minimal overfitting. The standard error of the estimate (0.368) indicates relatively small prediction errors, reinforcing the model’s reliability. Overall, the results demonstrate that CC is a highly significant and strong predictor in the regression model.

Table 2 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.141	1	38.141	282.318	.000 ^b
	Residual	20.670	153	.135		
	Total	58.812	154			

a. Dependent Variable: EP

b. Predictors: (Constant), CC

The ANOVA results (Table 2) demonstrate a statistically significant regression model ($F(1, 153) = 282.318, p < 0.001$), confirming that the predictor (CC) significantly explains variance in the dependent variable (EP). The large regression sum of squares (38.141) relative to the residual sum of squares (20.670)

indicates strong predictive power. With a *p*-value of 0.000 (below the 0.05 threshold), we reject the null hypothesis and conclude that CC has a significant linear relationship with EP. The model's high *F*-value further supports the robustness of this relationship, affirming CC as a meaningful predictor of EP.

Table 3 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.157	.226		.693	.489
	CC	.948	.056	.805	16.802	.000

a. Dependent Variable: EP

The Coefficients table (Table 3) reveals that CC is a statistically significant predictor of EP ($t = 16.802, p < 0.001$), with a strong positive standardized beta coefficient ($\beta = 0.805$). The unstandardized coefficient ($B = 0.948$) indicates that for every one-unit increase in CC, EP increases by 0.948 units. Since the p -value for CC (0.000) is below the

Testing of hypothesis Two

0.05 threshold, we reject the null hypothesis and conclude that CC has a significant linear effect on EP. The non-significant intercept ($p = 0.489$) suggests it does not meaningfully contribute to the model. These results confirm CC as a robust and influential predictor of EP.

HO₂: Work-life balance initiatives has not affected operational efficiency of MTN, Abuja.

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716 ^a	.513	.510	.36192

a. Predictors: (Constant), WLB

The Model Summary (Table 4) reveals a moderately strong positive relationship between the predictor (WLB) and the dependent variable, with a correlation coefficient ($R = 0.716$). The R^2 value of 0.513 indicates that WLB explains 51.3% of the variance in the outcome, while the adjusted R^2 (0.510) suggests the model

remains reliable with minimal overfitting. The standard error of the estimate (0.362) reflects reasonably small prediction errors, further supporting the model's validity. In conclusion, WLB serves as a statistically significant and meaningful predictor, though its explanatory power is somewhat weaker than that of CC in Table 1.

Table 5 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.101	1	21.101	161.094	.000 ^b
	Residual	20.041	153	.131		
	Total	41.142	154			

a. Dependent Variable: OE

b. Predictors: (Constant), WLB

The ANOVA results (Table 5) indicate a statistically significant regression model ($F(1, 153) = 161.094, p < 0.001$), demonstrating that the predictor (WLB) significantly explains variance in the dependent variable (OE). The regression sum of squares (21.101) substantially exceeds the residual sum of squares (20.041), highlighting WLB's explanatory power. With a p -value of 0.000 (well below the 0.05 threshold), we reject the

null hypothesis and conclude that WLB has a significant linear relationship with OE. The high F -value further validates the model's robustness, confirming WLB as a statistically significant predictor of OE. However, the relatively closer regression-to-residual sum of squares ratio (compared to Table 2's CC-EP relationship) suggests WLB's effect, while significant, may be less dominant than other predictors in explaining the outcome variable.

Table 6 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.457	.226	6.434	.000
	WLB	.713	.056	.716	12.692

a. Dependent Variable: OE

The Coefficients table (Table 6) demonstrates that WLB is a statistically significant predictor of OE ($t = 12.692, p < 0.001$), with a strong positive standardized beta coefficient ($\beta = 0.716$). The unstandardized coefficient ($B = 0.713$) indicates that for every one-unit increase in WLB, OE increases by 0.713 units. With a p -value of 0.000 (below the 0.05 threshold), we reject the null hypothesis,

Testing of hypothesis Three

HO₃: Career development opportunities has no significant effect on the innovativeness of MTN, Abuja.

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.628	.625	.34340

a. Predictors: (Constant), CDO

The Model Summary (Table 7) demonstrates a strong positive relationship between the predictor (CDO) and the dependent variable, as indicated by the high correlation coefficient ($R = 0.792$). The R^2 value of 0.628 reveals that CDO accounts for 62.8% of the variance in the outcome, while the adjusted R^2 (0.625) confirms the model's robustness with

confirming WLB's significant positive effect on OE. The intercept is also significant ($p = 0.000$), suggesting a baseline OE value of 1.457 when WLB is zero. While WLB shows robust predictive power (consistent with Table 5's ANOVA), its slightly lower beta coefficient compared to CC in Table 3 ($\beta = 0.805$) implies a marginally weaker, though still substantial, influence on the outcome variable.

negligible overfitting. The standard error of the estimate (0.343) suggests relatively low prediction errors, reinforcing the model's accuracy. Overall, CDO emerges as a highly significant and effective predictor, performing slightly better than WLB (Table 4) but marginally weaker than CC (Table 1) in terms of explanatory power.

Table 8 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.429	1	30.429	258.046	.000 ^b
	Residual	18.042	153	.118		
	Total	48.471	154			

a. Dependent Variable: IN

b. Predictors: (Constant), CDO

The ANOVA results (Table 8) reveal a highly significant regression model ($F(1, 153) = 258.046, p < 0.001$), indicating that the predictor (CDO) explains a substantial portion of variance in the dependent variable (IN). The large regression sum of squares (30.429) relative to the residual sum of squares (18.042) demonstrates CDO's strong predictive capacity. With a p -value of 0.000 (far below

the 0.05 threshold), we reject the null hypothesis, concluding that CDO has a significant linear relationship with IN. The exceptionally high F -value further confirms the model's strength, positioning CDO as one of the most influential predictors in the analysis (comparable to CC in Table 2). The ratio of explained to unexplained variance suggests CDO accounts for nearly two-thirds

of the model's explanatory power, making it a critical factor for understanding variations in IN.

Table 9 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.668	.222		3.008	.003
	CDO	.829	.052	.792	16.064	.000

a. Dependent Variable: IN

The Coefficients table (Table 9) confirms CDO as a highly significant predictor of IN ($t = 16.064, p < 0.001$), with a robust standardized beta coefficient ($\beta = 0.792$), indicating a strong positive relationship. The unstandardized coefficient ($B = 0.829$) suggests that for every one-unit increase in CDO, IN increases by 0.829 units. With a p -value of 0.000 (below the 0.05 threshold), we reject the null hypothesis, affirming CDO's significant linear impact on IN. The intercept is also statistically significant ($p = 0.003$), indicating a baseline IN value of 0.668 when CDO is zero. Compared to other predictors in previous tables (e.g., CC's $\beta = 0.805$ in Table 3), CDO demonstrates nearly equivalent predictive strength, reinforcing its critical role in explaining variance in IN. The model's high explanatory power aligns with Table 8's ANOVA results, solidifying CDO as a key driver of IN.

Discussion of Findings

Based on the analyzed data, it was analytically proven that employee retention strategies had significant effect on the performance of MTN in Abuja. This outcome aligns with the conceptual and empirical conclusions of recent research that employee retention strategies had effect on the performance of corporate organisation (Haar, & Kelly, 2024; Darko, et al. 2024; Lakhlifi, & Abdellaoui, 2024). Furthermore, the results demonstrated that employee retention strategies contributed positively to the company's employee performance, operational efficiency, and innovativeness. These insights are consistent with previous scholarly findings (Niranjani, 2024; Gontur, et al., 2025; Musungwini, et al., 2025; Kavitha, 2025). The Job Embeddedness Theory supports the finding that employee retention strategies impact organizational performance by emphasizing how employees' connections to their job, community, and organizational culture influence their decision

to stay. At MTN Nigeria, strategies such as career development, rewards, and supportive work environments strengthen these connections, reducing turnover. This stability fosters higher employee engagement and productivity, ultimately enhancing the company's overall performance and competitive advantage in the telecommunications sector (Malalage, & Perera, 2025; Hassan, et al., 2024).

The outcome of the first hypothesis, which posited that H_{01} : Competitive compensation has no effect on employee performance of MTN, Abuja, was refuted through hypothesis testing. Results showed that competitive compensation had effect on employee performance of MTN, Abuja. This finding is consistent with both conceptual and empirical studies emphasizing the effect of competitive compensation on employee performance many organisations (Umoh, 2025; Yu, & Santos, 2025; Abdi, 2025). Similarly, the second hypothesis, which stated that H_{02} : Work-life balance initiatives has not affected operational efficiency of MTN, Abuja, was also rejected. Analysis revealed that work-life balance initiatives had affected operational efficiency of MTN, Abuja. This is in line with recent research highlighting work-life balance initiatives had significance effect on operational efficiency of corporate settings (Agarwal, et al., 2025; Sun, & Ishak, 2025). H_{03} : Career development opportunities has no significant effect on the innovativeness of MTN, Abuja, which after testing the hypothesis revealed that career development opportunities had significant effect on the innovativeness of MTN, Abuja. This finding is in alignment with some previous studies empirically that career development opportunities had effect and impact on the innovativeness of corporate settings (Salvadorinho, et al., 2025; Adeleye, et al., 2024; Adeyemi, et al., 2025).

CONCLUSION AND RECOMMENDATIONS

In conclusion, the study revealed that employee retention strategies specifically competitive compensation, work-life balance, and career development opportunities had significant effect on the performance of MTN in Abuja, Nigeria. The findings demonstrated that when employees are adequately compensated, they feel valued and motivated to contribute effectively to organizational goals. Moreover, promoting work-life balance not only reduces burnout but also enhances employee satisfaction and productivity. Career development opportunities were also shown to play a critical role, as employees are more likely to remain committed to an organization that invests in their professional growth. These strategies collectively foster a positive work environment that supports both employee well-being and organizational efficiency. The study underscores the importance of aligning retention efforts with performance objectives, as retaining skilled and motivated staff leads to increased operational effectiveness, service delivery, and overall business success. Therefore, MTN Abuja's investment in these retention mechanisms contributes significantly to its sustained performance and competitive advantage in Nigeria's telecommunication industry. This highlights the need for continuous improvement in HR practices to retain top talent and maintain organizational excellence.

Based on the findings, the recommendations were proposed

- i. Management of MTN, Abuja should regularly review its competitive compensation strategies, as findings reveal it significantly enhances employee performance, motivation, and overall organizational productivity and commitment.
- ii. Management of MTN Abuja should strengthen policies promoting work-life balance, as findings indicate it positively influences operational efficiency, enhancing employee productivity, reducing burnout, and fostering a more motivated, efficient workforce.
- iii. Management of MTN Abuja 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.

Contribution to Knowledge

This study significantly contributes to the existing body of knowledge by addressing notable gaps in empirical literature concerning the impact of employee retention strategies on organizational performance within the Nigerian telecommunications sector. Specifically, it provides evidence from MTN Abuja, demonstrating that competitive compensation, work-life balance, and career development opportunities are critical drivers of employee retention and, consequently, organizational performance. Unlike previous studies that often examined these variables in isolation or in different sectors, this research presents a holistic and context-specific analysis, offering practical insights into how integrated retention strategies enhance employee satisfaction and productivity. It also underscores the need for organizations to align human resource practices with performance objectives to maintain a competitive edge. By situating the findings within the unique socio-economic landscape of Abuja, Nigeria, the study adds localized relevance to global retention theories, thereby bridging the gap between theoretical frameworks and real-world applications in emerging economies.

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