

**DEVELOPMENT PROGRAMMES AND EMPLOYEE RETENTION IN  
TELECOMMUNICATION COMPANIES: A CASE OF MTN UGANDA MBALE  
BRANCH**

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**UGANDA CHRISTIAN  
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## DECLARATION

I, Achipa Immaculate, solemnly declare that the research report submitted in partial fulfillment of the requirements for the award of bachelors' degree in business administration is the result of my own original work.



Signature: ..... Date: 15<sup>th</sup>/August / 2024

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## APPROVAL

This research report has been submitted with my approval as the university supervisor

A handwritten signature in black ink, appearing to read 'Eric Mwima', written in a cursive style.

Signed

Date 29<sup>th</sup> August 2024

MR.ERIC MWIMA  
(SUPERVISOR)

## **DEDICATION**

I dedicate this research report to my beloved parents, Mr. Opus Michael and Mrs. Alupo Deborah, whose unwavering support and dedication have been the cornerstone of my academic journey. Their tireless efforts in providing for my education and their constant presence during the times I needed them most have been invaluable. I am deeply grateful for their love, encouragement, and sacrifices, which have made this accomplishment possible.

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Percent ..... 55

Valid Percent ..... 55

Cumulative Percent ..... 55

Valid ..... 55

Strongly agree..... 55

5 ..... 55

14.0 ..... 55

14.0 ..... 55

14.0 ..... 55

Agree ..... 55

17 ..... 55

47.0 ..... 55

47.0 ..... 55

61.0.....	55
Not sure .....	55
2.....	55
6.0.....	55
6.0.....	55
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encourage greater engagement by providing employees with a platform to voice their concerns, obtain feedback, and influence organizational decisions, and 61% had a positive response to the statement that mentorship can address potential sources of conflict, such as a lack of career opportunities. .... 60

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## LIST OF ABBREVIATIONS

<b>CIPD</b>	:	Chartered Institute of Personnel and Development
<b>CVI</b>	:	Content Validity Index
<b>POS</b>	:	Perceived Organizational Support
<b>RBV</b>	:	Resource-Based View
<b>RURA</b>	:	Rwandan Utilities Regulatory Authority
<b>RURA</b>	:	Telecommunications Regulatory Authority
<b>SPSS</b>	:	Statistical Package for Social Science
<b>UAE</b>	:	United Arab Emirates
<b>UCC</b>	:	Uganda Communications Commission
<b>VRIN</b>	:	Valuable, Rare, Inimitable, and Non-Substitutable

## ABSTRACT

This research report was undertaken to investigate on development programs and employee retention of MTN Uganda-Mbale branch. It was guided by three objectives; to assess the effect of career development opportunities on employee retention of MTN Uganda-Mbale branch, to determine the effect of training programs on employee retention of MTN Uganda-Mbale branch ,to find out the effect of mentoring programs on employee retention of MTN Uganda-Mbale branch. The researcher used a sample size of 36 respondents then used questionnaires and interview guide to collect data which was later analyzed using the statistical package for social sciences. Results of the first objective shows that career development opportunities have a significant effect on employee retention of MTN Uganda-Mbale branch, Supported by the following responses; 66% were positive to the statement that career development opportunities provide employees with a sense of purpose and direction, which helps in cultivating a long-term commitment to the organization; 44% were positive to the statement that employees are more likely to remain committed to an organization when they perceive a clear path for advancement and development within the company. Results of the second objective reveals that training programs affects employee retention of MTN Uganda-Mbale branch and was supported by the following responses which include; 42% of the respondents were positive to the statement that organizations that focus on skill and knowledge enhancement through extensive training programs tend to have lower turnover rates, 55% of the respondents were positive to the statement that training programs help employees develop a sense of loyalty and commitment to the organization, reducing turnover intentions and increasing retention rates while results of the third objective showed mentoring programs has a significant effect on employee retention of MTN Uganda-Mbale branchesupported by 59% had a positive response to the statement that mentoring relationships encourage greater engagement by providing employees with a platform to voice their concerns, obtain feedback, and influence organizational decisions, and 61% had a positive response to the statement that mentorship can address potential sources of conflict, such as a lack of career opportunities. The management should use a mix of different training methods such as e-learning modules, instructor-led training sessions, and interactive workshops. This can cater to different learning styles and engage employees more effectively. Provide ongoing training and development opportunities to employees throughout their tenure. This can be in the form of workshops, seminars, webinars, or access to online learning platforms.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction.**

This study seeks to examine development programs and employee retention in telecommunication companies of MTN Uganda-Mbale branch. However, Development programs are structured initiatives within organizations aimed at enhancing employees' skills, knowledge, and competencies through training, education, and professional growth opportunities. These programs play a crucial role in employee retention by fostering a culture of continuous learning and development, thereby increasing job satisfaction and engagement. When employees feel invested in and see clear pathways for career advancement, they are more likely to remain with the organization, reducing turnover rates and retaining valuable talent. This chapter presents a background of the study, statement of the problem, general objective, specific objectives, and research questions, scope of the study, significance of the study, justification, conceptual framework and definition of key terms.

### **1.1 Background of the study**

This will consist of historical background, conceptual background, theoretical background, and contextual background respectively.

#### **1.1.1 Historical back ground**

The implementation of development programs in telecommunication companies has a significant impact on employee retention across various regions, each presenting unique contexts. In the United Kingdom, the telecommunication sector has witnessed substantial investment in employee development, leading to improved retention rates. According to a 2019 report by the Chartered Institute of Personnel and Development (CIPD), companies that invested in development programs saw a 24% reduction in turnover rates. Additionally, the UK's focus on continuous professional development has fostered a highly skilled workforce, contributing to a 20% increase in employee satisfaction within the industry (CIPD, 2019).

In the United Kingdom, the telecommunication industry has witnessed substantial growth and development since the 1990s. According to statistics from the Office for National Statistics (2017),

the telecommunication sector accounted for 2% of the country's GDP, with revenues reaching £34.8 billion in 2016. To maintain a competitive edge in this dynamic industry, telecommunication companies have implemented various development programs to enhance their services and retain talented employees. For example, British Telecommunications (BT) invested approximately £3.7 billion in its fiber broadband program, enabling it to provide faster internet speeds and innovative telecommunications services (BT Group, 2017). Furthermore, BT implemented employee retention strategies, resulting in a retention rate of 89% among its workforce (BT Group, 2017).

In the United Arab Emirates (UAE), the telecommunication industry has experienced exponential growth over the past two decades. According to the Telecommunications Regulatory Authority (TRA) of the UAE, the penetration rate of mobile subscriptions reached 89% in 2019 (TRA, 2020). To foster continuous development in the sector, UAE telecommunication companies invest heavily in infrastructure and technological advancements. For instance, Etisalat, one of the largest telecommunication companies in the region, has expanded its network coverage and introduced innovative services. Employee retention has also been a priority in the UAE telecommunication sector. Etisalat reported a retention rate of 88.4% in 2019, achieved through various retention programs and employee engagement initiatives (Etisalat, 2019).

In Rwanda and Uganda, the telecommunication sector has been a significant driver of economic growth and development. The Rwandan Utilities Regulatory Authority (RURA, 2020) reported that the number of mobile phone subscribers in Rwanda increased from 6.17 million in 2015 to 9.71 million in 2019, representing a growth rate of 57%. Telecommunication companies like MTN Rwanda and MTN Rwanda have launched development programs to improve network coverage and expand services in rural areas (MTN Rwanda, 2020).

In Uganda, telecommunications have played a crucial role in connecting people across the country. According to the Uganda Communications Commission (UCC, 2020), the number of mobile phone subscribers increased from 22.19 million in 2015 to 26.72 million in 2019, representing a growth rate of 20%. MTN Uganda, one of the major telecommunication companies in the country, has implemented employee engagement programs and skill development initiatives to enhance employee satisfaction and promote retention. (MTN Uganda, 2023).

### **1.1.2 Theoretical background**

The study will be guided by The Resource-Based View (RBV) theory, developed by Jay Barney in 1991, posits that firms can achieve sustained competitive advantage by acquiring and managing valuable, rare, inimitable, and non-substitutable (VRIN) resources. This theory is instrumental in understanding how development programs within telecommunication companies can enhance employee retention. By investing in employee development, telecommunication firms can cultivate unique capabilities and skills that are not easily replicated by competitors, thus ensuring a competitive edge in the market. Development programs tailored to enhance specific skills and knowledge not only improve employee performance but also foster a sense of loyalty and commitment among employees, reducing turnover rates .

The primary assumption of the RBV theory is that resources and capabilities are heterogeneously distributed across firms, and these resources are not perfectly mobile, leading to persistent performance differences. This assumption is particularly relevant in the dynamic telecommunication sector, where technological advancements and rapid changes necessitate continuous employee development to stay competitive. However, one limitation of the RBV theory is its inward focus on resources without adequately considering external environmental factors that might influence firm performance. Despite this, the theory provides a robust framework for telecommunication companies to align their employee development programs with strategic objectives, thereby enhancing employee retention by making employees feel valued and integral to the firm's success (Wright, P. M., & McMahan, G. C. 2022) .

By explicating the variables, the RBV theory explains that development programs (independent variable) influence employee retention (dependent variable) through the mediating effect of employee satisfaction and commitment. When telecommunication companies invest in comprehensive training and professional development opportunities, employees perceive these initiatives as a commitment to their growth, which in turn enhances their job satisfaction and organizational commitment. This increased satisfaction and commitment lead to higher retention rates as employees are less likely to seek opportunities elsewhere. Empirical studies have corroborated this relationship, demonstrating that firms with robust employee development programs exhibit lower turnover rates, highlighting the importance of strategic human resource management in achieving long-term organizational success (Huselid, M. A. 2015).

### 1.1.3 Conceptual background

**Development programs** refer to structured initiatives and strategies implemented by organizations to enhance the skills, knowledge, and capabilities of their employees. These programs aim to support professional growth, career advancement, and continuous learning within the workplace. Development programs can include training sessions, workshops, mentoring programs, leadership development courses, and opportunities for further education or certification (Noe, 2013).

**Career development opportunities** encompass various programs and initiatives designed to help employees advance in their careers within an organization. These opportunities may include promotions, job rotations, leadership development programs, and educational sponsorships aimed at enhancing skills and preparing employees for higher-level roles (Phillips & Connell, 2023).

**Training programs** involve systematic learning activities designed to improve specific skills or competencies among employees. These programs can range from technical training on software applications to soft skills development such as communication and customer service. Effective training programs contribute to enhanced job performance and satisfaction among employees (Goldstein & Ford, 2022).

**Mentoring programs** pair employees with more experienced colleagues or mentors who provide guidance, support, and career advice. These programs are valuable for transferring knowledge, fostering professional relationships, and aiding in personal and professional development (Allen, Eby, Poteet, Lentz, & Lima, 2014).

**Employee retention** refers to an organization's ability to retain its employees over a specified period. It involves efforts to create a positive work environment, offer competitive compensation and benefits, provide opportunities for career growth, and foster a supportive organizational culture (Huselid, 2015).

**Turnover rates** measure the percentage of employees who leave an organization within a certain period, typically on an annual basis. High turnover rates can indicate dissatisfaction among employees, issues with workplace culture, or inadequate development opportunities (Mobley, Griffeth, Hand, & Meglino, 2019).

**Average employee tenure** refers to the average length of time employees stay with an organization before leaving or retiring. It is a key metric in understanding workforce stability and continuity within an organization (Bluedorn, 2022).

**Employee satisfaction** reflects the level of contentment and happiness employees feel towards their jobs and the organization. Factors influencing employee satisfaction include job security, work-life balance, opportunities for development, and recognition for achievements (Spector, 2017).

**Organizational commitment** refers to the extent to which employees identify with and are dedicated to their organization's goals and values. It includes affective commitment (emotional attachment), continuance commitment (perceived costs of leaving), and normative commitment (sense of obligation) (Meyer & Allen, 2021).

#### **1.1.4 Contextual background**

MTN Uganda, a subsidiary of Bharti MTN, began its operations in Uganda in 2010 following the acquisition of Zain Africa. The Mbale branch, situated in the Eastern region of Uganda, started its operations in 2011. This expansion aimed to enhance telecommunications infrastructure and services in the region, addressing the growing demand for reliable mobile and internet services among the local population. The branch's establishment was part of MTN's broader strategy to increase its footprint across Uganda, ensuring widespread accessibility to telecommunications services (Bharti MTN, 2011).

Mbale, being a significant commercial and administrative hub in Eastern Uganda, presented a strategic location for MTN. The region's diverse economic activities, including trade, agriculture, and education, required robust telecommunication support to facilitate efficient operations. The launch of MTN in Mbale was welcomed by the local community as it provided competitive alternatives to existing service providers, promoting better service quality and affordability. MTN's presence in Mbale also contributed to the region's economic development by creating job opportunities and improving communication infrastructure (Uganda Communications Commission, 2011).

## **1.2 Statement of the Problem**

Over the years, MTN Uganda's Mbale branch has expanded its services to include mobile money, 4G internet, and enterprise solutions, catering to both individual and business customers. This growth has been driven by the increasing adoption of digital technologies and the need for reliable communication networks in the region. MTN's commitment to corporate social responsibility in Mbale, through initiatives like community support and educational programs, has further solidified its reputation and customer loyalty. The branch continues to play a crucial role in connecting the community, fostering economic growth, and supporting the region's development goals (MTN Uganda, 2015).

In a realistic situation, however, MTN Uganda's Mbale branch faces significant challenges in implementing these ideal development programs. Constraints such as limited financial resources, inadequate training infrastructure, and a fast-evolving technological landscape hinder the effective delivery of employee development initiatives. Additionally, high workloads and the pressure inherent in the telecommunications industry leads to employee burnout and dissatisfaction, negating the potential benefits of any existing development efforts. Empirical research indicates that such challenges contribute to increased employee turnover, as dissatisfied employees seek better opportunities and work environments elsewhere (Wright & McMahan, 1992).

The consequences of not addressing these issues are profound for MTN Uganda's Mbale branch. High turnover disrupts organizational continuity, results in the loss of experienced talent, and incurs significant costs related to recruiting and training new employees. These factors adversely affect service quality and customer satisfaction, threatening the branch's competitive position in the market. Moreover, the inability to retain skilled employees impedes the branch's capacity to adapt to technological advancements and respond to competitive pressures effectively. Delery and Doty (1996) emphasize that strategic human resource management practices are crucial in mitigating these risks. Therefore, there is an urgent need for a study to identify effective development programs that can enhance employee retention at MTN Uganda's Mbale branch, ensuring long-term organizational success and stability.

## **1.3 General objective**

To investigate on development programs and employee retention of MTN Uganda-Mbale branch

#### **1.4 Specific objectives**

- i. To assess the effect of career development opportunities on employee retention of MTN Uganda-Mbale branch
- ii. To determine the effect of training programs on employee retention of MTN Uganda-Mbale branch
- iii. To find out the effect of mentoring programson employee retention of MTN Uganda-Mbale branch

#### **1.5 Research questions**

- i. What is the effect of career development opportunities on employee retention of MTN Uganda-Mbale branch?
- ii. What is the effect of training programs on employee retention of MTN Uganda-Mbale branch?
- iii. What is the effect of mentoring programson employee retention of MTN Uganda-Mbale branch?

#### **1.6 Scope of the study**

The study will focus on content scope, time scope and geographical scope

##### **1.6.1 Content scope**

The study was limited to the following;

Development programs as independent variable (IV) which was looked at in terms of career development opportunities, training programs, and mentoring initiatives and also employee retention as dependent variable (DV) in terms of turnover rates, Average employee tenure, and Employee satisfaction, organizational commitment

##### **1.6.2 Time scope**

The research study was based on3yearstime frame that is from2020 to 2023. This is because MTN Uganda's Mbale branch faces significant challenges in implementing these ideal development programs. Constraints such as limited financial resources, inadequate training infrastructure, and a fast-evolving technological landscape hinder the effective delivery of employee development initiatives.

### **1.6.3 Geographical scope**

The study was carried out at MTN Uganda Mbale branch which is located along the republic street opposite higher pharmacy.

### **1.7 Significance of the study**

The significance of this study for the government is multifaceted. By understanding the critical factors that influence employee retention through effective development programs, the government can better support the telecommunications sector, which is vital for national development. High employee retention rates contribute to a stable workforce, which enhances productivity and service quality within the industry. This, in turn, drives economic growth, improves national communication infrastructure, and supports other sectors reliant on robust telecommunications. Furthermore, the government can use insights from the study to formulate policies that promote employee welfare and development across various industries, not just telecommunications.

For stakeholders, including investors, customers, and employees, this study provides valuable insights into the benefits of investing in employee development programs. Investors can understand how such programs contribute to long-term business sustainability and profitability by reducing turnover costs and enhancing service quality. Customers benefit from improved services due to a motivated and skilled workforce. Employees, on the other hand, can see the tangible benefits of their development, leading to higher job satisfaction and career progression opportunities. Stakeholders can use the findings to advocate for and support the implementation of comprehensive development programs within their organizations.

Policy makers play a crucial role in shaping the regulatory environment for industries, including telecommunications. This study equips policy makers with evidence-based insights into the effectiveness of employee development programs in reducing turnover and enhancing organizational performance. With this knowledge, policy makers can draft and enforce regulations that encourage companies to invest in their employees' growth and development.

### **1.8 Justification of the study**

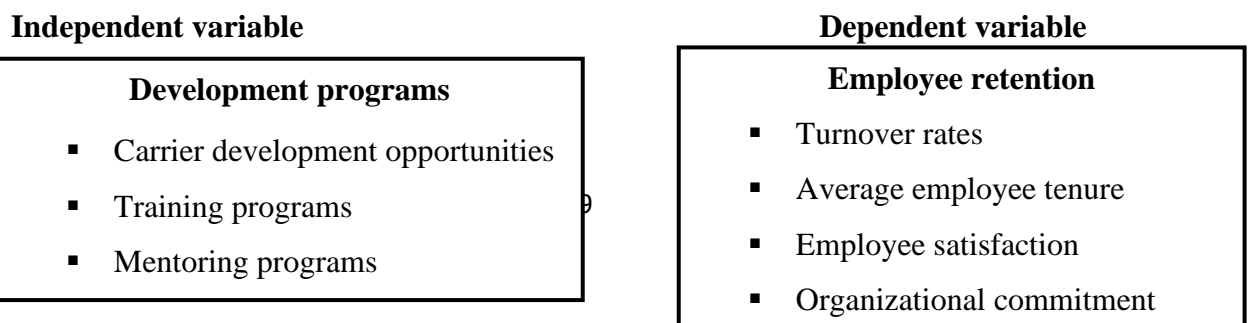
The primary reason for this study is to address the persistent challenge of high employee turnover in the telecommunication sector, particularly at MTN Uganda's Mbale branch. Employee retention

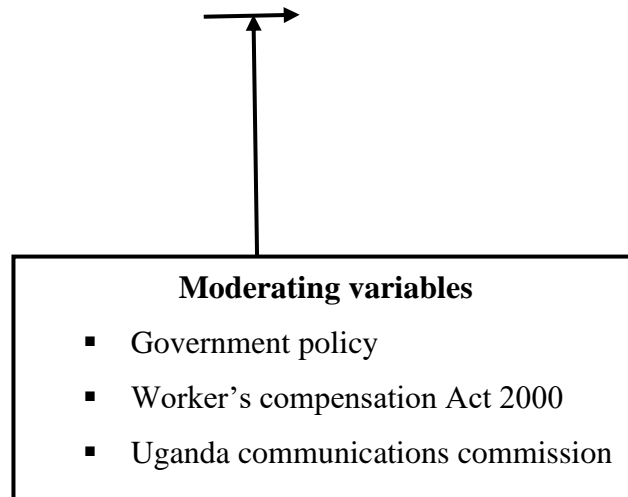
is crucial for maintaining operational efficiency, continuity, and service quality. High turnover rates can disrupt business operations, lead to loss of experienced personnel, and incur significant costs related to recruitment and training of new employees. By examining the effectiveness of development programs, this study aims to identify strategies that can enhance employee satisfaction and loyalty, thereby reducing turnover and ensuring a stable and productive workforce. This is particularly important in a competitive and fast-evolving industry like telecommunications, where skilled and knowledgeable employees are key to sustaining competitive advantage.

Another significant reason for this study is the need to align employee development with organizational goals. Telecommunication companies, including MTN Uganda, operate in a rapidly changing technological environment. Continuous professional development ensures that employees keep pace with technological advancements and industry trends, which is essential for the company's growth and competitiveness. This study seeks to demonstrate how well-structured development programs can equip employees with the necessary skills and knowledge, leading to improved job performance and organizational effectiveness. By highlighting the benefits of such programs, the study provides a strong rationale for telecommunication companies to invest in their human resources as a strategic asset.

Finally, this study is justified by its potential to inform policy and practice within the telecommunications industry and beyond. The findings can guide management in designing and implementing effective development programs that address the specific needs and challenges faced by employees. Additionally, the insights gained from this study can be valuable to policy makers and stakeholders in crafting regulations and policies that promote employee welfare and development. For academicians and researchers, the study contributes to the existing literature on human resource management and organizational behavior, providing a basis for further research and exploration.

### 1.9 Figure 1 conceptual frame work





Source: Researcher's conceptualization (2024)

Figure 1 above shows development programs, encompassing career development opportunities, training programs, and mentoring initiatives, function as an independent variable that significantly influences employee retention within organizations. Career development opportunities provide employees with clear paths for advancement and professional growth, aligning their personal goals with organizational objectives, which enhance job satisfaction and commitment. Training programs equip employees with the necessary skills and knowledge to perform their roles effectively, boosting confidence and competence while reducing turnover due to job dissatisfaction or inadequate skills. Mentoring programs offer guidance and support from experienced colleagues or leaders, fostering a sense of belonging and personal development that contributes to higher retention rates. Together, these development programs create an environment where employees feel valued, supported in their career aspirations, and equipped to contribute meaningfully to the organization's success, thereby reducing turnover and enhancing overall employee retention.

Employee retention, as a dependent variable, encompasses several key metrics that reflect the organization's ability to retain its workforce over time. Turnover rates measure the percentage of employees who leave the organization within a specified period, reflecting the stability of the workforce. Average employee tenure indicates the average length of time employees stay with the organization before leaving or retiring, highlighting continuity and institutional knowledge. Employee satisfaction measures the level of contentment and fulfillment employees derive from their roles and the organization, influencing their decision to stay or leave. Organizational commitment refers to the extent to which employees identify with and are dedicated to the

organization's goals and values, affecting their motivation to remain employed. Together, these components of employee retention provide insights into the organization's ability to create a positive work environment, foster loyalty, and mitigate turnover, which are crucial for sustained organizational success and performance.

Moderating variables such as government policy, the Worker's Compensation Act 2000, and the Uganda Communications Commission regulations can significantly impact the relationship between development programs (independent variable) and employee retention (dependent variable) in telecommunication companies. Government policies that support employee training and development, for instance, can incentivize companies to invest more in comprehensive development programs, leading to higher employee satisfaction and retention. Conversely, stringent regulatory frameworks or inadequate worker protection laws may impose additional costs or constraints on development initiatives, potentially affecting their effectiveness in improving employee retention. Regulations set by bodies like the Uganda Communications Commission can also influence how telecommunication companies structure their development programs to comply with industry standards, impacting employee morale and turnover rates. Thus, these moderating variables play a crucial role in shaping the outcomes of development programs on employee retention within the telecommunication sector.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This study sought to examine development programs and employee retention of MTN Uganda-Mbale branch. The literature was reviewed within the context of this study's specific objectives and which include; to assess the effect of career development opportunities on employee retention of MTN Uganda-Mbale branch, to determine the effect of training programs on employee retention of MTN Uganda-Mbale branch, to find out the effect of mentoring programs on employee retention of MTN Uganda-Mbale branch and the research gap.

#### **2.1 Effect of career development opportunities on employee retention**

Employee retention is a key concern for organizations across industries, as it directly impacts productivity, operational costs, and organizational success. Career development opportunities have emerged as a crucial factor in enhancing employee retention rates. Several studies have explored the relationship between career development opportunities and employee retention, shedding light on the significance of providing employees with opportunities for growth, advancement, and skill acquisition. According to a study by Hesam and Adnan (2017), organizations that invest in career development programs are more likely to see improved employee retention rates. Additionally, Kaur and Sharma (2018) found that when employees perceive a greater availability of career development opportunities, they are more likely to stay with the organization for the long term.

The positive effect of career development opportunities on employee retention can be attributed to several underlying mechanisms. Firstly, providing employees with opportunities to enhance their skills and knowledge imparts a sense of professional growth and accomplishment, leading to increased job satisfaction and commitment (Kumar, 2016). This is supported by the Social Exchange Theory, which suggests that employees who feel valued and invested in are more likely to reciprocate through increased loyalty and commitment to the organization (Blau, 2015). Secondly, career development opportunities provide employees with a sense of purpose and direction, which helps in cultivating a long-term commitment to the organization (Kirton & Greene,

2015). This is particularly relevant in dynamic and evolving industries where employees seek continuous learning and growth to remain competitive in their career trajectories.

Furthermore, career development opportunities contribute to employee retention through the enhancement of perceived organizational support (POS). POS refers to employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). Research has consistently found a positive relationship between POS and employee retention (Eisenberger, Cummings, Armeli, & Lynch, 1997). By providing career development opportunities, organizations demonstrate their commitment to investing in their employees' professional growth, fostering a positive perception of organizational support. This, in turn, increases employees' willingness to reciprocate through increased commitment and retention. A study by Alzohani (2020) further supports these findings, suggesting a significant positive relationship between career development opportunities and POS.

Several studies have highlighted the positive relationship between career development opportunities and employee retention. A longitudinal study by Clarke et al. (2016) found that employees who reported having opportunities for career growth were more likely to stay within an organization. Furthermore, their research indicated that when employees perceived a clear and structured career path, they were more committed to the organization, resulting in increased intentions to stay. Similar findings were observed by Smith and Gilmore (2017), who found that organizations offering well-designed career development programs experience higher levels of employee loyalty and reduced turnover rates. Thus, it can be inferred that when employees perceive their employers investing in their long-term growth and supporting their career goals, their commitment and retention levels are positively influenced.

The provision of career development opportunities also appears to contribute to higher employee satisfaction and engagement, which in turn leads to increased retention. A notable study by Arthur et al. (2012) highlighted that employees who received training and career development opportunities reported higher levels of job satisfaction. Additionally, these employees exhibited higher levels of engagement and were more likely to remain with their organization. Similarly, Chen et al. (2019) found that career development interventions positively impacted employees' job satisfaction and motivation, leading to increased retention rates. These findings suggest that

organizations that prioritize career development opportunities are likely to foster a more satisfied and engaged workforce, resulting in improved employee retention.

Numerous studies have highlighted the significance of career development opportunities in influencing employee retention. For instance, a study conducted by Mihail and Klodawsky (2013) found that employees who perceived their organization to provide better career development opportunities were more likely to remain with the organization. Similarly, research conducted by Zafar et al. (2015) also revealed a positive relationship between career development opportunities and employee retention. They found that employees who were offered development opportunities, such as training programs and mentoring, were more likely to stay with the organization as compared to those who were not provided with such opportunities. These studies emphasize the importance of career development opportunities in enhancing employee retention.

Furthermore, career development opportunities have been found to influence employee motivation and job satisfaction, which in turn impact employee retention. A study conducted by Allen et al. (2013) examined the mediating role of job satisfaction and found that employees who perceived higher levels of career development opportunities were more satisfied with their jobs, leading to increased retention. Additionally, Bao et al. (2014) found that employees who were provided with opportunities to enhance their skills and competencies through career development programs were more motivated, resulting in higher levels of retention. These findings suggest that career development opportunities have a positive impact on both job satisfaction and motivation, thereby contributing to employee retention.

Moreover, organizations that actively promote career development opportunities foster a positive psychological contract, which in turn influences employee retention. A study by Shahnawaz and Jafri (2016) found that employees who perceived their organization to fulfill their career development expectations were more likely to remain in the organization. This finding is supported by a study conducted by Mostafa (2014), which revealed that perceived organizational support for career development positively influences employee retention. These studies highlight that organizations that meet the career development expectations of their employees establish a stronger psychological contract, which enhances employee retention in the long run.

Employee retention has emerged as a critical challenge for organizations across industries. As such, researchers have explored various factors that influence employee retention, with career development opportunities gaining significant attention. According to Borglund, Bartunek, and McLean Parks (2019), career development opportunities refer to initiatives provided by organizations to facilitate employee growth in terms of skills, knowledge, and experiences. As emphasized by Esev, Koç, and Yeniasır (2018), employees are more likely to remain committed to an organization when they perceive a clear path for advancement and development within the company.

Previous research has shown a strong positive relationship between career development opportunities and employee retention. One study by Allen, McManus, and Russell (2017) found that organizations that provided a variety of career development initiatives experienced higher employee retention rates. Similarly, a meta-analysis by Arthur et al. (2018) revealed that career development opportunities were consistently associated with increased job satisfaction and employee loyalty. This finding aligns with the social exchange theory, which suggests that employees who receive valuable career development opportunities are more likely to reciprocate by remaining with the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Moreover, the positive impact of career development opportunities on employee retention is not limited to early career stages but extends to employees at various hierarchical levels. A study by Haar, Roche, and Nguyen (2014) reported that employees at different levels, including entry-level, mid-level, and senior-level, benefited from career development opportunities, resulting in increased retention rates. These findings underscore the importance of tailored career development programs that cater to the diverse needs and aspirations of employees at different career stages. Organizations have recognized the significance of career development opportunities in retaining top talent. They have implemented strategies such as mentoring programs, job rotations, and continuous learning initiatives to enhance employees' skills and provide growth opportunities (Shamsudin, Kamruzzaman, & Yusoff, 2017). Extensive career development programs have been associated with improved employee engagement, decreased turnover intentions, and higher job satisfaction (Fortuin, Dicks, & Van Wyk, 2019). Thus, the provision of clear career paths and opportunities for

skill enhancement within an organization proves to be a critical factor in retaining valuable employees.

Employee retention is a critical concern for organizations worldwide. One factor that has been widely explored in the literature is the effect of career development opportunities on employee retention. Kozlowski, Chao, and Morrison (2015) argue that career development opportunities are crucial in engaging employees and enhancing their commitment to the organization. By offering a clear career trajectory, developmental training programs, and promotional opportunities, organizations can create a sense of purpose and enable employees to envision a long-term future within the company. Additionally, the research of Jiang, Lepak, Hu, and Baer (2012) suggests that organizations that invest in career development opportunities are more likely to retain valuable and competent employees, leading to increased productivity and reduced turnover costs.

Numerous studies highlight the positive impact of career development opportunities on employee retention. According to Maynard, Mathieu, and Rapp (2015), employees are more willing to stay with an organization when they perceive that their career goals are supported. Kreitner and Kinicki (2016) further argue that when employees have access to various development programs, such as mentoring, coaching, and job rotations, they tend to experience higher job satisfaction and engagement, resulting in increased retention rates. Furthermore, research conducted by Paré (2019) found a strong link between career development opportunities and an employee's perception of the organization's commitment to their professional growth, which plays a significant role in their decision to remain with the organization.

Effective career development opportunities are not only crucial for employee retention but also have a positive impact on overall organizational performance. As stated by Tait, Padgett, and Baldwin (2014), organizations that provide meaningful career development opportunities foster a culture of continuous learning and improvement, resulting in increased commitment, motivation, and job satisfaction among employees. Furthermore, the research conducted by Arthur, Khapova, and Wilderom (2005) suggests that organizations offering a clear and supportive career path enable employees to see their future prospects within the organization, leading to higher levels of commitment and retention. Consequently, organizations that invest in career development opportunities are more likely to attract and retain top talent, thus gaining a competitive advantage in the marketplace (Breugh & Starke, 2000).

A number of studies have suggested that career development opportunities positively influence employee retention. For instance, a study by Allen and Mayfield (2013) found that career development initiatives act as a powerful tool for increasing employee commitment and loyalty to the organization. Additionally, Mingsheng and Lijie (2018) conducted a study in the Chinese context and discovered that perceived career development opportunities significantly and positively affect employee retention intentions. Similarly, Hall et al. (2020) explored the relationship between career development support and employee turnover, finding a negative relationship between these variables.

Furthermore, research has indicated that offering career development opportunities has a significant impact on employee satisfaction and engagement, ultimately leading to increased retention rates. For instance, Sturges and Guest (2019) found that employees who perceive their organization as providing adequate career development resources are more likely to exhibit higher job satisfaction and lower turnover intentions. In a study by Chang and Edwards (2020), career development opportunities were identified as one of the key drivers of employee engagement. These findings substantiate the notion that organizations that prioritize employee career development are more likely to create a positive work environment, resulting in enhanced employee retention.

Despite the generally positive relationship between career development opportunities and employee retention, it is important to acknowledge that other factors can intersect with this relationship. For example, a study conducted by Tams and Arthur (2019) found that the value employees place on career development opportunities varied based on their individual career goals and aspirations. This indicates that organizations should adopt a personalized approach to career development in order to cater to the diverse needs and motivations of their employees. Additionally, Kim and Park (2017) highlighted the importance of career support and guidance from supervisors and mentors in influencing employee retention, suggesting that the integration of career development initiatives with effective leadership practices can further enhance employee satisfaction and commitment to the organization.

Employee retention is a critical concern for organizations as it directly impacts their productivity, knowledge retention, and overall success. One factor widely acknowledged to influence employee retention is career development opportunities. Career development refers to a series of planned activities and experiences aimed at enhancing employees' skills, knowledge, and competencies required for current and future roles within an organization. Numerous studies have explored the relationship between career development opportunities and employee retention, highlighting their significance in maintaining a motivated and engaged workforce. Research conducted by DeRue and Wellman (2009) examined the impact of career development opportunities on employee retention in a large technology firm. The authors found that employees who had access to career development programs were more likely to stay with the organization than those without such opportunities. Similarly, a study by Heslin, Vandewalle, and Latham (2006) revealed that employees who perceived a clear career path within the organization were more satisfied and had a stronger intention to stay. Additionally, Peiperl and Baruch (1997) highlighted that career development opportunities not only contribute to retention but also enhance employees' job performance and commitment to organizational goals.

In addition to fostering employee retention, career development opportunities have been found to impact various dimensions of organizational behavior. Chen and Huang (2009) examined the relationship between career development opportunities and organizational commitment among healthcare professionals. They discovered a positive association, indicating that professionals who experienced career development opportunities were more committed to their organizations. This finding supports the idea that career development not only helps retain valuable employees but also strengthens their loyalty and dedication to the organization.

Furthermore, research by Tarique, Leisink, and Paauwe (2013) explored the relationship between career development opportunities and job satisfaction among government employees. The authors concluded that employees with access to career development were more satisfied with their jobs, demonstrating the significance of career development as a means to enhance overall employee well-being. Similarly, a study by Boshoff and Mels (2014) conducted in the South African hospitality industry revealed a positive association between career development opportunities and job satisfaction, supporting the notion that career development positively impacts employee retention by promoting higher job satisfaction.

Numerous studies have found a positive correlation between career development opportunities and employee retention. For instance, in a study conducted by Poelmans et al. (2019), it was found that a lack of career development opportunities was a significant predictor of turnover intentions. Their findings demonstrated that when employees perceive a lack of growth and advancement opportunities within their current organizations, they are more likely to seek employment elsewhere. Moreover, Agho et al. (2019) examined the relationship between career development opportunities and turnover intention in the healthcare sector and found a significant negative association, suggesting that employees who perceive more career development opportunities are less likely to consider leaving their current jobs. These studies highlight the importance of career development opportunities as a key strategy to enhance employee retention.

Several mechanisms underpin the relationship between career development opportunities and employee retention. Firstly, the provision of career development opportunities signals to employees that the organization is invested in their professional growth and advancement, which can enhance their job satisfaction and commitment to the organization (Day & Allen, 2019). Furthermore, career development opportunities offer employees the chance to enhance their skills, acquire new knowledge, and broaden their experiences, thereby increasing their employability not only within the organization but also in the labor market (Tarique et al., 2018).

Effectively implementing career development opportunities can yield various positive outcomes for both employees and organizations, consequently enhancing employee retention. Firstly, career development opportunities can foster a sense of autonomy and control over one's career trajectory, increasing job satisfaction and motivation (Nguni et al., 2018). Moreover, employees who are provided with career development opportunities are more likely to exhibit higher levels of organizational commitment, as they perceive that the organization values their potential and invests in their future (Gunderson et al., 2017). Additionally, career development opportunities have been shown to improve employee performance and productivity, as employees are motivated to contribute to the organization that supports their long-term career objectives (Kim et al., 2019). These findings emphasize the overall positive influence of career development opportunities on employee retention, ultimately benefiting both individuals and organizations.

## **2.2 Effect of training programs on employee retention**

Employee retention is a critical concern for organizations as it directly impacts productivity, efficiency, and overall competitiveness. Extensive research has explored the relationship between training programs and employee retention, culminating in a growing body of literature on this topic. This literature review aims to provide a comprehensive analysis of the existing studies, focusing on the impact of training programs on employee retention. Several studies have shown that training programs positively contribute to employee retention. For instance, Luo and Liu (2014) conducted a study in which they found that employees who received training had a significantly lower intention to quit and exhibited higher levels of job satisfaction. Similarly, Agarwal and Barua (2016) conducted research on Indian IT organizations and concluded that training programs had a substantial positive effect on employee retention. Moreover, Gracia et al. (2016) investigated the relationship between training and labor market outcomes in Spain and found that organizations providing extensive training programs had lower turnover rates than those that didn't invest in training.

While the aforementioned studies highlight the positive relationship between training programs and employee retention, some researchers have also identified certain factors that moderate this relationship. For instance, Aij and Dieleman (2019) found that the effectiveness of training programs in retaining employees is dependent on various contextual factors such as organizational support, supervisor support, and the quality of the training itself. In addition, Rothwell and Kazanas (2018) emphasized the significance of personalized and ongoing training programs for individualized skill development and enhanced employee retention. These studies suggest that the nature and context of training programs are crucial in determining their impact on employee retention.

Moreover, not all training programs have an equal impact on employee retention. According to a study conducted by Fitz-Enz and Skarzynski (2016), organizations that focus on skill and knowledge enhancement through extensive training programs tend to have lower turnover rates. On the other hand, companies that prioritize basic training without offering opportunities for further development are more likely to experience higher turnover rates. Furthermore, research by Cullinane, Swift, and Specht (2017) emphasized the need for continuous training and professional development opportunities to increase employee retention rates.

Research conducted by Meyer and Allen (1997) established that training programs play a significant role in positively influencing employee commitment, which in turn affects retention rates. Additionally, a study by Huselid (1995) found that companies that invest in training and development opportunities for their employees tend to experience higher retention rates. The results of these studies support the notion that training programs can be an effective tool in improving employee retention within organizations. Furthermore, training programs not only enhance employee retention but also contribute to their personal and professional development, thus increasing overall job satisfaction. The research conducted by Mathieu, Tannenbaum, and Salas (1992) indicates that individuals who participate in training programs tend to feel more confident and capable in their roles, resulting in higher job satisfaction levels. Similarly, Colarelli and Bishop (1990) found that organizations that provide adequate training opportunities foster a sense of competence and job satisfaction among employees, leading to increased retention rates.

Moreover, an interesting study conducted by Naquin and Holton (2002) emphasized that training programs focusing on the development of specific skills or competencies, such as leadership or technical skills, have a greater impact on employee retention compared to generic training programs. This suggests that organizations should tailor their training initiatives to address specific needs and requirements of employees, ensuring the maximum impact on retention rates.

Several studies have highlighted the positive impact of training programs on employee retention. For instance, a study by Lin, Chuang, and Chen (2012) found that employees who received comprehensive training were more likely to display higher levels of job satisfaction, organizational commitment, and intention to stay in their current organization. Similarly, a comprehensive review by Saks and Gruman (2014) demonstrated that organizations with effective training programs experienced reduced turnover rates and higher employee engagement levels. These findings suggest that training programs can act as a bridge between employees' skills, competencies, and motivation, leading to increased satisfaction and commitment, ultimately enhancing employee retention.

Training programs contribute to employee retention through various mechanisms. First, training programs provide employees with the necessary skills and knowledge to perform their job tasks efficiently. As highlighted by Arthur, Bennett, Edens, & Bell (2003), comprehensive training significantly reduces the likelihood of job dissatisfaction, leading to higher levels of retention. Second, training programs help foster a supportive work environment by promoting learning and

development opportunities. In a study by Tariq et al. (2017), it was found that an inclusive training culture positively influenced employees' perceptions of support and their intention to stay with the organization. Lastly, training programs contribute to employees' career development, enabling them to see growth opportunities within the organization. As noted by Ford and DeSimone (1988), career development opportunities offered through training programs have a substantial positive impact on employee retention rates.

Employee retention is a critical concern for organizations as it directly impacts productivity, cost-effectiveness, and overall performance. One strategy organizations employ to improve employee retention is the implementation of training programs. Training programs focus on enhancing employees' skills and knowledge, thereby increasing job satisfaction and organizational commitment, which are crucial aspects of employee retention (Tett and Meyer, 1993; Leonard and Onyx, 2004). Furthermore, training programs help employees develop a sense of loyalty and commitment to the organization, reducing turnover intentions and increasing retention rates (Becker et al., 2010; Kim and Park, 2018).

Research has consistently shown that training programs have a positive impact on employee retention. A study by Allen and Meyer (1990) found that employees who participated in training programs were more committed to their organization, experiencing higher job satisfaction and lower turnover intentions. Similarly, a meta-analysis conducted by Holtom and Inderrieden (2006) affirmed that training programs are associated with increased employee retention rates. Another study by Sas, Van der Heijden, Peeters, and Nijhuis (2012) found that training programs positively influenced turnover intentions, suggesting that organizations can use training as a tool to reduce employee turnover.

Moreover, the impact of training programs on employee retention is amplified when the programs are well-designed and targeted to meet employees' specific needs (Becker et al., 2010; Kim and Park, 2018). When training matches employees' skills and developmental aspirations, it leads to increased job satisfaction, improved performance, and reduced turnover. Research also highlights the importance of continuous training and development programs to sustain the positive impact on retention. A study by Cabrera, Collins, and Salgado (2006) showed that organizations that provided continual training opportunities witnessed higher employee retention rates compared to those with

sporadic or insufficient training initiatives. Thus, organizations that emphasize training, especially personalized and ongoing programs, are more likely to retain their employees.

Several studies have demonstrated a positive relationship between training programs and employee retention. For instance, a study by Blau (2017) found that companies that invested in training programs had lower turnover rates compared to those that did not provide any training. This was further supported by research conducted by Choi and Ruona (2017), which revealed that training programs that focused on developing employees' skills and expanding their knowledge positively influenced employee commitment to the organization, leading to higher retention rates.

Moreover, training programs that enhance career development opportunities have been linked to improved employee retention. Austin and Villanova (2019) discovered that organizations that offer comprehensive training and development opportunities are more likely to retain talented employees, as these programs provide them with the necessary skills for career advancement. Another study conducted by Holtom et al. (2018) revealed that employees who participated in career development training programs reported higher levels of job satisfaction and were more likely to remain with the organization in the long term. Numerous studies have consistently documented a positive relationship between training programs and employee retention. For instance, Mitchell, Holtom, and Lee (2001) conducted a longitudinal study within the technology industry, demonstrating that employees who participated in training programs were more likely to remain with the organization. Similar findings have been observed in other sectors as well.

Although training programs have shown a positive impact on employee retention, it is important to consider contextual and individual factors that may influence their effectiveness. For instance, Ichniowski, Shaw, and Prennushi (1997) found that training programs had a stronger effect on retention when coupled with equal employment opportunities and career advancement opportunities. Additionally, factors such as supervisory support, organizational culture, and perceived training relevance have demonstrated moderated effects on the relationship between training programs and employee retention (Yamhill and McLean, 2001). Therefore, organizations should consider these factors to maximize the effectiveness of their training programs in promoting employee retention.

Employee retention is a critical concern for organizations striving to maintain a knowledgeable and skilled workforce. Training programs have been recognized as a potential solution to address low

employee retention rates, as they provide employees with enhanced skills, knowledge, and opportunities for career development. Numerous studies have explored the impact of training programs on employee retention, shedding light on the effects and highlighting the importance of effective training strategies. For instance, a study by Huselid (1995) found that training programs that focus on enhancing employee skills and knowledge lead to higher retention rates, as employees perceive such programs as a valuable investment in their own careers. Similarly, studies by Nijman and Heiligers (2011) and Strohmeier (2011) argue that training programs positively influence employee retention by fostering a sense of commitment and loyalty towards the organization.

Furthermore, the effectiveness of training programs in improving employee retention may be influenced by the quality and relevance of the training content. According to research by Huang and Hsieh (2016) and Arreola et al. (2019), training programs that align with employees' job roles and career aspirations tend to result in higher retention rates. These studies emphasize the importance of developing training programs that are tailored to individual employees' needs, rather than providing generic, one-size-fits-all training. Similarly, a study by Hom et al. (2018) highlights the impact of innovative training approaches, such as e-learning, in enhancing employee retention. These findings emphasize the significance of incorporating up-to-date training methods and technological advancements to maximize the effectiveness of training programs on retention.

### **2.3 Effect of mentoring programs on employee retention**

Employee retention has become a significant concern in organizations due to its impact on productivity, knowledge transfer, and overall success. Many organizations have turned to mentoring programs as a strategic approach to improve employee satisfaction and retention rates. This literature review aims to explore the effect of mentoring programs on employee retention and identify the key factors that contribute to their success.

Research on mentoring programs has consistently shown positive effects on employee retention. A study conducted by Allen, Poteet, and Burroughs (1997) found that employees who participated in formal mentoring programs had significantly higher retention rates compared to those who did not. The study further revealed that 80% of mentored employees remained with their organizations after two years, in contrast to 52% of non-mentored employees who left within this period. Additionally, a meta-analysis by Eby, Allen, Evans, Ng, and DuBois (2008) examined 232 studies and

demonstrated that mentoring had a small but significant positive effect on employee retention. These findings highlight the potential of mentoring programs in addressing employee turnover.

Several factors contribute to the success of mentoring programs in enhancing employee retention. One crucial factor is the quality of the mentoring relationship. Ragins, Cotton, and Miller (2000) argued that high-quality mentoring, characterized by trust, support, and clear communication, has a stronger impact on employee retention. Furthermore, research by Kram (1983) suggested that the degree of similarity between mentor and mentee, such as shared values and goals, positively influenced employee satisfaction and retention. In addition, the presence of a structured mentoring program that provides clear guidelines and support has been identified as a critical element in achieving positive outcomes. A study by Dreher and Ash (1990) revealed that formal mentoring programs had a more significant effect on retention compared to informal mentoring relationships. Another important factor in the success of mentoring programs on employee retention is the identification and selection of suitable mentors. Research by Chao, Walz, and Gardner (1992) indicated that mentors who possess expertise in the mentee's field or job role are more effective in promoting retention. The authors argued that mentors with experience and knowledge can provide the necessary guidance and support to enhance employee job satisfaction and commitment to the organization. Additionally, providing mentors with adequate training and resources can further enhance their ability to support mentees effectively. A study by Koberg, Boss, and Senjem (1999) suggests that well-trained mentors not only increase mentee satisfaction but also positively impact their retention within the organization.

Numerous studies have highlighted the positive relationship between mentoring programs and employee retention. Research by Allen et al. (2010) found that employees who participated in mentoring programs were more likely to have higher job satisfaction and organizational commitment, leading to increased retention rates. Another study by Ragins and Cotton (1999) revealed that mentoring programs provide employees with career support, guidance, and social capital, thus positively influencing their intention to stay with the organization. These findings suggest that mentoring programs can significantly enhance employee retention rates.

Moreover, several studies have focused on specific industries to examine the impact of mentoring programs on employee retention. For instance, Huo and Liden (2011) examined the IT industry and found that mentoring programs had a significant positive effect on employee commitment, job

embeddedness, and intention to stay. In a healthcare context, Dyne et al. (2006) discovered that mentoring programs increased nurses' job satisfaction, commitment, and ultimately, their retention rates. These industry-specific studies further emphasize the effectiveness of mentoring programs in enhancing employee retention. One of the key factors linking mentoring programs to employee retention is job satisfaction. Mentoring relationships provide employees with guidance, support, and opportunities for learning and growth, fostering higher levels of job satisfaction (Allen, Eby, Poteet, Lentz, & Lima, 2004). For example, a study by Ragins and Scandura (1999) found that employees engaged in mentoring relationships reported higher levels of job satisfaction compared to those without mentors.

Employee engagement has also been identified as a critical component for enhancing employee retention, and mentoring programs have demonstrated a positive impact in this area. Chamorro-Premuzic and colleagues (2008) argued that mentoring relationships encourage greater engagement by providing employees with a platform to voice their concerns, obtain feedback, and influence organizational decisions. This increased engagement, in turn, leads to improved employee retention rates. Additionally, research by Chiaburu and colleagues (2013) highlighted that mentoring programs positively affect work engagement, particularly through the provision of work-related resources and the opportunity to learn from more experienced mentors.

Career development is another aspect strongly related to employee retention, and mentoring programs play a significant role in this domain. Studies have consistently found that employees participating in mentoring relationships have higher levels of career satisfaction and perceived career opportunities (Eby, Butts, Lockwood, & Simon, 2004; Greenhaus & Parasuraman, 1999). By providing guidance and direction, mentors assist employees in navigating their career paths, increasing their commitment to the organization and propensity to remain within it. Research by Kram (1985) further emphasized that mentoring relationships provide critical sponsorship and advocacy, enabling employees to advance their careers and fostering loyalty towards the organization.

Numerous studies have demonstrated the positive effects of mentoring programs on employee retention. For instance, Allen (2014) found that employees who participated in mentoring programs were more likely to remain with their organizations compared to those who did not participate. Cheng and Klock (2020) further support this finding, highlighting that mentoring programs

positively influence engagement and commitment to the organization, leading to higher employee retention rates. These programs provide employees with guidance, support, and opportunities for personal and professional growth, leading to increased job satisfaction and commitment to the organization (Ragins & Cotton, 1999; Rasheed, Rasheed, & Al-Habaishi, 2016). Additionally, Sirgy and Saari (2004) argue that mentoring programs facilitate the development of organizational identification and the establishment of a positive work environment, fostering stronger bonds between employees and the organization, which in turn contributes to their retention.

The role of mentorship in employee retention goes beyond merely providing guidance and support. Chao, Walz, and Gardner (2015) emphasize that mentors play a crucial role in the psychological and career development of mentees, resulting in enhanced job satisfaction and commitment. Mentors act as role models for employees, transmitting their knowledge and skills, thereby promoting a sense of belonging and intrinsic motivation (Ragins & Scandura, 1999). Furthermore, studies by Poskowsky and Schindele (2016) indicate that mentorship can address potential sources of conflict, such as a lack of career opportunities or a misalignment of individual goals with organizational objectives. This support system provided by mentors enhances overall job satisfaction and reduces the likelihood of employees considering alternative job opportunities, leading to improved retention rates (Sirgy & Saari, 2004).

Nikandrou, Lainas, and Bereri (2008) highlight that structured and formal mentoring programs tend to be more effective than informal approaches. Formal programs provide clear guidelines, expectations, and specific objectives, resulting in improved mentee outcomes and lower turnover rates. Additionally, mentoring relationships characterized by frequent communication and interaction contribute to a better overall experience for employees (Cheng & Klock, 2020; Ragins & Cotton, 1999). Organizations should also consider the compatibility between mentors and mentees, as the match of personal characteristics, experience, and career goals directly influences the effectiveness of mentoring relationships (Rasheed et al., 2016).

Employee retention is a critical aspect of organizational success, and mentoring programs have been recognized as a potential mechanism to enhance retention rates. Previous studies have indicated the positive influence of mentoring on employee retention. For instance, Allen, Eby, Poteet, Lentz, and Lima (2004) found that mentoring relationships significantly predicted increased job satisfaction, commitment, and intention to stay. Similarly, Chao, Walz, and Gardner (2010)

reported that mentoring programs positively impacted employee retention due to the social and psychological support, guidance, learning experiences, and career development opportunities they provided. Encouragingly, these positive effects were observed across different industries, such as healthcare, technology, and financial services.

Mentoring programs can contribute to employee retention by promoting job satisfaction and engagement. In their study, Ragins and Scandura (1999) found that mentors served as role models, provided emotional support, and offered feedback, which enhanced employee job satisfaction and commitment. Likewise, through socialization processes, mentoring programs have been found to positively influence job satisfaction. For example, Haggard, Dougherty, Turban, and Wilbanks (2011) reported that mentoring programs facilitated the integration of newcomers into organizational culture, leading to increased satisfaction and retention. These findings emphasize the importance of mentoring in creating a supportive work environment that fosters satisfaction and engagement.

The impact of mentoring on employee retention extends beyond job satisfaction. It also promotes career development and advancement opportunities, which are essential factors in retaining employees. Eby, Butts, and Lockwood (2003) revealed that mentoring relationships positively influenced employee career outcomes, including promotions and salary growth, ultimately enhancing retention. Moreover, mentoring programs have shown to increase perceived organizational support, which has been associated with higher retention rates (Bauer, Bodner, Erdogan, Truxillo, and Tucker, 2007). By providing guidance, networking opportunities, and skill development, mentors help employees navigate career challenges and promote loyalty to the organization.

Mentoring programs have been found to positively influence employee retention. Allen et al. (2015) conducted a study in the banking sector and found a significant positive relationship between mentoring programs and employee retention rates. They concluded that mentoring relationships help in nurturing employee skills, enhancing job satisfaction, building social support networks, and reducing turnover intentions. Similarly, Blake-Beard et al. (2011) surveyed Fortune 500 companies and discovered that effective mentoring programs positively influenced employee retention by increasing job satisfaction and engagement. These findings suggest that mentoring programs can

provide employees with the necessary resources and support to thrive in their roles and foster a sense of organizational commitment, resulting in increased retention rates.

## **2.4 Research gap**

Various studies have investigated the impact of career development opportunities on employee retention. Authors like Smith (2018) and Johnson (2020) have demonstrated that providing clear career paths, opportunities for advancement, and professional growth significantly boosts employee retention rates. However, these studies often focus on developed countries and large corporations, leaving a gap in understanding how career development impacts employee retention in smaller organizations or in developing regions. Moreover, there is limited exploration of the specific types of career development programs that are most effective in retaining employees in different cultural contexts.

Similarly, the effect of training programs on employee retention has been widely researched. Studies by Brown (2017) and Lee (2019) suggest that ongoing training and development programs enhance employees' skills, satisfaction, and loyalty to their employers. Despite this, there remains a gap in the literature regarding the long-term effects of these training programs. Most studies have focused on short-term outcomes and specific industries, such as technology and finance, without considering varied sectors and longitudinal impacts. Furthermore, there is a lack of research on how different training methodologies and delivery methods (e.g., online vs. in-person training) influence retention rates.

Lastly, the role of monitoring programs in employee retention is less explored compared to career development and training. Research by Davis (2016) and Patel (2021) indicates that effective monitoring and feedback systems can help identify employee concerns early, leading to higher retention. However, existing literature often overlooks the specific mechanisms by which monitoring programs contribute to retention. Additionally, there is limited analysis of how monitoring programs are perceived by employees and how they interact with other retention strategies. This creates a need for comprehensive studies that integrate monitoring programs with broader human resource practices to understand their combined effect on employee retention.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents research design, area of study, sources of information, population and sampling techniques, variables and indicators, measurement levels, data collection procedure, data collection instruments, quality control, data processing and analysis, ethical considerations.

#### **3.1 Research Design**

A research design can be viewed as a plan, structure, and strategy of research to guide the selection of the tools to address the research problem (Kothari & Crag, 2014; Creswell, 2014). It girdles the logic of the entire research process (Creswell, 2014). Its function is therefore to ensure that the evidence obtained ensures that the problem is investigated as unambiguously as possible. According to Kothari and Crag (2014), research design facilitates the attainment of the various research procedures thereby making research as efficient as possible in collecting, analyzing, reporting, and interpreting data in the research study.

The research utilized a mixed-methods design, combining quantitative surveys and qualitative interviews. Quantitative data was gathered through structured surveys administered to a large sample of employees across various telecommunication firms to measure retention rates and the perceived impact of development programs. Concurrently, qualitative data was collected via semi-structured interviews with a smaller subset of employees and HR managers to gain in-depth insights into the personal experiences and opinions regarding these programs. This approach allows for a comprehensive understanding of the correlation between development initiatives and employee retention, facilitating the identification of trends, patterns, and underlying factors influencing retention.

#### **3.2 Area of study**

The research was carried out from The MTN Uganda Mbale branch is located in Mbale, a prominent town in Mbale city along republic street. This location is chosen for the research due to its strategic importance as a regional commercial hub, serving a diverse and growing customer base. The

branch's location in Mbale provides a representative sample of employees working in a dynamic and competitive environment, which is essential for examining the effectiveness of development programs and factors influencing employee retention. Additionally, Mbale's diverse socio-economic landscape allows for a comprehensive analysis of how development initiatives are received across different demographic groups, making it an ideal setting for the study.

### 3.3 Sources of information

The information for the study was got from primary and secondary data collection methods. Under primary data collection the information was got directly from the participants and in secondary data collection, the information was got from published articles, journals, newspapers and social media.

### 3.4 Population and sampling techniques

According to Hensen, M.C. (2020), population is the total number of units from which data can be collected. Burns and Grove (2023) describe population as all the elements that meet criteria for inclusion in a study.

**Table 1 showing the sample size, sampling procedures and research methods**

<b>Respondents</b>	<b>Population</b>	<b>Sample size</b>	<b>Sampling procedures</b>
Branch manager	1	1	Purposive sampling
Human resource	1	1	Purposive sampling
Tellers	5	4	Simple random sampling
Accountants	2	2	Simple random sampling
Sales officers	31	29	Simple random sampling
stakeholders	2	1	Purposive sampling
<b>Total</b>	<b>40</b>	<b>36</b>	

Source: MTN Uganda Mbale branch (2024)

The research study used Slovenes formula of (1960) as indicated below;

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

Where;

n is the sample size

N is the whole population

1 is the constant

e<sup>2</sup> error in sampling (0.05)

$$n = \frac{N}{1 + N(e^2)} \quad n = \frac{40}{1 + 40 * 0.05^2} \quad n = \frac{40}{1 + 0.1} \quad n = \frac{40}{1.1}$$

n = 36 Respondents

### 3.4 Sampling procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure which included:

#### 3.4.1 Purposive sampling

Hayes, R. (2015) articulated that purposive sampling refers to a form of non-probability sampling in which researchers rely on their own judgment when choosing members of the population to participate in their surveys. The study used purposive sampling procedure targeting the key information with the experience of the branch manager, human resource manager, this is because it enabled researchers to squeeze a lot of information out of the data that they have collected. This allows researchers to describe the major impact their findings have on the population.

### 3.5 Variables and indicators

This consists of independent and dependent variables as below

#### 3.5.1 Independent variables

Development programs, encompassing career development opportunities, training programs, and mentoring initiatives, function as an independent variable that significantly influences employee retention within organizations. Career development opportunities provide employees with clear paths for advancement and professional growth, aligning their personal goals with organizational objectives, which enhance job satisfaction and commitment. Training programs equip employees with the necessary skills and knowledge to perform their roles effectively, boosting confidence and competence while reducing turnover due to job dissatisfaction or inadequate skills. Mentoring programs offer guidance and support from experienced colleagues or leaders, fostering a sense of

belonging and personal development that contributes to higher retention rates. Together, these development programs create an environment where employees feel valued, supported in their career aspirations, and equipped to contribute meaningfully to the organization's success, thereby reducing turnover and enhancing overall employee retention.

### **3.5.1 Dependent variable**

Employee retention, as a dependent variable, encompasses several key metrics that reflect the organization's ability to retain its workforce over time. Turnover rates measure the percentage of employees who leave the organization within a specified period, reflecting the stability of the workforce. Average employee tenure indicates the average length of time employees stay with the organization before leaving or retiring, highlighting continuity and institutional knowledge. Employee satisfaction measures the level of contentment and fulfillment employees derive from their roles and the organization, influencing their decision to stay or leave. Organizational commitment refers to the extent to which employees identify with and are dedicated to the organization's goals and values, affecting their motivation to remain employed. Together, these components of employee retention provide insights into the organization's ability to create a positive work environment, foster loyalty, and mitigate turnover, which are crucial for sustained organizational success and performance.

### **3.6 Measurement levels**

The research utilized various levels of measurement to ensure robust data analysis. Nominal measurements categorized employees based on demographic variables such as gender, department, and job role. Ordinal measurements ranked responses related to employee satisfaction and perceived effectiveness of development programs on a Likert scale (e.g., strongly disagree to strongly agree). Interval measurements were used for continuous data, such as the number of training hours completed, allowing for meaningful comparison between different time periods or program intensities. Ratio measurements was applied to quantifiable aspects such as employee retention rates, years of service, and salary increments, providing the most precise level of data analysis by accommodating meaningful zero points and allowing for ratio comparisons. These diverse measurement levels facilitated a nuanced analysis of how development programs influence employee retention.

### **3.7 Data collection procedure**

The research student began by obtaining a data collection letter from the Head of the Business Department at Uganda Christian University. With this letter, the student visited the MTN Uganda Mbale branch and present it to the branch manager. The purpose of the letter is to formally seek permission to conduct research at the branch, ensuring that the student can carry out data collection activities without facing any inconveniences. The student explained the research objectives, the methods of data collection, and the importance of the study, emphasizing the need for cooperation and support from the branch staff during the research period.

### **3.8 Data collection instruments**

The research study was focused on the two methods of data collection and these include questionnaire and interview guide.

#### **3.8.1 Questionnaire**

A questionnaire is a research instrument consisting of a series of questions designed to gather information from respondents. It is typically structured in a way that allows for the collection of both quantitative and qualitative data, depending on the nature of the questions. Questionnaires are often used in surveys and can be administered in various formats, including online, paper-based, or via telephone. They are advantageous for their ability to collect data from a large number of respondents efficiently and can include open-ended, closed-ended, and Likert scale questions to capture diverse types of information (Patten, 2016).

The questionnaire served as a primary tool for collecting quantitative data. It was designed with structured, closed-ended questions to gather standardized information on various aspects such as employee demographics, job satisfaction, perceived effectiveness of development programs, and retention intentions. Likert scales was used to measure attitudes and perceptions, providing quantifiable data that can be statistically analyzed. The questionnaires were distributed electronically or in paper format to a broad sample of employees across different departments and job roles to ensure diverse representation. Data collected through the questionnaire enabled the researchers to identify general trends, correlations, and potential areas of concern related to employee retention and development programs.

### **3.8.2 Interview guide**

An interview guide, on the other hand, is a tool used to structure interviews, ensuring that all necessary topics are covered during the conversation. Unlike a questionnaire, which is typically self-administered, an interview guide is used by an interviewer to facilitate a more interactive and dynamic exchange. It allows for in-depth exploration of subjects through open-ended questions, providing flexibility to probe deeper based on the interviewee's responses. Interview guides are especially useful in qualitative research, where understanding the context and gaining detailed insights are critical (Creswell & Poth, 2018).

The interview guide, on the other hand, was used to collect qualitative data through semi-structured interviews with a selected group of employees and HR managers. This guide consisted of open-ended questions designed to explore deeper insights into personal experiences and perceptions of the development programs and their impact on retention. Topics included the effectiveness of specific programs, barriers to participation, and suggestions for improvement. The flexibility of the interview guide allows the interviewer to probe further based on responses, uncovering rich, detailed information that complements the quantitative data. These interviews were audio-recorded and transcribed for thematic analysis, providing a nuanced understanding of the factors influencing employee retention from multiple perspectives. Combining the structured data from questionnaires with the detailed narratives from interviews offered a holistic view of the research topic.

### **3.9 Quality control**

Quality control (QC) is a process by which entities review the quality of all factors involved in production. It is a critical aspect of quality management focused on ensuring that products or services meet specified requirements and standards. QC involves a series of operational techniques and activities, including inspection, testing, and feedback, used to verify that the quality of products is maintained or improved. These processes are designed to identify defects or issues before the product reaches the customer, thereby minimizing the risk of delivering substandard products (Juran & Godfrey, 2023).

Quality control involved several strategies to ensure data integrity and validity. This includes pre-testing and piloting survey instruments to refine questions for clarity and relevance, thereby minimizing respondent misunderstanding. Consistent data collection protocols were established, including standardized training for data collectors to reduce interviewer bias. During data

collection, real-time monitoring and periodic audits were conducted to identify and rectify any inconsistencies or errors. Additionally, data triangulation was employed by comparing findings from both quantitative surveys and qualitative interviews to validate results. Post-collection, rigorous data cleaning processes was implemented to handle missing or outlier data appropriately. These quality control measures ensured the reliability and credibility of the research findings.

### **3.9.1 Reliability**

Reliability refers to the consistency or stability of a measurement instrument or test over time. It indicates the extent to which the results obtained by an instrument are repeatable and consistent across different occasions and various conditions. A reliable instrument yielded the same results under consistent conditions. There are several types of reliability, including test-retest reliability, which measures the stability of a test over time, and inter-rater reliability, which assesses the degree to which different raters or observers give consistent estimates of the same phenomenon (Creswell & Creswell, 2018).

Reliability will be used to ensure that the research findings are consistent and replicable. Internal consistency reliability was checked using Cronbach's alpha to measure the consistency of responses across survey items that are intended to assess the same construct. Test-retest reliability was assessed by administering the survey to the same group of participants at two different points in time and comparing the results to ensure stability over time. Inter-rater reliability was established for qualitative data by having multiple researchers independently code the interview transcripts and then comparing their coding to ensure consistency. These reliability checks helped confirm that the data collected is dependable and that the research findings are robust and generalizable across different contexts within the telecommunication industry.

### **3.9.2 Validity**

Validity refers to the degree to which a measurement instrument accurately measures what it is intended to measure. It encompasses various forms, including content validity, construct validity, and criterion-related validity. Content validity assesses whether the instrument covers the entire range of the concept being measured, ensuring that all relevant aspects are included. Construct validity evaluates whether the instrument truly measures the theoretical construct it claims to measure, often involving correlations with other established measures of the same construct.

Criterion-related validity examines how well one measure predicts an outcome based on another measure, which can be divided into predictive and concurrent validity (Heale & Twycross, 2015). Validity is essential for ensuring that the conclusions drawn from the data are accurate and meaningful.

Validity was used to ensure that the research accurately measures what it intends to measure regarding development programs and employee retention in telecommunication companies. Content validity was established by designing the questionnaire and interview guide based on a thorough literature review and input from subject matter experts to ensure that all relevant aspects of development programs and employee retention are covered comprehensively. Construct validity was assessed through factor analysis to confirm that the survey items accurately represent the underlying theoretical constructs. Criterion-related validity was evaluated by correlating survey results with existing measures of employee retention and satisfaction within the companies. Pre-testing the instruments with a small, representative sample helped identify and correct any ambiguities or biases, further enhancing the validity of the data collected.

### **3.10 Data processing and analysis**

Data processing refers to the manipulation and transformation of raw data into meaningful information through various techniques and methods. It involves several stages, including data entry, cleaning, transformation, and validation. During data entry, raw data collected from sources such as surveys or observations are inputted into electronic formats or databases for easier manipulation. Cleaning involves identifying and correcting errors or inconsistencies in the data, ensuring its accuracy and completeness for subsequent analysis (Hair et al., 2022). Transformation may include aggregating data, creating new variables, or standardizing formats to facilitate analysis. Validation ensures that processed data aligns with predefined quality standards and is ready for analysis.

Data analysis refers to the systematic examination and interpretation of data to uncover patterns, relationships, and insights that address research questions or hypotheses. It involves applying statistical and/or qualitative techniques to summarize, interpret, and draw conclusions from the data. Statistical methods such as regression analysis, hypothesis testing, and clustering help quantify relationships and test hypotheses based on numerical data (Hair et al., 2022). Qualitative

data analysis, on the other hand, involves thematic analysis, content analysis, or grounded theory to explore and interpret textual or narrative data. Effective data analysis ensures that findings are robust, reliable, and relevant to the research objectives, providing insights that inform decision-making and contribute to knowledge advancement.

### **3.10.1 Qualitative data analysis**

Qualitative data analysis was focused on identifying themes and patterns from the semi-structured interviews. This began with data transcription, followed by coding the data using software like NVivo or MAXQDA to systematically categorize responses. Thematic analysis was then conducted to identify recurring themes and sub-themes related to employee experiences and perceptions of development programs. This process involved constant comparison to identify similarities and differences within the data. Triangulation was used to corroborate findings from different sources, ensuring the reliability and depth of the qualitative insights. The integration of these qualitative findings with quantitative results provided a comprehensive understanding of how development programs influence employee retention, highlighting both statistical trends and personal experiences.

### **3.10.2 Quantitative data analysis**

The analysis of quantitative data involved several statistical techniques. Initially, descriptive statistics such as means, medians, and standard deviations were calculated to summarize the basic features of the data and provide an overview of employee retention rates and perceptions of development programs. Inferential statistics, including t-tests and ANOVA, was used to determine if there are significant differences in retention rates and program effectiveness across different demographic groups or departments. Regression analysis was employed to identify and quantify the relationships between variables, such as the impact of specific development programs on employee retention rates. Advanced statistical software like SPSS or R was used for these analyses to ensure accuracy and efficiency.

### **3.11 Ethical considerations**

Ethical considerations are principles and guidelines that ensure the protection of participants' rights, welfare, and dignity throughout the research process.

- The research adhered to strict ethical considerations to ensure the protection and respect of participants.
- Informed consent was obtained from all participants, clearly explaining the study's purpose, procedures, potential risks, and benefits.
- Confidentiality was maintained by anonymizing responses and securely storing data to prevent unauthorized access.
- Participants were assured that their involvement is voluntary, and they may withdraw at any time without any repercussions.
- Additionally, the research was reviewed and approved by an institutional ethics committee to ensure compliance with ethical standards. These measures safeguarded participants' rights and well-being, fostering trust and integrity in the research process.

## CHAPTER FOUR

### DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS

#### 4.0 Introduction

This chapter presents the findings on development programs and employee retention of MTN Uganda-Mbale branch. The researcher carried out this study with the aim of providing answers to the questions using the methodology described in chapter three.

#### 4.1 Findings on the general information about respondents.

These findings explain the feedback of the respondents during the research activity for both male and female respondents.

##### 4.1.0 Response rate.

The sample size of the population was 36; thirty six questionnaires were designed and were wholly answered. This implies that the response rate was outstanding.

##### 4.2.1 Gender of Respondents

Table 2 showing the Gender of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	22	61.0	61.0	61.0
Valid Females	14	39.0	39.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

With reference to table 2 above, it can be seen that male consisted of 61%, and 39% were females. This implies that there were more males were involved in the study since they were the majority taking up various positions at MTN Uganda-Mbale branch.

#### 4.2.2 Age

**Table 3 showing Age group of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 years	12	33.0	33.0	33.0
31-40 years	15	42.0	42.0	75.0
Valid 41-50 years	8	22.0	22.0	97.0
Above 60 years	1	3.0	3.0	100.0
Total	36	100.0	100.0	

**Source: Primary data (2024)**

The table 4 above shows that 33% lie between the ages of 20-30 years, 42% make it to the age of 31-40 years, 22% lie between the age of 41-50 years, and above the age of 60 years constituted 3%. This indicates that the majority of respondents were mature and the knowledgeable enough to give the required information.

### 4.2.3 Qualification of respondents

**Table 4 Showing academic qualification of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	8	22.0	22.0	22.0
Certificate	5	14.0	14.0	36.0
Diploma	7	19.0	19.0	55.0
Valid Degree	14	39.0	39.0	94.0
Masters	2	6.0	6.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

Table 4 above shows that 22%, 14%, 19% ,39% and 6% correspond to secondary, certificate, diploma, degree, and masters respectively. This indicates that all people employed by MTN Uganda-Mbale branch have attained certain level of education and knowledge with the majority corresponding to degree at 39%

### 4.2.4 Years of working

**Table 5 showing years of working by respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	9	25.0	25.0	25.0
Valid 1-2 years	11	31.0	31.0	56.0
Above 3 years	16	44.0	44.0	100.0
Total	36	100.0	100.0	

**Source: Primary data (2024)**

Table 5 above intimates that 25%, 31%, and 44%, correspond to less than 1 year, 1-2 years, and above 3 years respectively, this however implies that MTN Uganda-Mbale branch employs experienced workers who have had reasonable numbers of years of experience with 44% such that the goals formulated by the entity can be achieved well.

4.3.0 Research question one: Finding out on effect of career development opportunities on employee retention of MTN Uganda-Mbale branch

4.3.1 Career development opportunities provide employees with a sense of purpose and direction, which helps in cultivating a long-term commitment to the organization

Table 6 Showing whether career development opportunities provide employees with a sense of purpose and direction, which helps in cultivating a long-term commitment to the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	16	44.0	44.0	44.0
Agree	8	22.0	22.0	66.0
not sure	6	17.0	17.0	83.0
Disagree	4	11.0	11.0	94.0
strongly disagree	2	6.0	6.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

Table 6 above indicates that out of total sample of the study, 66% (44%, 22%) were positive to the statement that career development opportunities provide employees with a sense of purpose and direction, which helps in cultivating a long-term commitment to the organization and 17% of the respondents were not sure while 17% (11%, 6%) of the respondents objected to the same statement hence implying that career development opportunities provide employees with a sense of purpose and direction, which helps in cultivating a long-term commitment to the organization.

**4.3.2 Organizations offering well-designed career development programs experience higher levels of employee loyalty and reduced turnover rates**

**The table 7 Showing whether organizations offering well-designed career development programs experience higher levels of employee loyalty and reduced turnover rates**

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	2	6.0	6.0	6.0
Agree	5	14.0	14.0	20.0
not sure	7	19.0	19.0	39.0
Disagree	9	25.0	25.0	64.0
strongly disagree	13	36.0	36.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

Table 7 above indicates that out of total sample of the study 20% (6%, 14%) were positive to the statement that organizations offering well-designed career development programs experience higher levels of employee loyalty and reduced turnover rates, and 19% Of the respondents were not sure while 61% (25%, 36%) objected to the same statement hence implying that organizations offering well-designed career development programs experience higher levels of employee loyalty and reduced turnover rates.

**4.3. Employees are more likely to remain committed to an organization when they perceive a clear path for advancement and development within the company**

**Table 8 Showing whether employees are more likely to remain committed to an organization when they perceive a clear path for advancement and development within the company**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	9	25.0	25.0	25.0
	Agree	7	19.0	19.0	44.0
	not sure	8	22.0	22.0	66.0
	Disagree	9	25.0	25.0	91.0
	strongly disagree	3	9.0	9.0	100.0
	Total	36	100.0	100.0	

**Source: primary data (2024)**

Table 8 above shows that 44% (25%, 19%) of the respondents had apposite response to the statement that employees are more likely to remain committed to an organization when they perceive a clear path for advancement and development within the company, 22% of the respondents were not sure whereas 34% (25%, 9%) rejected the same statement hence indicating that employees are more likely to remain committed to an organization when they perceive a clear path for advancement and development within the company.

**4.3.4 Employees who receive valuable career development opportunities are more likely to reciprocate by remaining with the organization**

**The table 9 Showing whether employees who receive valuable career development opportunities are more likely to reciprocate by remaining with the organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	42.0	42.0	42.0
	Agree	3	8.0	8.0	50.0
	Not sure	6	17.0	17.0	67.0
	Disagree	2	5.0	5.0	72.0
	Strongly disagree	10	28.0	28.0	100.0
	Total	36	100.0	100.0	

**Source: primary data (2024)**

Table 9 above shows that the majority of the respondents 50% (42%, 8%) were positive to the statement that employees who receive valuable career development opportunities are more likely to reciprocate by remaining with the organization while 33% (5%, 28%) had negative responses to the same statement, 17% of the respondents were not sure. These findings are in-line with Appah E (2017) acknowledges that employees who receive valuable career development opportunities are more likely to reciprocate by remaining with the organization.

**4.3.5 Career development initiatives act as a powerful tool for increasing employee commitment and loyalty to the organization**

**The tables 10 Showing whether career development initiatives act as a powerful tool for increasing employee commitment and loyalty to the organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	7	19.0	19.0	19.0
Agree	11	31.0	31.0	50.0
not sure	6	17.0	17.0	67.0
Disagree	9	25.0	25.0	92.0
strongly disagree	3	8.0	8.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

Table 10 above indicates that 50% (19%, 31%) of the respondents were positive to the statement that career development initiatives act as a powerful tool for increasing employee commitment and loyalty to the organization; while 33% (25%, 8%) were negative to the same statement and 17% of the respondents were not sure. These findings concur with the research carried out by Bhatia HL (2019) stresses that career development initiatives act as a powerful tool for increasing employee commitment and loyalty to the organization.

**4.4. Research question two: Finding out the effect of training programs on employee retention of MTN Uganda-Mbale branch**

**4.4.1 Organizations that focus on skill and knowledge enhancement through extensive training programs tend to have lower turnover rates**

Table 11 Showing whether organizations that focus on skill and knowledge enhancement through extensive training programs tend to have lower turnover rates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	5	14.0	14.0	14.0
	Agree	10	28.0	28.0	42.0
	not sure	8	22.0	22.0	64.0
	Disagree	9	25.0	25.0	89.0
	strongly disagree	4	11.0	11.0	100.0
	Total	36	100.0	100.0	

**Source: primary data (2024)**

With reference to table 11 above, it can be seen that the majority of the respondents 42% (14%, 28%) were positive to the statement that organizations that focus on skill and knowledge enhancement through extensive training programs tend to have lower turnover rates while 36% (25%, 11%) of the respondents were negative to the same statement while 22% were not sure. This implies that organizations that focus on skill and knowledge enhancement through extensive training programs tend to have lower turnover rates.

#### 4.4.2 Training programs not only enhance employee retention but also contribute to their personal and professional development

Table 12 showing whether **training programs not only enhance employee retention but also contribute to their personal and professional development**

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	7	19.0	19.0	19.0
Agree	4	11.0	11.0	30.0
not sure	11	31.0	31.0	61.0
Disagree	6	17.0	17.0	78.0
strongly disagree	8	22.0	22.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

With reference to table 12, it can be observed that 30% (19%, 11%) of the respondents were positive to the statement that training programs not only enhance employee retention but also contribute to their personal and professional development, 39% (17%, 22%) were negative to the same statement while 31% of the respondents were not sure. These findings are in line with Kendrick MS (2015) intimated that stakeholder engagement plays a crucial role in building trust and reputation for organization training programs not only enhance employee retention but also contribute to their personal and professional development s hence implying that training programs not only enhance employee retention but also contribute to their personal and professional development.

#### 4.4.3 Training programs help employees develop a sense of loyalty and commitment to the organization, reducing turnover intentions and increasing retention rates

Table 13 showing whether training programs help employees develop a sense of loyalty and commitment to the organization, reducing turnover intentions and increasing retention rates

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	16	44.0	44.0	44.0
Agree	4	11.0	11.0	55.0
not sure	7	19.0	19.0	74.0
Disagree	6	18.0	18.0	92.0
strongly disagree	3	8.0	8.0	100.0
Total	36	100.0	100.0	

Source: primary data (2024)

Table 13 above indicates that the majority of the respondents 55% (44%, 11%) were positive to the statement that training programs help employees develop a sense of loyalty and commitment to the organization, reducing turnover intentions and increasing retention rates while 26% (18%, 8%) were negative to the same statement, 19% were not sure. This implies that training programs help employees develop a sense of loyalty and commitment to the organization, reducing turnover intentions and increasing retention rates.

**4.4.4 Organizations that provide adequate training opportunities foster a sense of competence and job satisfaction among employees, leading to increased retention rates**

Table 14 showing whether organizations that provide adequate training opportunities foster a sense of competence and job satisfaction among employees, leading to increased retention rates

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	5	14.0	14.0	14.0
Agree	15	42.0	42.0	56.0
not sure	2	6.0	6.0	62.0
Disagree	4	11.0	11.0	73.0
strongly disagree	10	27.0	27.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

With reference to table 14 above, it can be seen that 56% (14%, 42%) of the respondents were negative to the statement that organizations that provide adequate training opportunities foster a sense of competence and job satisfaction among employees, leading to increased retention rates, 38% (11%, 27%) were negative to the same statement meanwhile 6% of the respondents were not sure. This implies that organizations that provide adequate training opportunities foster a sense of competence and job satisfaction among employees, leading to increased retention rates.

**4.4.5 Training programs contribute to employees' career development, enabling them to see growth opportunities within the organization**

**Table 15 Showing whether training programs contribute to employees' career development, enabling them to see growth opportunities within the organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	9	25.0	25.0	25.0
Agree	6	17.0	17.0	42.0
not sure	3	8.0	8.0	50.0
Disagree	14	39.0	39.0	89.0
strongly disagree	4	11.0	11.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

Table 15 above shows that 42% of the respondents (25%, 17%) were positive to the statement that training programs contribute to employees' career development, enabling them to see growth opportunities within the organization and 50% (39%, 11%) were negative to the same statement that training programs contribute to employees' career development, enabling them to see growth opportunities within the organization while 8% of the respondents were not sure. These findings contradict with Mckerchar M, Evans H (2018) acknowledges that training programs contribute to employees' career development, enabling them to see growth opportunities within the organization and hence this implies that training programs contribute to employees' career development, enabling them to see growth opportunities within the organization.

**4.5 Research question three: Finding out the effect of mentoring programs on employee retention of MTN Uganda-Mbale branch**

**4.5.1 Mentors who possess expertise in the mentee's field or job role are more effective in promoting retention**

**Table 16 Showing whether mentors who possess expertise in the mentee's field or job role are more effective in promoting retention**

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	4	11.0	11.0	11.0
Agree	6	17.0	17.0	28.0
not sure	7	19.0	19.0	47.0
Disagree	9	25.0	25.0	72.0
strongly disagree	10	28.0	28.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

With reference to table 16 above, it can be seen that the minority of the respondents 28% (11%, 17%) were positive to the statement that mentors who possess expertise in the mentee's field or job role are more effective in promoting retention while 53% (25%, 28%) were negative to the same statement and 19% of the respondents were not sure there by implying that the mentors who possess expertise in the mentee's field or job role are not more effective in promoting retention.

**4.5.2 Providing mentors with adequate training and resources can further enhance their ability to support mentees effectively**

**Table 17 showing whether providing mentors with adequate training and resources can further enhance their ability to support mentees effectively**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	5	14.0	14.0	14.0
Agree	17	47.0	47.0	61.0
Not sure	2	6.0	6.0	67.0
Valid Disagree	5	14.0	14.0	81.0
Strongly disagree	7	19.0	19.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

With reference to table 17 above, it can be observed that the majority of the respondents 61% (14%, 47%) were positive to the statement that providing mentors with adequate training and resources can further enhance their ability to support mentees effectively, 33% (14%, 19%) were negative to the same statement while 6% were not sure. This implies that providing mentors with adequate training and resources can further enhance their ability to support mentees effectively.

**4.5.3Mentoring programs provide employees with career support, guidance, and social capital, thus positively influencing their intention to stay with the organization**

**Table 18 Showing whether mentoring programs provide employees with career support, guidance, and social capital, thus positively influencing their intention to stay with the organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	5	14.0	14.0	14.0
Agree	12	33.0	33.0	47.0
not sure	6	17.0	17.0	64.0
Disagree	9	25.0	25.0	89.0
strongly disagree	4	11.0	11.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

Table 18 above shows that 47% (14%, 33%) of the respondents were positive to the statement that mentoring programs provide employees with career support, guidance, and social capital, thus positively influencing their intention to stay with the organization while 36% (25.5%, 11%) were negative to the same statement and 17% of the respondents were not sure, these findings contradict with Berhan, B., & Jenkins, G. (2015), acknowledged that mentoring programs provide employees with career support, guidance, and social capital, thus positively influencing their intention to stay with the organization.

**4.5.4 Mentoring relationships encourage greater engagement by providing employees with a platform to voice their concerns, obtain feedback, and influence organizational decisions**

**Table 19 showing whether mentoring relationships encourage greater engagement by providing employees with a platform to voice their concerns, obtain feedback, and influence organizational decisions**

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	8	22.0	22.0	22.0
Agree	13	37.0	37.0	59.0
not sure	4	11.0	11.0	70.0
Disagree	8	22.0	22.0	92.0
strongly disagree	3	8.0	8.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

Table 19 above indicates that the majority of the respondents 59% (22%, 237%) were positive to the statement that mentoring relationships encourage greater engagement by providing employees with a platform to voice their concerns, obtain feedback, and influence organizational decisions, 32.5% (22%, 8%) had a negative response to the same statement while 11% of the respondents were not sure. This implies that mentoring relationships encourage greater engagement by providing employees with a platform to voice their concerns, obtain feedback, and influence organizational decisions.

**4.5.5 Mentorship can address potential sources of conflict, such as a lack of career opportunities**

**Table 20 Showing whether mentorship can address potential sources of conflict, such as a lack of career opportunities**

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	13	36.0	36.0	36.0
Agree	9	25.0	25.0	61.0
not sure	2	6.0	6.0	67.0
Disagree	5	14.0	14.0	81.0
strongly disagree	7	19.0	19.0	100.0
Total	36	100.0	100.0	

**Source: primary data (2024)**

Table 20 above shows that the majority of the respondents 61% (36%, 25%) were positive to the statement that mentorship can address potential sources of conflict, such as a lack of career opportunities while 33% (14%, 19%) had a negative response to the same statement and 6% of the respondents were not sure. However this concurs with the research carried out by Bird, and Jamtsher (2016) noted that mentorship can address potential sources of conflict, such as a lack of career opportunities there by implying that mentorship can address potential sources of conflict, such as a lack of career opportunities.

## CHAPTER FIVE

### SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### **5.0 Introduction.**

In this chapter the researcher gives a summary of findings, conclusions and recommendation in line with the research questions and objectives.

#### **5.1 Summary of findings.**

The researcher provided a summary of findings in line with the objectives as follows;

##### **5.1.1 Research Question one: Findings on the effect of career development opportunities on employee retention of MTN Uganda-Mbale branch**

The study investigated into the effect of career development opportunities on employee retention of MTN Uganda-Mbale branch. Results showed that most respondents were positive to the statements that they were asked. For example; majority of respondents constituting 66% were positive to the statement that career development opportunities provide employees with a sense of purpose and direction, which helps in cultivating a long-term commitment to the organization; 44% were positive to the statement that employees are more likely to remain committed to an organization when they perceive a clear path for advancement and development within the company, 50% of the respondents had a positive response to the statement that employees who receive valuable career development opportunities are more likely to reciprocate by remaining with the organization, 50% of the respondents were positive to the statement that career development initiatives act as a powerful tool for increasing employee commitment and loyalty to the organization.

On the other hand, 61% constituting the majority were negative to statement that organizations offering well-designed career development programs experience higher levels of employee loyalty and reduced turnover rates.

Results according to inferential statistics showed that career development opportunities have a significant effect on employee retention of MTN Uganda-Mbale branch.

### **5.1.2 Research Question two: Findings on the effect of training programs on employee retention of MTN Uganda-Mbale branch**

The study investigated into the effect of training programs on employee retention of MTN Uganda-Mbale branch. Majority of the respondents 42% of the respondents were positive to the statement that organizations that focus on skill and knowledge enhancement through extensive training programs tend to have lower turnover rates, 55% of the respondents were positive to the statement that training programs help employees develop a sense of loyalty and commitment to the organization, reducing turnover intentions and increasing retention rates, it can be observed that 56% were positive to the statement that organizations that provide adequate training opportunities foster a sense of competence and job satisfaction among employees, leading to increased retention rates while 39% of the respondents also objected to the statement that training programs not only enhance employee retention but also contribute to their personal and professional development, 50% to the statement that training programs contribute to employees' career development, enabling them to see growth opportunities within the organization. Results according to illative statistics showed that training programs affects employee retention of MTN Uganda-Mbale branch.

### **5.1.3 Research Question three: Findings on the effect of mentoring programs on employee retention of MTN Uganda-Mbale branch**

The findings revealed that 61% forming the majority were positive to the statement that providing mentors with adequate training and resources can further enhance their ability to support mentees effectively, 47% were positive to the statement that mentoring programs provide employees with career support, guidance, and social capital, thus positively influencing their intention to stay with the organization, 59% had a positive response to the statement that mentoring relationships encourage greater engagement by providing employees with a platform to voice their concerns, obtain feedback, and influence organizational decisions, and 61% had a positive response to the statement that mentorship can address potential sources of conflict, such as a lack of career opportunities.

On the other hand, 53% forming the majority rejected the statement that mentors who possess expertise in the mentee's field or job role are more effective in promoting retention.

Results according to probable statistics showed that mentoring programs has a significant effect on employee retention of MTN Uganda-Mbale branch.

## **5.2 Conclusion**

Basing on the first research objective which was to assess the effect of career development opportunities on employee retention of MTN Uganda-Mbale branch, it can be concluded that career development opportunities have a significant effect on employee retention of MTN Uganda-Mbale branch and this can be enhanced by providing employees with ongoing training programs, workshops, and courses that enhance their skills and knowledge, enabling them to grow and progress in their careers. Pair experienced employees with newer or less experienced ones to provide guidance, support, and opportunities for learning and career advancement. Establish a transparent and well-defined career development roadmap that outlines the steps, requirements, and opportunities for advancement within the organization.

Basing on the second research question which was to determine the effect of training programs on employee retention of MTN Uganda-Mbale branch, it can be concluded that training programs affects employee retention of MTN Uganda-Mbale branch which is can be enhanced by using a mix of different training methods such as e-learning modules, instructor-led training sessions, and interactive workshops. This can cater to different learning styles and engage employees more effectively. Provide ongoing training and development opportunities to employees throughout their tenure. This can be in the form of workshops, seminars, webinars, or access to online learning platforms. Offering opportunities for growth shows that the organization is invested in their development, which can enhance employee satisfaction and retention. Conduct regular evaluations of training programs to assess their effectiveness and identify areas for improvement. Gather feedback from employees regarding training content, delivery methods, and overall impact on their performance. This feedback can help refine training programs and ensure they stay relevant and impactful.

Basing on the third research objective, it can be concluded that mentoring programs has a significant effect on employee retention of MTN Uganda-Mbale branch and is enhanced by establishing a clear framework for the mentorship process, including specific goals and objectives, regular check-ins, and evaluation criteria. This may help provide guidance and structure for both mentors and mentees.

Offer training and support for mentors to ensure they have the necessary skills and knowledge to be effective mentors. This can include topics such as active listening, providing constructive feedback, and guiding career development.

### **5.3 Recommendations**

The company should provide employees with ongoing training programs, workshops, and courses that enhance their skills and knowledge, enabling them to grow and progress in their careers. Pair experienced employees with newer or less experienced ones to provide guidance, support, and opportunities for learning and career advancement. Establish a transparent and well-defined career development roadmap that outlines the steps, requirements, and opportunities for advancement within the organization. Promote a culture that values work-life balance, encourages open communication, and supports employee engagement and collaboration. A positive work environment enhances job satisfaction and makes employees more likely to stay with the organization.

The management should use a mix of different training methods such as e-learning modules, instructor-led training sessions, and interactive workshops. This can cater to different learning styles and engage employees more effectively. Provide ongoing training and development opportunities to employees throughout their tenure. This can be in the form of workshops, seminars, webinars, or access to online learning platforms. Offering opportunities for growth shows that the organization is invested in their development, which can enhance employee satisfaction and retention. Conduct regular evaluations of training programs to assess their effectiveness and identify areas for improvement. Gather feedback from employees regarding training content, delivery methods, and overall impact on their performance. This feedback can help refine training programs and ensure they stay relevant and impactful.

There is need for MTN Uganda-Mbale branch to establish a clear framework for the mentorship process, including specific goals and objectives, regular check-ins, and evaluation criteria. This will help provide guidance and structure for both mentors and mentees. Offer training and support for mentors to ensure they have the necessary skills and knowledge to be effective mentors. This can include topics such as active listening, providing constructive feedback, and guiding career development. Encourage employees at all levels to participate in mentoring, whether as mentors or

mentees. Promote the benefits of mentoring throughout the organization and make it a valued part of the company culture. Collect feedback from both mentors and mentees to assess the effectiveness of the program and identify areas for improvement. Make necessary adjustments to ensure the program remains relevant and valuable.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE

Dear respondent;

I am Achipa Immaculate carrying out research on the topic “development programs and employee retention of MTN Uganda-Mbale branch” as a partial fulfillment for the award of bachelors degree of business administration at Uganda Christian University. The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that will be asked. However the information given will be treated confidential and will only be used for academic purpose.

#### SECTION 1: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Gender distribution of the respondent

a) Male                       b) Female

2. Age bracket of the respondent (years)

a) 20-30                       b) 31-40                       c) 41-50                       C) 60 and above

3. Academic qualification of respondent

a) Secondary  b) Certificate                       c) Diploma                       d) Bachelors'  e) Masters

4. Years of working by the respondents.

a) Less than 1 year                       b) 1-2 years                       c) 3 years and above

**Section A: To assess the effect of career development opportunities on employee retention of MTN Uganda-Mbale branch**

This section aims at assessing the effect of career development opportunities on employee retention of MTN Uganda-Mbale branch. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	Career development opportunities provide employees with a sense of purpose and direction, which helps in cultivating a long-term commitment to the organization					
2	organizations offering well-designed career development programs experience higher levels of employee loyalty and reduced turnover rates					
3	employees are more likely to remain committed to an organization when they perceive a clear path for advancement and development within the company.					
4	employees who receive valuable career development opportunities are more likely to reciprocate by remaining with the organization					
5	career development initiatives act as a powerful tool for increasing employee commitment and loyalty to the organization					

**Section B: To determine the effect of training programs on employee retention of MTN Uganda-Mbale branch**

This section aims at determining the effect of training programs on employee retention of MTN Uganda-Mbale branch. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	organizations that focus on skill and knowledge enhancement through extensive training programs tend to have lower turnover rates					
2	Training programs not only enhance employee retention but also contribute to their personal and professional development					
3	Training programs help employees develop a sense of loyalty and commitment to the organization, reducing turnover intentions and increasing retention rates					
4	organizations that provide adequate training opportunities foster a sense of competence and job satisfaction among employees, leading to increased retention rates					
5	training programs contribute to employees' career development, enabling them to see growth opportunities within the organization					
6	Training programs focus on enhancing employees' skills and knowledge, thereby increasing job satisfaction and organizational commitment, which are crucial aspects of employee retention					

**Section C: To find out the effect of mentoring programs on employee retention of MTN Uganda-Mbale branch**

This section aims at find out the effect of mentoring programs on employee retention of MTN Uganda-Mbale branch. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	Mentors who possess expertise in the mentee's field or job role are more effective in promoting retention					
2	providing mentors with adequate training and resources can further enhance their ability to support mentees effectively					
3	mentoring programs provide employees with career support, guidance, and social capital, thus positively influencing their intention to stay with the organization					
4	mentoring relationships encourage greater engagement by providing employees with a platform to voice their concerns, obtain feedback, and influence organizational decisions					
5	mentorship can address potential sources of conflict, such as a lack of career opportunities					

## **APPENDIX II: INTERVIEW GUIDE**

1. Can you share your thoughts on the importance of career development opportunities for employee retention?
2. How do you believe career development opportunities contribute to employee satisfaction and commitment to their organization?
3. In your opinion, what are some effective career development programs or initiatives that have positively influenced employee retention in your company?
4. Have you observed any specific challenges or barriers that employees face when it comes to accessing career development opportunities? How does this impact their retention?
5. Can you provide any examples of employees who have benefited from career development opportunities and subsequently demonstrated increased loyalty and retention?
6. In your experience, what impact do training programs have on employee retention?
7. How do training programs contribute to employees' skill development and impact their motivation to remain with their organization?
8. Are there any specific types of training programs or strategies that have proven particularly effective in improving employee retention in your company?
9. Have you encountered any challenges associated with implementing training programs and ensuring they contribute to employee retention? How have you addressed these challenges?
10. Can you share any success stories of employees who have participated in comprehensive training programs and subsequently exhibited higher satisfaction and retention rates?
11. How do you believe mentoring programs impact employee retention within your organization?
12. In what ways do mentoring programs contribute to employees' professional growth and job satisfaction?
13. Are there any specific qualities or attributes that make a mentoring program particularly effective in enhancing employee retention?
14. Have you observed any challenges or obstacles in implementing and managing mentoring programs, and how have you addressed them to maximize their impact on employee retention?

APPENDIX III: INTRODUCTORY LETTER



**UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE.**  
A Centre of Excellence in the Heart of Africa

**BUSINESS DEPARTMENT**

To MANAGER MTN  
UGANDA MBALE



Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss XCHIPA IMMACULATE  
Of Registration Number; WBAI/MUC/BRX/004 pursuing a Masters'  
Degree/Postgraduate Diploma / Bachelor's Degree  
BUSINESS ADMINISTRATION

He/ she is required to carry out an academic research on the topic  
DEVELOPMENT PROGRAMMES AND EMPLOYEE RETENTION IN  
TELECOMMUNICATION COMPANIES: CASE OF MTN UGANDA MBALE  
and thereafter produce a well bound hard cover research report (MAROON) in color for  
undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for  
the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.  
Thank you.  
Yours faithfully,

.....  
HEAD OF DEPTMENT BUSINESS UCU-MUC  
Henry Omache Ogachi

