



CAREER DEVELOPMENT AND EMPLOYEE RETENTION AT MTN NIGERIA COMMUNICATIONS PLC

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ABSTRACT

The most perpetual challenge in most organizations today is lack of a well-structured career development and employee retention programme. This has heightened the need for career development programmes in order to achieve employee retention in most organizations. While extensive literature exists, career development, the focus has largely been on its influence on performance and productivity, leaving out the role of employee retention. The study thus set out to determine the relationship between career development and employee retention at MTN Nigeria Communications PLC. The study used descriptive, correlation and regression survey designs. The population of this study was a total of 120 employees out of which 98 copies of questionnaires were found valid for the study. A structured questionnaire was used for purposes of data collection and data was analysed using inferential statistics. Results indicate that generally, a majority of respondents are satisfied with career planning at MTN Nigeria Communications PLC as most respondents exhibit conformity to career planning best practices. Training and development are also found to be satisfactory in the study area according to most respondents as indicated by support given to the programmes both by the participants and the firm's management. Coaching and mentoring are further found to be moderately to highly practiced at the firm, to which respondents expressed satisfactory levels. Against this background, inferential results further revealed that among other factors, career planning, training and development, coaching and mentoring career counselling, are key influences of employee retention at MTN Nigeria Communications PLC. Together these career development practices facilitate employee engagement and job retention. This in turn reduces turnover and increase productivity at MTN Nigeria Communications PLC.

KEYWORDS: Career planning, coaching and mentoring, employee retention, employee retention, telecommunication industry, training and development

INTRODUCTION

Organisations looking to increase productivity and performance have grown more and more interested in career development. Organizations view a variety of elements, including demographic shifts, technological innovation, and the ability to hire and keep competent workers, as strategic moves to get a competitive edge as they grow and compete with one another. The development of the company is significantly influenced by these aspects. Nowadays, a company's ability to compete economically depends heavily on its knowledge and abilities (Hiltrop, 2021). Employers may provide their staff members the chance to grow and learn while they pursue their careers by implementing career development processes. This guarantees that workers develop exceptional job skills and may continue to function as productive employees with the necessary knowledge to allow businesses to keep them on board (Frazee, 2019).

A number of crucial processes, including performance management, hiring and onboarding, learning and development, reward and recognition, and employee retention, are linked to career growth and employee retention. Because of their interconnectedness, these systems will enhance performance, retention, and productivity. Employee retention is obviously impacted by the successful implementation of career development initiatives in any given firm. Organizations will be able to boost internal fill jobs, minimise onboarding and recruiting costs, enhance productivity, and raise engagement levels when the two strategies are combined (Forster, 2020). This study intends to determine the link between career development and employee retention, and demonstrate how it



improves performance, given that these two practises have been shown to be critical to the survival and operation of businesses.

When Frank Parson introduced the idea of career development in the 1909s, it was initially understood to be a process of personal growth during which people choose their careers until they are in their early adult years. However, over time, this idea has evolved to be understood as a continuous process of making decisions about careers at various stages of human development (Patton & McMahon, 2021). Around the close of the 20th century, the phrase "career development" became more and more popular to refer to the combination of psychological, social, educational, physical, economic, and changing elements that influence a person's work behaviour throughout the course of their lifetime (Patton & McMahon, 2021). Blau (2018) defines it as the progression or growth of a career guided by experience in a particular field of interest, accomplishments at every stage of development, and educational achievement. In order to help individuals navigate their professional paths inside a company and increase productivity, career development involves teaching, training, and mentoring them.

Field and Thomas (2019) defines Career development as a series of activities or the ongoing process of developing one's career. It is a process that entails training new skills, moving to higher job responsibilities; make a career change with the same organization, or starting one's own business. Career development is an effective way to foster future leaders within organization with relevant skills and experience that will be required to implement organization strategies. The concept of career development has evolved over time, with various authorities advancing varied theories on how individuals shape their careers. They also maintain that career development is a lifelong process of managing work leisure, and transition in order to move towards a personally determined and evolving preferred future. Positive career development program helps organization attract and retain the best people by recognizing and responding to the needs of individual employees, they will get the best of them. Effective career development program helps develop the economy and also benefits individuals, employers and society at large. Recognizing that everyone potentially has a career and that as a consequence, everyone has career development needs, means that attention must be paid to how career development is best supported (Field & Thomas, 2019).

Hytter (2017) defines retention as process in which employees are encouraged to remain with the organisation for a maximum period of time. This process enhances effective and efficient delivery of goods and services by organizations. Employee retention strategies are adopted and implemented to ensure that employees remain and work for the successful achievement of organizational goals. Hytter (2017) opined that employee retention refers to the ability of an organization to retain its employees. However, he asserts that many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense retention becomes the strategy rather than the outcome (Arthur & Bennett, 2019). Employee turnover is a huge challenge that has not been resolved.

Hyman (2005) has defined employee retention as a systematic effort to create and foster an environment that encourages employee to remain employed by having policies and practices in place that address their diverse needs. According to Hyman (2005) employee retention is crucial for one reason, and that is the cost of employee turnover. whether one measures the cost in terms of recruitment costs, loss of productivity, opportunity cost, or the knowledge and expertise lost when talented individuals leave these are all losses that could be saved by providing employees with the right reason to stay. Effective succession planning is dependent upon the ability to retain the best employees in any organization. This process enhances effective and efficient delivery of goods and services by organizations.

Statement of the Problem

The most persistent issue facing the majority of firms nowadays is the absence of a well-organized programme for staff retention and career development. Because of this, career development programmes are now more important than ever for most firms to retain their workforce. Therefore, it makes sense for businesses to implement the idea of career development in order to improve employee retention. Enss (2022) provided evidence to support this claim by demonstrating that career development opportunities and ongoing promotion enhance employees' performance, which in turn raises the standard of living for social insurance workers. The way managers and employees feel about the incentive category is what's responsible for this improvement. The study concludes that eight factors that contribute to a high quality of work life are connected to employee retention: fair and appropriate compensation, social cohesion and integration, ongoing security, career development chances, and the integration and



development of human skills. Aryee and Leong (2021) discovered a robust positive correlation between variables related to career advancement, employee retention, and Quality of Work Life (QWL). The incapacity of most Nigerian companies to keep talent inside their organisations is the largest obstacle, according to a recent poll on employee retention conducted by MTN Nigeria Communications PLC. According to the poll, an inadequate career development programme is the cause of poor talent retention (MTN Nigeria Communications, 2024).

MTN Nigeria Communications PLC has a well-developed model for career development and employee retention programme that commence from recruitment and selection stage which aims to develop potential in to performance. This model clearly describes how career development programmes aim at improving employees' skills to enhance employee retention. MTN Nigeria Communications provides personal and professional support from competent coaches both within the business and from externally recognised organisation (Ajala, 2022a). According to the deploy-connect model, employee retention tends to increase when a worker's potential is recognised inside the organisation and when they are given difficult positions that align with both their coworkers' and the business's overarching objectives (MTN Nigeria Communications, 2024).

Research has been conducted on career development and employee retention, particularly in the public service, secondary education, and financial industries. After doing study on the variables influencing career advancement, Kimunge (2014) concluded that career development increases a company's productivity. A study by Kelley (2022) found that the most common career development practices adopted by commercial banks were career planning, career counseling and employees training programmes. This practices according to the study increases performance. In another study, Rostami, Bahramzadeh and Saeidi (2021) found that limited access to informal networks, gender role stereotypes and blocked promotions were hindrances to employee career development programs. Wanjala (2012), investigated the factors influencing career choice among form four students in secondary school in Kenya; the study concluded that sociological, educational, economic and psychological factors are important agents for career development. All the studies highlighted above focused on the influence of career development on performance and productivity, leaving out the role of employee retention. This paper seeks to address this gap with the following research objectives and questions. The objectives therefore were to (a) establish the relationship between career planning and employee retention in the telecommunication industry, (b) examine the effect of training and development on employee retention in the telecommunication industry, and (c) identify the relationship between coaching and mentoring and retention in the telecommunication industry.

Research Questions

To guide this study, the following research questions were raised:

1. What is the relationship between career planning and employee retention in the telecommunication industry?
2. What is the effect of training and development on employee retention in the telecommunication industry?
3. What is the relationship between coaching and mentoring and retention in the telecommunication industry?

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Career Development Practices

Abubakarr (2014) suggests that career development practices are series of activities designed to identify competencies required by employees to manage their career objective which should be linked with organization objective. Abubakarr (2014) stated that career development practices aim at providing learning and development opportunities which in turn enhance employee engagement, motivation and job satisfaction. Huselid (1993) points out that career development practices build the skills of employees to match contemporary issues at the workplace.

Career Planning

Leibowitz (1986) claims that career planning is a continuous process of self-assessment and goal setting designed by employee and employer in order to work in line with organizational objective. Career planning involves both employee and employer connecting together to identify goals, and also develop strategies required to fulfill identified goal. Leibowitz (1986) maintains that employees should identify their abilities through programs such as coaching, mentoring and counseling, so that management will decide on the what training needs that should be developed, and also determine the task that should be assigned to them. The process helps an organization to gain competitive advantage and also ensures skills and abilities are matched with task, thus productivity is enhanced. Organizations that wish to effectively structure it positions with regards define roles and responsibilities, must undertake the process of career planning to ensure effectiveness in output, and also enhance productivity. Career



planning is the process by which one selects career goals and the path to these goals. The major focus of career planning is on assisting the employees achieve a better match between personal goals and the opportunities that are realistically available in the organization (Leibowitz, 1986). Thus, hypothesis one, as stated below:

Ho1: There is no significant relationship between career planning and employee retention in the telecommunication industry

Training and Development

Enss (2022) states that training involves a professional working with learners to transfer to them certain area of knowledge or skills to improve in their current job. Training ensures that employees enhance their skills to undertake their job effectively and efficiently, and also builds the confidence of employees within an organization. Ajala, Oyinloye and Omotayo (2023) claims that development is a broad ongoing plethora set of activities designed to bring someone or an organization up to another threshold of performance, often to perform some jobs or new roles in the future. According to Hurwitz (2019) employees must be trained and developed where possible to meet their own career needs and the needs of the organization. Training is job or task oriented, while development is career oriented. Development aim at preparing people for higher responsibilities. Training and development help employees master the knowledge skills and behaviour emphasized in training programs, and apply them to their day to day activities, and future assignment. Thus, hypothesis two, as stated below:

Ho2: There is no significant relationship between training and development and employee retention in the telecommunication industry

Coaching and Mentoring

Perrin (2023) describe coaching as on the job training. It is different from managing, less about directing work, but all about helping someone succeed. Coaching according to Perrin (2023) is a way of working with people that leaves them more able to contribute to their organization, and find meaning in what they are doing. The underlying goal of every coaching interaction is to help the other person succeed. Coaching is an integral part of every manager's job. Managers that provide regular ongoing coaching and feedback to help employees develop skills and improve team performance and define and realize career goals, having more successful and productive teams. Coaching also provide plenty of opportunity for learning and growth. It is one of the best ways to develop and retain valuable employees. Coaching is increasingly used for professional development to indicate a positive change in individuals and to encourage the transfer of knowledge from the coach to the individuals. Barky (2016) defines mentoring as a professional activity, a trusted relationship, and a meaningful commitment. Mentoring practice as we know it today is loosely modeled on the historical craftsman apprentice relationship, where young people learned. Mentoring relationship have a great potential to enhance the development of young individuals in both early and middle career stage (Barky, 2016). Thus, hypothesis three, as stated below:

Ho3: There is no significant relationship between coaching and mentoring and retention in the telecommunication industry

Factors that Influence Retention

By focusing on the fundamentals, organization can go a long way towards building a high retention workplace. Organizations can start by defining their culture and identifying the types of individuals that would thrive in that environment. Attracting and recruiting top talent require time, resources and capital. Organizations retain good employees by being employer of choice. Presenting applicants with realistic job previews during the recruitment process have a positive effect on retaining new hires. There are various types of selection tools that can help predict job performance and subsequent retention. These include both subjective and objective methods. While organizations are used to more subjective tools such as interviews, application and resume evaluations, objective methods are increasing in popularity. Socialization practices delivered through a strategic orientation and assimilation program can help new employees become engaged in the organization and thus more likely to stay. These practices include share and individualized learning experiences, activities that allow people to get to know one another. Such practices may include providing employees with a role model, mentor or trainer or providing timely and adequate feedback (Ajala, *et al.*, 2023).

Providing training and development opportunities can discourage turnover by keeping employees satisfied and well positioned for future growth opportunities. Dissatisfaction with career development is a major reason for employees to look elsewhere. If employees are not given opportunities to continually update their skills, they are more likely to leave. Pay levels and satisfaction contributes to employee's decision to remain or stay in an



organization. Organization can lead the market with a strong compensation and reward package. Employees often look elsewhere because of poor compensation and benefits. Organization can link rewards to retention by offering bonus payment, or employee stock options benefits or define benefit plan payout to years of services, etc. Research have shown that defined compensation and rewards are associated with longer tenure. A Research conducted by Messmer (2000) concludes that an employee's relationship with his or her immediate superiors or manager is important to making an employee feel embedded and valued within the organization. Supervisors need to know how to motivate their employees and reduce cost while building loyalty in their key people.

Career Development and Employee Retention

In today's rapidly moving, uncertain and highly competitive global market, firms are facing major decisions and challenges. Over the past years, organizations have developed a keen interest in the field of talent management and employee retention, with surveys to show that both practices are on top of organization's agenda. The ability to hold on to highly talented employees is crucial for future survival. However, there is also increase realization that this cannot be achieved unless organizations develop and implement career development programs that is geared towards ensuring that employees feel satisfied, engage and motivated. Career development and employee retention is now viewed as a tool to strengthen organizational capabilities (Walker, 2017).

Aguenza and Mat (2022) investigated on the Motivational Factors of Employee Retention and Engagement in Organizations in Malaysia, 7,500 employees were surveyed through a cross sectional research design, data was analyzed by use of trend analysis the results of this study revealed career development programs played an instrumental in influencing employees' retention in the organization. Another study by Kwenin (2023), explored explores the link between work environment, career development opportunities and employee retention in Vodafone Ghana Limited. The study used 142 employees, representing 10% of the target population of 1,420. The study adopted descriptive research survey, specifically cross sectional. Data was analyzed with Descriptive Statistics. Pearson Correlation Coefficient was employed to establish the relationship among the variables. The findings indicated that career development opportunities had positive relationship with employee retention and thus affect employees' decision to stay in Vodafone Ghana Limited. Lassiter Consulting (2014), conducted a descriptive survey in relation to the influence of career development program on employee retention, a sample of 50 employees was chosen from among Fortune 100 companies. Data was analyzed using descriptive statistics, the results of the analysis showed that career development programs highly contributed to employee retention.

A report by Global workforce index shows that two-thirds of the employees are motivated to learn new skills or seek additional training as an opportunity for promotion with their current employer. In addition, nearly half (47 percent) of survey respondents in the U.S. are either actively seeking or considering some form of additional education or training to pursue a new field of work. Although some experts advise employees to consider moves in addition to upward movement. Employees are taking control and looking at ways of renewing and upgrading skills in order to stay relevant.

THEORETICAL FRAMEWORK

Motivation Theory

Herzberg's Motivation-Hygiene theory states that there are certain factors in the workplace that cause job satisfaction, whiles separate set of factors causes dissatisfaction. His findings have a practical influence on attitudes toward administration. According to Herzberg, individuals are not content with the satisfaction of lower order needs at work, for example those needs associated with minimum salary levels and unpleasant working conditions. Rather individuals look for higher level needs having to do with achievement, recognition, responsibility, and advancement. This appears to be parallel with Maslow's theory of need hierarchy.

However, Herzberg added a new dimension to this study by proposing a two-factor model of motivation, based on the notion that the presence of one set of job characteristics leads to dissatisfaction at work. The theory suggests that to improve job attitudes and productivity, administrators must recognize that increased satisfaction leads to job satisfaction and subsequent retention of employees. Dissatisfaction can also stem from unfavorable assessment of job-related factors as company policies, supervision, technical problem, interpersonal relations, lack of career opportunities and work conditions. These factors do not only lead to dissatisfaction, but also serve a reason for employees to leave.



Social Cognitive Theory

The social cognitive career theory is derived from Bandura's general social cognitive theory which deals with psychosocial learning. This theory has been termed as the most promising career theory that may prove satisfactory in career development and retention. Bandura (2001) expanded the scope of social cognitive career theory offering a new social cognitive career model. This theory is designed to explain the ways in which previously identified inputs such as self- efficacy and outcome expectations, along with persons are related to job satisfaction. Self- efficacy is concerned with the belief in the ability to exercise control over one's actions and event that affect their lives. Beliefs impact life choices, motivation, quality of actions and the ability to overcome adversity.

Bandura's work focusses exclusively on the development of the individual within the context of career development. Managers who wish to retain talent can borrow from this theory. Career development is driven by self-efficacy or believes in the ability to accomplish something of importance. The degree of achievement depends on two factors, outcome expectations or the idea that initiating a particular behavior will yield the desired result and goals. Bandura (2001) states that if a person feels confident of his or abilities, he or she is more likely to connect to specify actions to reach them. When organizations put in place measures to enhance motivation, they can easily retain talents. The theory associates individual failure to insufficient skill and knowledge which are deemed as acquirable.

METHODOLOGY

The study made use of descriptive (survey) research design. The study population is a census of all employees at MTN Nigeria Communications PLC which is put 300, comprising both the Lagos Headquarters and the Liaison Offices branched in Lagos State. With the aid of Bartlett, Kotrlík and Higgins (2001)'s sample size determination (see table 1), the study settles for the 40% variability which gives a sample size of 121, which also adjusted to be 120 for easy distribution across the three strata, as presented in the sampling frame shown in Table below:

Table 1: Table for Finding a Base Sample

Population	Variability				
	50%	40%	30%	20%	10%
100	81	79	63	50	37
300	142	121	84	72	42
500	222	212	128	84	52
1,000	286	269	147	92	55
10,000	385	356	169	100	58
50,000 and above	397	366	172	101	58

Note: Assumes a 95% confidence level, identifying a risk of 1 in 20 that actual error is larger than the margin of error (greater than 5%).

The study employed the technique of stratified random sampling. A structured questionnaire of forty-nine items, focused on career development employee retention was developed on the basis of baseline information initially obtained from the literature review. The instrument was designed on a five (5) point, Likert-type Scale, that is, conveying the following regular pattern of responses, where Strongly Agree (SA) = 5 Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1. The instrument was tested for face-and content-validity by means of expert judgment, through appropriate consultation and involvement of two experts from the study area. The validators were asked to check the items for face, content, clarity, relevance, correctness and appropriateness of the identified skills. The validators' inputs were of help to restructure the instrument where necessary. The instrument was subsequently presented to experts in field of Human Resource Management who made relevant contributions before distribution. The reliability of the instrument was further established using Cronbach's Alpha Reliability Test. A pilot test of ten per cent of the population (that is, 12) staff and members were undertaken at Airtel Nigeria. This exercise was repeated after one week with the main one hundred and twenty copies of the questionnaire. This method was adopted in order to ascertain the internal consistency of the instrument. Pearson's Product Moment Correlation was applied and reliability co-efficient 86.6% was obtained for the instrument. Data collected were analyzed using Pearson's Correlation with the aid of Statistical Package for the Social Sciences (SPSS).



RESULTS

Career Development Practices

The objective of the research was to establish the relationship between career development and employee retention at MTN Nigeria Communications PLC. The career development practices are grouped in to six including; career planning, training and development, coaching and mentoring, career counseling, succession planning, and talent management. Respondents were asked to indicate the level of agreement to which career development practices influences employee retention at MTN Nigeria Communications PLC. Responses were given on a five-point Likert scale, where 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree. For analysis purpose, the score of ≤ 1.5 will be interpreted to as strongly disagree, while a score of $1.5 \leq 2.5$ is regarded disagree, $2.5 \leq 3.5$ is interpreted as moderately agree, the score of $3.5 \leq 4.5$ is regarded as agree, and the finally, ≥ 4.5 will be regarded as strongly agree.

Career Planning

Career planning is an essential requirement in each and every organization in the enhancement of skills and abilities of employees for the achievement firms' goals. Respondents were asked to indicate the level of agreement to which career planning influences employee retention at MTN Nigeria Communications PLC.

Table 2: Career Planning

Statement	Mean	Standard Deviation
I have set my career goals	3.983	0.9442
There is assistance from management to help match my personal goals and opportunities available	3.119	0.0429
There are fellow employees in the firm to help when called upon or volunteer to help with career challenges	3.729	0.8592
There are career positions that align around a common career theme (marketing, management, software, verticals among others	3.603	0.3056
There is room for individual assessments of abilities, interests, career needs, and goals	4.001	1.3078
There are organizational assessments of employee abilities and potential	4.342	0.9745
There is clear communication of information concerning career options and opportunities with the firm	3.274	0.6734

As indicated in Table 2, a majority of respondents agreed that the organisation undertake a comprehensive assessments of employees potential, a (4.342), also individuals have the forum to analyse their career paths and abilities (4.001), and clearly established goals are set; (3.983); furthermore, employees are willing to render help and support to one another (3.729); in addition there are career positions that are align around a common career theme (marketing, management, software, verticals among others (3.603). However, a majority of respondents moderately accepted that information establishing career options and opportunities are clearly defined (3.274); and that there is assistance from management to help match employee goals to what is available in the organization (3.119).

The analysis above shows that assessments of employee abilities, interest, need and goals was seriously considered by the firm. The analysis also clearly proves that employees at MTN Nigeria Communications PLC set their goals, and also there is also considerable support and help from experienced employees to deal with challenging tasks. The management of MTN Nigeria Communications PLC according to the analysis ensures that career positions are aligned around a common career theme (marketing, management, software among others).

However, employees do not strongly agree that information about career option is been disseminated with much clarity, and that the management of MTN Nigeria Communications PLC help match employee goals and opportunities available. The analysis implies that employees are highly satisfied with career planning structure at MTN Nigeria Communications PLC, and this helps in ensuring that they stay with the organisation.



Training and Development

Training and development are an essential requirement for employee development and the fulfillment of organizational objective. in any firm. In order to determine the training and development attributes strategy adopted by MTN Nigeria Communications PLC, respondents were asked to indicate the level of agreement with the various pertinent statements relating to training and development programmes at MTN Nigeria Communications PLC, to help determine how it relates and influences employee retention in the firm. A summary of the responses is presented in Table 4.4.

Table 3: Training and Development

Statement	Mean	Standard Deviation
Training and development programmes are aligned with organizational staff development goals	3.839	0.8317
Training and development programmes are in line with employees' learning culture	3.493	0.6315
Training and development programmes are in line with employees' needs analysis	3.725	1.0092
There are objective evaluation and success criteria	3.857	1.3718
Employees clearly understand that training programmes can speed up their career progress in their desired direction	3.542	0.6347
The firm recognizes completion of training as incentives for successful outcomes	3.449	0.9130
Training and development programmes focus a lot on mentoring as a part of training	3.926	1.0431
Training and development programmes focus on the execution after the learning	3.764	0.9132

As indicated in Table 3, majority of respondents were found to agree that training and development is focused on mentoring (3.926), and also general evaluation at MTN Nigeria Communications PLC is done objectively (3.857); In addition training and development programmes are designed with the organizational development goal(3.839);It is also clearly agreed that training and development programmes focus on execution after the learning process (3.764); Furthermore, training and development programs focus a lot on mentoring as a part of training (3.725).However respondents moderately agreed that employees understands the impact of training programmes on their career path (3.542); and that training and development programmes are in line with employees' learning culture (3.493). In addition, the respondents believe that MTN Nigeria Communications PLC view training as a prospect for future growth (3.449)

The analysis above indicates that mentoring is highly used as part of MTN Nigeria Communications training and development programmes. The analysis also implies that programs are been evaluated objective to build structured training programmes, at MTN Nigeria Communications PLC and employees also agreed that training and development programmes are usually aligned with organisational staff development. Furthermore, the analysis strongly indicates that training and development programs at MTN Nigeria aimed at implementing what is learnt by participants, and it is also in line with employees' needs analysis.

However, the analysis also indicates that employees do not seem to agree that training and development at MTN Nigeria Communications PLC can facilitate their career progress, and that MTN Nigeria recognizes that training and development programmes serve as tool for success.

Coaching and Mentoring

The study further sought to establish the effect of coaching and mentoring on staff retention at MTN Nigeria Communications PLC. Pertinent questions were asked to this end to which respondents were asked to indicate their levels of agreement.

**Table 4: Coaching and Mentoring**

Statement	Mean	Standard Deviation
Coaching and mentoring are marked by dialog, a two-way conversation between the coach and the employee	4.052	0.5638
Coaches and mentors guide employees to discover career solutions on their own	3.693	0.9025
Coaches and mentors indulge employees in case of job challenges	3.359	0.7295
Coaches and mentors approach employees courteously	3.219	0.6520
Coaches and mentors praise good work	3.873	0.4028
Coaches and mentors are influential to the employees	3.624	0.5682
Coaches and mentors are tactful	3.991	0.6134
Coaches and mentors are always around when needed	3.309	1.0067

As indicated in Table 4, majority of respondents strongly agree that coaching is marked by two-way conversation between the coach and the employee (4.052) and they also agreed that coaches and mentors are tactful (3.991); Furthermore, respondents also agreed that coaches and mentors praise good work (3.873); and that they also guide employees in their career path (3.624). However, respondents also moderately agreed that coaches and mentors indulge employees to challenging task (3.359), and they also approach employees courteously (3.219); It is also established that they are always around when needed (3.309).

The analysis above clearly indicates strong agreement that coaching and mentoring is marked by dialogue at MTN Nigeria Communications PLC, and that coaches and mentors are tactful, and they also praise good work at MTN Nigeria Communications PLC. According to the analysis, employees also agreed that coaches and mentors guide them on their career path, and are influential to their development. However, employees also not seem to entirely agree that coaches and mentors indulge in case of job challenges and that they are courteous and are always around when needed.

Relationship Between Career Development and Employee Retention Inferential Analysis

This section statistically articulates the associations and strengths therefore between the independent and dependent variables. The Pearson Correlation and Regression analyses are thus hereby conducted. Correlation sought to show the nature of relationship between dependent and independent variables and coefficient of determination showed the strength of the relationship.

Pearson Correlation Analysis

Table 5: Inferential Analysis

	Career Planning	Training and development	Coaching and mentoring	Career Counselling	Succession planning	Talent management	Employee retention
Career Planning							
Training and development							
Career Counselling	0.86	0.74	0.68	0.84	0.68	0.78	

From the findings in the Table 5 above, the results revealed that there is a strong positive relationship between career development practices and employee retention. This relationship is explained by the following independent variables namely: Career planning, training and development, coaching and mentoring. From the above findings, the independent variables exhibit values that above 5%. Generally, this means that there is a strong positive correlation between the career development practices, and employee retention.



Model Summary

The model summary Table provides information about the regression line's ability to account for the total variation in the dependent variable. Further, the model summary for the regression model has a correlation coefficient of 0.830 when the variables of (career development practices namely: career planning, training and development, coaching and mentoring) are considered. The correlation between career development practices and employee retention exhibit a strong positive correlation of $R=0.830$ which means that there exists a strong positive relationship between career development practices and employee retention.

Table 6: Summary of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.830 ^a	.689	.791	.0241

From the Table above, the results revealed that the coefficient of determination $R^2=68.9\%$, this shows that the model is a good predictor.

Analysis of Variance

The study sought to establish the relationship between career development practices and employee retention. In the Analysis of variance setting, the observed variance in a particular variable is partitioned into components attributable to different sources of variation. ANOVA provides a statistical test of whether or not the means of several groups are equal, and therefore generalizes the t-test to more than two groups. Below are the findings presented in Table 4.12.

Table 7: ANOVA Significance of the Regression Model for Employee RetentionANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	0.830	3	0.0137	15.22	.001 ^b
	Residual	0.112	113	0.0009		
	Total	0.932	119			

a. Dependent Variable: Employee Retention

The study found that the overall regression model (Model 1 in Table 4.12) is significant. This means that the independent variables of career development practices namely: career planning, training and development, coaching and mentoring, career counseling, succession planning and talent management considered together significantly explain the extent of employee retention in MTN Nigeria Communications PLC as explained by the relationship between career development and employee retention as shown in table above where the p-value is 0.01 which is less than 5%.

The Test of Coefficients

The regression coefficients represent the mean change in the response variable for one unit of change in the predictor variable while holding other predictors in the model constant. This statistical control that regression provided is important because it isolates the role of one variable from all of the others in the model.

Table 8: Coefficients

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig. p
	B	Std. Error	Beta Contribution		
(Constant)	1.130	0.02		2.223	.000
Career Planning	-.103	.415	-.702	-1.102	.004
Training and Development	.104	.102	.128	.451	.002
Coaching and Mentoring	.103	.212	.437	1.102	.004

a. Dependent Variable: Employee Retention



$$\text{Employee Retention} = 1.130 + .103X_1 + .104X_2 + .103X_3.$$

Using the model above, it is possible to establish the perceived relationship between career development and employee retention at MTN Nigeria Communications PLC. Model revealed a positive relationship between the independent variables (career development practices namely: career planning, training and development, coaching and mentoring) and the dependent variable (employee retention). Holding all factors constant, an increase in one unit of the independent variables results into a corresponding increase in the dependent variables.

Using the following independent variables: career development practices namely: career planning, training and development, coaching and mentoring, the model is statistically significant since the p-values for each of the independent variables is less than 5% as presented in Table 8.

DISCUSSION

The study found that MTN Nigeria Communications PLC has a well-established career planning structure in the organization. One that ensures that career planning sets the stage for effective employee career development path. Respondents indicated a pattern of moderate to strongly agreed response, which indicates that employees at MTN Nigeria Communications PLC are satisfied with the career planning set up in the firm. This creates a sense of security for employees, as they will believe that MTN Nigeria Communications PLC would help them develop their career path, and hence decide to stay with the organization. These findings agree with Osibanjo, Abiodun and Obamiro, (2021)'s assertion that career planning is seen as a very systematic and comprehensive process of targeting career development and implementation of strategies, self-assessment and analysis of opportunities and evaluates the results. Thus, the individuals must identify their aspirations and abilities, and through assessment and counselling to understand their needs of training and development; the organization needs to identify its needs and opportunities, to plan its employees and to ensure its staff the necessary information and appropriate training for career development. It further supports Ajala (2022b) who argues that career planning must link individual needs and aspirations with organizational needs and opportunities, evaluating, advising and informing its staff on career planning, individual development efforts with training and development programmes.

The findings further imply that training and development is satisfactory at MTN Nigeria Communications PLC. As respondents indicated the significance given to training programmes both by employee's participation in training programs and the level of management support for training programmes at MTN Nigeria Communications PLC. Respondents agreed that the firm regards training and development as a way of developing talents, and increasing productivity. This leads to increased engagement and helps to motivate, and retain employees. The finding conforms to Global Workforce Index (2023) in which employers who invest in training and staff development not only reap productivity benefits but also have a better chance of retaining employees. The main motivation for undertaking training is for the opportunity of a promotion with their current employer, rather than leaving to work with a different employer or start their own business. Singh (2021) further notes that training provided by employers in the workplace leads to effectiveness in upgrading skills. Investment in training measures and the implementation of development schemes are becoming increasingly acknowledged as vital elements of HRM and studies across a wide range of industries and sectors have all found a positive correlation between investment in training and employee commitment.

The finding further implies that employees are satisfied with the level of coaching and mentoring at MTN Nigeria Communications PLC. This process helps to boost employee confidence, and sets the stage for employee retention at MTN Nigeria Communications PLC. This finding is also strongly in line with Abubakarr (2014) who argues that managers that provide regular ongoing coaching and feedback to help employees develop skills and improve team performance and define and realize career goals, having more successful and productive teams. Barky (2016) agrees that coaching also provides plenty of opportunity for learning and growth. It is one of the best ways to develop and retain valuable employees. He adds that coaching is increasingly used for professional development to indicate a positive change in individuals and to encourage the transfer of knowledge from the coach to the individuals. It is deduced from the findings that coaching and mentoring as a career development practice influences employee retention.



Conclusion

The study indicates that career planning in the study is generally good since the majority of respondents demonstrate high levels of agreement with optimal practises in career planning. The findings imply that career planning is one of the key elements impacting staff retention within the organisation. Additionally, MTN Nigeria Communications PLC determines that the quality of its training and development initiatives. This is seen by the support that participants and management of the company provide to training and development initiatives. According to this analysis, training and development also have a big role in keeping employees in the company. Additionally, it is discovered that MTN Nigeria Communications PLC practises moderate to high levels of coaching and mentoring. Therefore, it can be concluded that, in contrast to career planning and training and development, coaching and mentoring have a moderate but considerable impact on employee retention at MTN Nigeria Communications PLC.

Recommendations

Career development has become attractive to organizations that seek to improve performance and productivity. There is so much competition among firms that they are looking for ways to gain competitive advantage as the global business environment becomes increasingly complex. In order to succeed, organizations must put measures in place to make such they become employer of choice.

- i. This may be accomplished by implementing best practises that support workers' personal and professional development. As a result, turnover will decrease as staff members grow more devoted, involved, and content. The next paragraphs discuss the best practises that should be used to support employee growth and retention in order to meet company goals.
- ii. Businesses need to make sure that the foundation of their hiring practises is finding the best candidates with the appropriate aptitudes for the jobs at hand. This prevents the organisation from experiencing a scarcity of qualified personnel while also assisting in the development of skills to fill future responsibilities. Organizations have to have a planned approach to career development. Employees will be able to see their changing function within the organisation more clearly in the long run thanks to this. Additionally, it will enable the business to demonstrate its dedication to nurturing talent, which is advantageous to both the employer and the worker. Organisations should also make such that their performance evaluation system procedures are done objectively and fairly. Both the organisation and the employee benefit from knowing exactly where they stand in relation to each other's expectations. By monitoring and sharing results, it becomes clear which employees are meeting (or not meeting) performance expectations. Employers should encourage and reward excellent work in order to boost employee engagement. When an employee feels that their efforts are valued and acknowledged, they are more likely to stay dedicated and involved in their work.

Suggestions for Further Studies

The goal of the current study was to ascertain how career development strategies and staff retention at MTN Nigeria Communications PLC relate to one another. To find any noteworthy trends or differences, more research might be done with an emphasis on other organisations with distinct practise areas.

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