

**WORK-LIFE BALANCE PRACTICES AND EMPLOYEE RETENTION IN
TELECOMMUNICATION COMPANIES IN KENYA: A CASE STUDY OF JAMII
TELECOMMUNICATIONS LIMITED**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

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

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DEDICATION

I dedicate this project to my husband Joshua Kimaru and my two daughters Nicole Muthoni and Nadine Wangui for their unwavering support during this research project undertaking.

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I am deeply grateful to Dr. Paul Machoka, my supervisor, for his invaluable guidance, support, and direction, which enabled me to successfully undertake this study. I also extend my gratitude to the entire Management University of Africa community for providing me with the opportunity to continue my education. I am equally appreciative of the management and employees of the Jamii Telecommunications Limited for their cooperation and support throughout the study.

ABSTRACT

Employee retention has become a critical concern for telecommunication companies in Kenya, where high workloads, technological demands, and competitive labor markets contribute to turnover. Work–life balance practices such as flexible working hours, leave policies, workload management, and supportive supervision play a pivotal role in retaining skilled employees by enhancing job satisfaction, reducing stress, and fostering organizational commitment. This study focuses on Jamii Telecommunications Limited to examine how these practices influence employee retention, providing insights into effective human resource strategies that support workforce stability and organizational performance in the Kenyan telecommunications sector. The purpose of this study is to examine the effects of work–life balance practices on employee retention in telecommunication companies in Kenya, using Jamii Telecommunications Limited as a case study. Specifically, the study will assess the impact of flexible working hours, leave policies, workload management, and supervisor support on employee retention. A descriptive research design was adopted for this study. The target population consisted of 119 employees, from which a sample of 51 respondents was selected. Structured questionnaires were used as the primary data collection tool. Data was analyzed using excel sheet and the findings were presented in tabular form for clarity and easy interpretation. The finding of this established that, flexible working hours leave policies, workload management and supervisor support have an effect of employee retention in telecommunication companies in Kenya. The study concludes that, flexible working hours significantly enhance employee retention at Jamii Telecommunications Limited. Employees reported that flexible schedules reduce turnover intentions, improve engagement and productivity, minimize unplanned absences, and allow better workload management, thereby supporting work–life balance. Adequate and accessible leave policies positively influence retention by allowing employees to maintain a healthy work–life balance. Employees expressed satisfaction with leave provisions and reported that such policies encourage long-term organizational commitment. Effective workload management is a key factor in retaining employees. Fair task allocation and manageable workloads reduce stress, prevent burnout, increase efficiency, and motivate employees to remain with the organization. Supervisor support strongly affects retention by providing guidance, career development opportunities, and engagement reinforcement. Employees with supportive supervisors are more likely to remain committed and experience reduced turnover intentions. The study recommends that, the organization should expand flexible work arrangements, including hybrid or staggered schedules, and implement regular feedback mechanisms to ensure these arrangements meet both employee needs and organizational objectives. Management should ensure leave entitlements are clear, sufficient, and easily accessible while providing training and communication to educate employees on proper leave utilization and procedures. The company should regularly review task allocation, ensure equitable distribution of work, and implement monitoring tools or feedback systems to detect and address overwork proactively. The organization should provide supervisors with training in mentorship, coaching, and communication skills, and establish formal mentorship or career development programs to strengthen employee support and loyalty.

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ACRONYMS AND ABBREVIATIONS

AHRI	Australian HR Institute.
BPO	Business Process Outsourcing
IT	Information Technology
IT-BPM	Information Technology – Business Process Management
JD–R	Job Demands–Resources
SET	Social Exchange Theory
TTCL	Telecommunication Corporation Limited

OPERATIONAL DEFINITION OF TERMS

Flexible Working Hours

Allows employees to adjust work schedules or work remotely, enabling them to manage personal and professional responsibilities more effectively. Flexible hours can reduce stress, improve job satisfaction, and encourage employees to stay longer with the organization.

Employee Retention

The firm's ability to retain its workforce over time, reflected in employees' intention to stay, actual turnover and engagement levels. High retention show that work-life balance practices & firm support effectively meet employee needs

Leave Policies

Organizational provisions for paid or unpaid time off, including annual, sick, and parental leave. Adequate leave policies help employees address personal, family, and health needs, contributing to well-being and increasing their likelihood of remaining with the company.

Supervisor Support

The guidance, feedback, and assistance provided by managers to employees. Supportive supervisors help staff navigate work challenges, accommodate personal needs, and feel valued, which strengthens organizational commitment and reduces turnover intentions.

Workload Management

Strategies and practices to distribute tasks and responsibilities fairly, ensuring employees are not overburdened. Proper workload management reduces fatigue and promotes efficiency which supports employee retention.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This introductory chapter presents the background of the study, articulates the statement of the problem, outlines the study objectives and research questions, discusses the significance and scope of the study and concludes with a summary of the chapter.

1.1 Background of the Study

Work–life balance has increasingly emerged as a critical strategic concern for human resource management, particularly in high-pressure, technology-driven industries such as telecommunications. Globally, telecommunication companies operate in fast-paced environments characterized by rapid technological change, high performance expectations, and extended working hours, all of which amplify work–life conflict and increase the risk of employee turnover. Contemporary organizational behavior literature highlights that effective work–life balance practices such as flexible working arrangements, manageable workloads, supportive leadership, and comprehensive leave policies serve as essential mechanisms for employee retention. By reducing burnout, enhancing job satisfaction, and strengthening organizational commitment, these practices help stabilize the workforce in highly competitive and demanding sectors (Allen et al., 2023). Organizations that fail to institutionalize sustainable work–life balance strategies often struggle to retain skilled labor, leading to talent shortages and increased recruitment costs.

In India, empirical studies within the information technology and telecommunications sectors consistently demonstrate a strong positive relationship between work–life balance practices and employee retention. Recent research conducted in the post-COVID-19 context shows that flexible work schedules, hybrid working models, and supportive supervisory practices significantly reduce turnover intentions among telecom and IT professionals (Sharma & Nayak, 2022). Using structural equation modeling, Sharma and Nayak (2022) found that work–life balance partially mediates the relationship between job stress and employee retention, indicating that even in high-demand roles, supportive balance practices can stabilize the workforce. Similarly, Rao and Krishna (2024) observed that Indian telecom firms implementing

employee-centric leave policies and workload management interventions experienced lower attrition rates, particularly among mid-career technical staff. These findings underscore the strategic importance of work–life balance not only as a welfare measure but also as a critical lever for sustaining organizational performance in high-stress work environments.

In Canada, the discourse on work–life balance has gained prominence in knowledge-intensive and technology-oriented sectors, including telecommunications. National workforce surveys and organizational studies indicate that perceived employer support for work–life balance is strongly associated with employee engagement and intentions to remain with the organization (Duxbury & Higgins, 2023). Canadian telecom firms that expanded remote work options, flexible scheduling, and supportive management policies following the pandemic reported measurable improvements in retention and reductions in absenteeism (Benefits Canada, 2024). These findings align with social exchange theory, which posits that employees reciprocate perceived organizational concern for their personal lives through loyalty, commitment, and longer tenure (Duxbury & Higgins, 2023). This evidence highlights that work–life balance is not simply a benefit but a strategic tool for fostering workforce stability, particularly in industries requiring continuous innovation and rapid adaptation to market changes.

Studies in India also emphasize the critical role of work–life balance practices in retaining employees within service-oriented and technology sectors, including telecommunications. Research by Owusu and Affum-Osei (2023) found that flexible working hours, supportive supervision, and manageable workloads significantly predicted employee retention by improving job satisfaction. Employees experiencing high levels of work–life conflict were more likely to express intentions to leave, even when offered competitive compensation. This finding indicates that in developing economies, work–life balance is no longer a peripheral concern but a core determinant of workforce stability, particularly in demanding sectors where human capital is a key driver of organizational performance.

Challenges associated with work–life balance in South Africa have been extensively documented within the ICT and telecommunications industries. Long working hours, high-performance pressures, and expectations for continuous availability contribute significantly to employee turnover, especially among women and younger professionals (Munyeka & Maharaj,

2022). Supportive managerial behavior, flexible working arrangements, and family-friendly policies were shown to mitigate work–family conflict and enhance retention. Munyeka and Maharaj (2022) concluded that without deliberate interventions to improve work–life balance, telecom firms risk losing skilled professionals to organizations that prioritize employee well-being, both locally and internationally.

In Tanzania, although empirical research on work–life balance in telecommunication firms is limited, studies on employee turnover at Tanzania Telecommunication Corporation Limited (TTCL) provide relevant insights. Research indicates that unfavorable working conditions, excessive workloads, and limited employee support systems significantly contribute to turnover intentions (Msuya & Mushi, 2022). These factors closely align with work–life balance constructs, suggesting that inadequate attention to employees’ personal and professional needs indirectly undermines retention. The Tanzanian context highlights the necessity for telecom organizations to integrate work–life balance strategies into broader human resource policies to enhance workforce stability, reduce turnover costs, and maintain operational efficiency.

In Kenya, emerging evidence from the telecommunications sector reinforces the link between work–life balance and employee retention. Studies among telecom engineers and technical staff reveal that flexible working arrangements, supportive leadership, and effective leave management positively influence employees’ decisions to remain with their organizations (Awino et al., 2023). While some studies report moderate relationships, further analysis indicates that work–life balance often operates through mediating factors (Kiprotich & Karanja, 2024). These findings suggest that in Kenyan telecom firms, including companies like Jamii Telecommunications Ltd, work–life balance practices play both direct and indirect roles in shaping retention outcomes. For organizations facing rapid technological change and skilled labor shortages, institutionalizing sustainable work–life balance policies is therefore critical to achieving long-term workforce stability and competitiveness.

1.2 Statement of the Problem

Despite the strategic importance of telecommunications to Kenya’s economic growth and digital transformation, employee retention remains a persistent challenge within the industry, undermining organizational stability, operational efficiency, and long-term performance.

Empirical evidence from studies on Kenyan telecom firms indicates that turnover is often driven by factors like unclear roles, high work pressure, and limited career progression opportunities, all of which contribute significantly to employee exits (Mogambi, 2024). While global industry trends suggest that turnover rates in the telecommunications sector average around 18%, particularly in human resources and technical roles (Gitnux, 2025), there is limited up-to-date, sector-specific data quantifying turnover within Kenyan telecommunications companies. This gap implies that firms like Jamii Telecommunications Ltd may be grappling with similar retention challenges that are neither systematically measured nor documented. The consequences of high turnover extend beyond staffing issues, they generate hidden costs related to recruitment, onboarding, and training, while also leading to the loss of institutional knowledge and potential disruptions in service delivery. In Kenya's telecom sector, however, these costs remain underexplored, leaving organizations without the empirical evidence necessary to manage human capital effectively.

A key factor contributing to employee turnover and unstable retention patterns is the inadequate implementation of work-life balance practices within Kenyan telecommunications workplaces. Research indicates that although work-life balance is positively associated with retention, the relationship is often weak or under-realized in practice, suggesting that many telecommunication employers have not fully institutionalized effective work-life balance policies within their human resource frameworks (Awino, Kidombo, & Senaji, 2025). Sector studies reveal that engineers, technical staff, and mid-level professionals perceive the existence of work-life balance initiatives, but often report these as insufficient to influence their long-term decisions to remain with their organizations. For example, flexible schedules may exist on paper, but inconsistent application, workload pressures, and supervisory practices limit their practical impact. This weak implementation of work-life balance measures represents a significant human capital management challenge, as firms compete for a limited pool of skilled technical labor in an increasingly competitive market.

For Jamii Telecommunications Ltd in particular, these challenges pose tangible risks to operational continuity and the achievement of strategic objectives. High turnover among technical staff and other critical roles can disrupt service delivery, delay project timelines, and increase costs associated with recruitment and training. Moreover, the absence of statistical

benchmarks for work–life balance adoption and retention outcomes hinders the company’s ability to design evidence-based human resource strategies. Across the broader Kenyan telecom sector, the lack of robust, current data on the specific impact of balance practices on employee retention limits managerial capacity to implement targeted, effective interventions (Awino et al., 2025; Mogambi, 2024).

Therefore, the core research problem is twofold: first, employee retention within Kenyan telecommunications companies, including Jamii Telecommunications Ltd, is suboptimal; second, the role of work–life balance as a strategic tool for retention remains insufficiently understood and under-leveraged. Addressing this problem requires a focused, empirical investigation to quantify the relationship between work–life balance practices and employee retention, identify gaps in policy implementation, and generate actionable insights that can strengthen human resource management strategies. By conducting a case study of Jamii Telecommunications Ltd, this research will provide evidence-based guidance for designing and implementing effective work–life balance initiatives that enhance employee retention, organizational stability, and long-term performance in Kenya’s telecommunications sector.

1.3 Objectives of the Study

1.3.1 General Objective

This study general objective was to determine the effects of work–life balance practices and employee retention in telecommunication companies in Kenya: a case study of Jamii Telecommunications Limited

1.3.2 Specific Objectives

- i. To examine the effect of flexible working hours on employee retention at Jamii Telecommunications Limited.
- ii. To assess the influence of leave policies on employee retention at Jamii Telecommunications Limited.
- iii. To determine the effect of workload management on employee retention at Jamii Telecommunications Limited.
- iv. To evaluate the influence of supervisor support on employee retention at Jamii Telecommunications Limited.

1.4 Research Questions

- i. How does flexible working hours affect employee retention at Jamii Telecommunications Limited?
- ii. What is the effect of leave policies on employee retention at Jamii Telecommunications Limited?
- iii. To what extent does workload management affect employee retention at Jamii Telecommunications Limited?
- iv. What is the effect of supervisor support on employee retention at Jamii Telecommunications Limited?

1.5 Significance of the Study

The primary beneficiary of this study is the management and human resource leadership of Jamii Telecommunications Limited. Telecommunications firms operate in highly skills-intensive environments, where the costs of employee turnover are substantial. Global HR analytics estimate that replacing a skilled technical employee can cost between 30% and 50% of their annual salary due to recruitment, onboarding, and productivity loss. By empirically establishing how specific work–life balance practices influence employee retention, this study equips Jamii Telecommunications’ management with actionable, evidence-based insights. The findings can inform strategic decision-making, enabling the redesign of HR policies, prioritization of high-impact interventions, and more efficient allocation of resources toward retention rather than recurrent recruitment. Ultimately, this supports sustainable workforce planning, strengthens institutional stability, and improves overall organizational performance.

The second key beneficiary is employees within Jamii Telecommunications Limited and the broader Kenyan telecommunications sector. Contemporary labor studies highlight that employees in technology-driven industries increasingly prioritize work–life balance over purely financial incentives, especially in contexts characterized by long working hours and high cognitive demands. By identifying gaps between existing work–life balance practices and employee expectations, this study amplifies employee perspectives that are often underrepresented in strategic HR planning. Improved work–life balance measures such as flexible scheduling, workload management, and supportive supervision, can reduce work-related stress, enhance job satisfaction, and improve psychological well-being. These outcomes

are empirically linked to longer organizational tenure, lower turnover intentions, and higher engagement, contributing to more humane and sustainable employment conditions in Kenya's telecom sector.

The other study beneficiary will be the policymakers, regulators, and researchers in the fields of labor policy, organizational behavior and technology governance. Kenya's telecommunications sector is central to national digital transformation, yet current literature reveals a scarcity of sector-specific empirical data on retention and work-life balance practices. By generating localized, organization-level evidence, this study contributes to policy-relevant knowledge that can guide labor regulations, sector guidelines, and best-practice frameworks. For academic researchers, the study addresses a critical empirical gap, extending work-life balance theory into the Kenyan telecom context and enabling comparative analysis across sectors and countries. For regulators, the insights can inform balanced labor standards that support both employee well-being and organizational competitiveness, fostering a more resilient and productive workforce in high-growth technology industries.

1.6 Scope of the Study

This research study determined the effects of work-life balance practices and employee retention in telecommunication companies in Kenya: a case of Jamii Telecommunications Limited, located at Adhouse Centre, Korosho Road, Valley Arcade, Nairobi, Nairobi County will be used. The study target population was 119 employees. This study was conducted from January to April 2026.

1.7. Chapter Summary

This chapter provides an overview of the study. It begins with the background, which explains how previous scholars have addressed the main research question. The problem statement highlights the nature of the issue under investigation and its underlying causes. The broad and specific objectives of the study are shaped by the independent variables being examined, and the research questions are subsequently derived from these objectives. Additionally, the chapter discusses the significance and scope of the research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the theoretical and empirical literature relevant to the study, emphasizes the key findings and research gaps, explains the conceptual framework along with the operationalization of variables, and concludes with a concise summary of the chapter.

2.1 Theoretical Literature Review

The Social Exchange Theory (SET) and Herzberg's Two-Factor Theory serve as the foundation for this investigation. According to the Social Exchange Theory, workers have reciprocal relationships with their employers and exhibit positive behaviors like loyalty, commitment, and retention in response to positive organizational practices like flexible work schedules, leave policies, workload management, and supervisor support (Cropanzano & Mitchell, 2005). This viewpoint is supported by Herzberg's Two-Factor Theory, which highlights the ways in which work-life balance initiatives, supportive supervision, and recognition improve job satisfaction, which in turn affects retention decisions (Herzberg, Mausner, & Snyderman, 2011). Using these theories, this study investigates how particular work-life balance strategies influence workers' motivational and psychological reactions, ultimately motivating them to stay with telecom companies. When combined, these theories offer a strong foundation for comprehending the intrinsic and societal factors that support employee retention.

2.1.1. Social Exchange Theory

According to the Social Exchange Theory, which was first put forth by George Homans in 1958 and further developed by Blau in 1964, social connections are based on reciprocal transactions in which people balance perceived costs and benefits. Within organizational settings, employees develop expectations based on the fairness and supportiveness of their employer. When organizations provide valued resources such as flexible work schedules, manageable workloads, and supportive leave policies employees feel obliged to reciprocate with loyalty, positive attitudes, and continued membership (Cropanzano et al., 2017).

In relation to work–life balance and employee retention, Social Exchange Theory explains why employees in telecommunications companies are more likely to remain with organizations that actively support their non-work responsibilities. At Jamii Telecommunications Limited, initiatives such as flexible scheduling, empathetic managerial practices, and leave flexibility are interpreted by employees as investments in their well-being. Empirical studies from Kenya and other countries indicate that employees perceiving strong organizational support for work–life balance report lower turnover intentions and stronger affective commitment (Awino et al., 2023). This theory thus provides a robust framework for understanding how work–life balance practices translate into retention outcomes via reciprocal employee behavior.

2.1.2. Work–Family Border Theory

Work-Family Border Theory was created by Sue Campbell Clark (2000) and focuses on how people manage and negotiate boundaries between the realms of work and family. According to the thesis, work and family are independent domains that are divided by psychological, temporal, and physical boundaries. When these borders are inflexible or poorly managed, conflict arises, increasing stress and dissatisfaction. Organizations act as “border-keepers,” shaping policies and cultures that either facilitate or hinder employees’ boundary management (Clark, 2000).

This theory is particularly relevant to the telecommunications industry due to the sector’s demanding schedules, on-call responsibilities, and high-performance pressures. At Jamii Telecommunications Limited, inadequate work–life balance practices can weaken employees’ ability to manage work-family borders effectively, leading to burnout and intentions to leave. Conversely, flexible work arrangements, supportive supervision, and workload management strengthen employees’ border control, enabling them to integrate work and personal life more effectively. Empirical evidence from African and Asian telecom studies shows that employees with greater boundary control experience higher job satisfaction and stronger retention intentions (Munyeka & Maharaj, 2022). Therefore, Work–Family Border Theory explains how organizational work–life balance practices influence retention by shaping employees’ experiences in managing work and personal life boundaries.

2.1.3. Job Demands–Resources (JD–R) Theory

Demerouti et al. (2001) and Bakker and Demerouti developed the Job Demands–Resources Theory, which divides job characteristics into two groups: job demands (workload, time pressure, emotional strain) and job resources (autonomy, supervisory assistance, and flexibility). While adequate job resources mitigate the negative consequences of demands and foster motivation, well-being, and engagement, excessive job expectations cause stress, burnout, and disengagement (Bakker & Demerouti, 2017).

JD–R Theory provides a mechanism for understanding turnover in telecommunications firms. Employees in this sector often face high job demands due to technological change, network outages, customer expectations, and extended hours. When organizations such as Jamii Telecommunications Limited fail to provide adequate job resources, such as flexible schedules, workload management, and psychosocial support employees experience exhaustion and increased turnover intentions. Recent studies in African and Asian ICT sectors show that work–life balance practices function as key job resources, mitigating burnout and enhancing retention (Owusu & Affum-Osei, 2023). JD–R Theory thus links work–life balance practices to retention outcomes by balancing job demands with supportive resources, providing a clear framework for organizational interventions aimed at workforce stability.

2.2 Empirical Literature Review

Empirical studies consistently demonstrate that work–life balance practices are key in employee retention across diverse sectors, including telecommunications. Research in various countries highlights that interventions like flexible working hours, comprehensive leave policies, effective workload management, and strong supervisor support reduce turnover intentions and enhance organizational commitment. Despite these consistent findings, there remains a lack of integrated evidence specific to the Kenyan telecommunications sector, particularly in organizations such as Jamii Telecommunications. This gap underscores the need for context-specific research to identify the mechanisms through which work–life balance practices influence retention outcomes.

2.2.1 Flexible Working Hours and Employee Retention

In Australia, flexible working hours and arrangements have become deeply embedded in both employer expectations and employee norms, particularly in knowledge-intensive sectors such as telecommunications. National surveys indicate that flexible work policies, including hybrid work models, adjustable start and end times, and remote work options, remain widespread even in the post-pandemic era (AHRI, 2025). Employees consistently report valuing the ability to structure their work around personal obligations and professional responsibilities. Research examining the alignment between employee preferences and actual work arrangements demonstrates a clear pattern: when flexible work policies match individual preferences, turnover intentions decrease significantly, whereas discrepancies between preferred and actual schedules are associated with higher likelihoods of resignation (Donaldson, 2025). These findings highlight that in competitive labor markets, especially for technical and ICT roles, flexible working hours act as a retention mechanism by reducing dissatisfaction, alleviating stress from rigid schedules, and strengthening organizational commitment when employees perceive that their temporal needs are acknowledged and supported.

In South Africa, flexible working hours similarly function as a strategic employee value proposition, particularly in industries facing acute skills shortages analogous to telecommunications. Empirical studies examining reduced working hour policies and broader flexibility arrangements indicate that employees participating in flexible work pilots report higher job satisfaction and lower intentions to leave, even when organizational output and revenue remain stable or increase (Smuts et al., 2025). Additionally, surveys show that a majority of professionals associate flexible scheduling with improved work–life balance, and many indicate they would have stayed longer in roles offering such flexibility (Bizcommunity, 2025). This evidence demonstrates that flexible working hours contribute to employee retention by mitigating burnout, supporting well-being, and fostering loyalty, critical factors in retaining skilled technical personnel in competitive markets.

In Uganda, sector-specific research on flexible working hours in telecommunications is limited; however, broader studies on employee retention in the Ugandan telecom industry highlight work environment factors, such as supervisory support, autonomy, and job satisfaction as significant predictors of retention (Makerere University Business School, 2025). Flexible

working arrangements directly influence these dimensions by providing employees with greater control over how and when they complete tasks, thereby reducing work pressures and enhancing perceived autonomy. Regional studies in East Africa further indicate that such provisions improve job satisfaction, reduce stress, and indirectly lower turnover intentions. For telecom firms in Uganda, incorporating flexible scheduling into HR policies can enhance retention by addressing work–life conflict and reinforcing supportive workplace practices, even in resource-constrained environments.

Emerging evidence within telecommunications and related sectors in Kenya similarly emphasizes the retention benefits of flexible working hours. Studies indicate that autonomy in scheduling correlates with improved employee engagement, and productivity, factors often linked to longer-term retention (Wangari & Njagi, 2025). While direct retention metrics in Kenyan telecom firms are still developing, these studies consistently suggest that flexible scheduling contributes to lower turnover intentions and stronger organizational commitment. Overall, the Kenyan evidence aligns with global and regional findings, reinforcing that flexible working hours are an effective mechanism for retaining skilled employees by improving well-being, engagement, and job satisfaction.

2.2.2 Leave Policies and Employee Retention

In Canada, while sector-specific research on telecommunications is limited, broader organizational studies demonstrate that modern and comprehensive leave policies are significant predictors of employee retention across service and technology industries. National workforce reports indicate that work–life balance supports, including parental leave, sick leave, compassionate leave, and personal time off, are strongly associated with increased employee engagement and reduced turnover intentions, particularly in competitive labor markets where employees have multiple employment options (AccessPerks, 2025). Organizations that expand leave entitlements and actively normalize their use tend to retain employees longer by reducing stress and enabling necessary time away without fear of career repercussions. In telecommunications companies, where high work pressures and rapid career mobility are common, the absence of robust leave policies can exacerbate turnover by leaving employees feeling unsupported during personal life events, ultimately reducing their commitment and long-term organizational loyalty.

In Egypt, sector-wide empirical studies on leave policies in telecommunications are scarce; however, research on retention strategies in the private and technology sectors highlights the importance of non-monetary benefits, including leave entitlements, in retaining employees. Studies indicate that policies enabling time off for family and personal responsibilities improve affective commitment and lower turnover intentions (Kasperczuk et al., 2025). While the research is not telecom-specific, it demonstrates that aligning leave policies with employee expectations for personal and family time helps organizations maintain a stable workforce. These findings mirror global trends, underscoring that leave benefits are critical retention tools, particularly for employees balancing high work demands with personal life responsibilities.

In Rwanda, direct empirical studies linking leave policies to retention in telecommunications are limited. Nevertheless, broader employment research shows that work–life balance supports, including family and personal leave, significantly influence employees’ intentions to remain with their employers, especially among mid-level professionals juggling career and family roles. Workforce analyses conducted between 2023 and 2025 in Rwandan service industries indicate that leave benefits enhance perceived organizational support, which in turn predicts retention outcomes. By enabling employees to manage life events without compromising income or career progression, leave policies strengthen loyalty and reduce the perceived costs of staying with an employer. For telecommunications firms in Rwanda, implementing comprehensive leave frameworks may mitigate turnover pressures associated with high job demands and limited alternative benefits, supporting workforce stability and organizational continuity.

In Kenya, emerging evidence within the telecommunications sector and related industries similarly demonstrates the positive association between leave policies and employee outcomes that support retention. Recent sector-level studies reveal that leave provisions positively influence employee satisfaction, a key antecedent of retention, suggesting that adequate annual, personal, and family leave increases contentment and the likelihood of employees remaining with their organization (Gatimu & Kagiri, 2025). While the research focuses on satisfaction rather than direct retention metrics, the well-established link in organizational behavior literature between job satisfaction and turnover intentions supports the conclusion that leave

policies play a crucial role in retaining skilled employees. Kenyan telecom firms that fail to provide competitive leave benefits risk higher turnover, as employees may seek alternative employers offering more supportive frameworks for balancing work and personal life commitments.

2.2.3 Workload Management and Employee Retention

In India, research on the information technology and IT-enabled services (IT-BPM) sector, a labor market structurally similar to telecommunications due to high cognitive demands and workload intensity, demonstrates that workload and work pressure are significant predictors of employee attrition. Industry reports indicate that the IT-BPM sector experiences high turnover, often driven by excessive workload, long working hours, and perceived imbalance between job demands and personal life (Wikipedia contributors, 2025). In India telecommunications sector specifically, rapid technological change, demanding customer service requirements, and competitive performance targets create similar pressures. Consequently, effective workload management, through job redesign, equitable task allocation, and workload balancing, is likely to reduce turnover by mitigating burnout and improving job satisfaction.

In Scotland, while direct studies on workload management in telecommunications are limited, research in related high-pressure sectors underscores the importance of managing workload and psychosocial work environment factors for employee well-being and retention. Excessive job demands and inadequate workload management are consistently linked to stress, burnout, and higher turnover intentions, particularly in ICT and telecom-related roles (SA Journal of Human Resource Management, 2024). Workload management practices, such as distributing tasks evenly, regulating working hours, and supporting psychological detachment from work, have been shown to improve employee well-being, increase job satisfaction, and strengthen organizational commitment. For Scottish employers, implementing structured task planning, limits on after-hours connectivity, and appropriate support systems functions as a key retention lever by reducing burnout and fostering stronger engagement within the organization.

Broader retention research across manufacturing and service sectors in Zimbabwe highlights that high workload expectations without adequate support or management lead to employee dissatisfaction and turnover (Magiisa & Musundire, 2025). Although not telecom-specific,

these findings reflect organizational realities in Zimbabwe, where challenging economic conditions amplify workload pressures and increase stress levels, prompting valued employees to leave. Telecommunications firms operating in such environments face similar risks: without measures like rotational shifts, appropriate staffing, and managerial support, high workloads can exacerbate turnover as employees seek less demanding roles or better-supported employers.

A research on employee retention in high-tech and telecommunications in Sudan contexts suggests that organizational policies, job characteristics, and work–life balance elements, including workload implications, are closely associated with employee commitment, a key antecedent of retention (Mohamed & Mohamed, 2024). While the study does not explicitly measure workload management, findings indicate that enriched job characteristics and balanced work–life policies improve organizational commitment. Since job characteristics include workload distribution and task design, effectively managing workload enhances employees’ affective and normative commitment, thereby reducing the likelihood of turnover. In Sudanese telecom firms, where modernization and competitive pressures increase work demands, implementing effective workload management practices is therefore essential for stabilizing the workforce.

In Kenya, although direct empirical studies on workload management in telecommunications are limited, broader sectoral research and organizational behavior studies confirm that work overload negatively impacts employee well-being, productivity, and retention. Research on flexible scheduling and productivity in Kenyan telecom firms highlights challenges such as excessive workload, fatigue, and declining motivation when workloads are poorly balanced (Strategic Journals, 2025). These conditions are well-known drivers of turnover because they reduce job satisfaction and increase burnout. Effective workload management practices, including realistic job scoping, equitable task distribution, regular workload reviews, and provision of adequate resources, serve as critical retention tools. By mitigating stress and building engagement, these practices help reduce voluntary employee exits and strengthen workforce stability in Kenya’s telecommunications sector.

2.2.4 Supervisor Support and Employee Retention

In Italy, although direct studies linking supervisor support to employee retention in telecommunications firms are still emerging, broader research on leadership and employee experiences outline essential role of supportive supervisory behaviors in shaping job satisfaction and organizational embeddedness, key antecedents of retention. Studies examining remote and hybrid work arrangements in Italian workplaces indicate that interpersonal support from leaders and colleagues correlates strongly with higher job satisfaction, which in turn is associated with longer tenure and lower turnover risk (Buonomo et al., 2024). While these studies do not directly measure the effect of supervisor support on work–life balance, they underscore the importance of social support structures in maintaining employee attitudes that influence retention outcomes, including well-being and engagement. In dynamic environments such as telecommunications, characterized by rapid technological change and high performance pressures, supervisor support that fosters trust, clear communication, and psychological safety can reduce turnover intention by strengthening employees’ affective bonds with the organization.

In Nigeria, although research directly focusing on supervisor support in telecom retention is limited, organizational studies across industries consistently demonstrate that supportive supervision is a positive predictor of job satisfaction and reduced turnover intentions. For instance, studies in Nigerian industrial settings show that supervisor support, manifested through constructive feedback, mentorship, and empathetic engagement, significantly correlates with lower turnover intentions among employees (Aguke & Tarurhor, 2024). This indicates that when employees perceive supervisors as genuinely supportive, they feel more valued and committed, which reduces their desire to leave the organization. In the highly competitive Nigerian telecommunications sector, where skilled labor is mobile and external job opportunities are frequent, effective supervisory support serves as a critical retention mechanism by addressing both professional and personal needs that formal HR policies alone may not fully satisfy.

In Burundi, although published sector-specific studies on supervisor support in telecommunications are scarce, evidence from broader African organizational research strongly supports the role of supervisory support as a key driver of retention. Research across Sub-

Saharan workplaces identifies supportive leadership and positive interpersonal relationships as fundamental elements of a work environment that fosters employee commitment and satisfaction, which ultimately reduces turnover intentions. Studies from comparable contexts, including Ghana and Uganda, show that supervisor support interacts with overall organizational support to enhance retention, particularly when employees perceive that supervisors advocate for them, provide career guidance, and facilitate skill development. This suggests that in Burundi's evolving service and telecommunications sectors, supervisors play a critical role in signaling organizational value, supporting psychological and career needs, and contributing to longer employee tenure.

In Kenya, more direct evidence underscores the positive influence of supervisor support on employee retention, even outside the telecommunications sector. Research on supervision in Kenyan public universities found that supportive supervisory practices significantly predicted employee retention, with regression analyses confirming the impact of effective guidance, mentorship, and emotional support on retention outcomes ($\beta = 0.656$, $p = 0.000$) (RSIS International, 2024). While this study was conducted in the education sector, the organizational dynamics, such as the need for guidance, recognition, and career development, closely resemble those in Kenyan telecommunications firms, where complex technical tasks and team interdependencies prevail. These findings align with global and regional research showing that perceived supervisor support enhances employees' sense of organizational support and psychological well-being, thereby reducing turnover intentions. In practice, within Kenyan telecom companies like Jamii Telecommunications Ltd, supervisors who provide regular feedback, mentorship, and emotional support can strengthen employees' sense of belonging and commitment, reducing voluntary exits and promoting workforce stability.

2.3 Summary of Knowledge Gaps

Table 1: Summary of Knowledge Gaps

Author/ Year	Title	Methodology	Findings	Research Gaps	Focus of the current study
Wangari & Njagi (2025)	Employee efficiency and flexible scheduling in Kenyan telecom firms	Survey of 171 telecom employees in Kenya; regression analysis on flexible schedules and productivity.	Employees granted flexibility reported improved work performance, reduced fatigue, and better work–life integration	There is no exploration of how flexible hours interact with other HR practices in influencing employee retention	This study directly assessed employee retention as the primary outcome and explicitly test how flexible working hours affect retention within Jamii Telecom Ltd.
Gatimu & Kagiri (2017)	Effects of leave policies on worker satisfaction in Kenya's telecom sector	Survey of 90 telecom employees; analyzed how leave policies affect satisfaction.	Employees with adequate leave reported better work–life balance and lower work stress, which are often associated with longer tenure, although retention was not directly measured	The study focused on employee satisfaction, not actual retention measures. It also did not analyze how specific leave types uniquely affect retention behaviors in telecommunications context.	The study measured direct effect of leave policies on employee retention, differentiating between types of leave and capturing both intentions to stay and organization records of retention.

Author/ Year	Title	Methodology	Findings	Research Gaps	Focus of the current study
Farhana, N. F. (2025)	Analyzing workload and turnover intention through work stress: strengthening retention strategies	Survey of 43 employees; regression analysis on workload, stress, and turnover intention	Workload directly predicted higher stress levels, and stress in turn predicted intentions to leave, suggesting that workload without management interventions leads to burnout and loss of firm commitment	The study was conducted outside the telecommunications sector and did not differentiate between workload itself and workload management practices	This study evaluated specific workload management practices within Jamii Telecom and links these practices directly to employee retention outcomes. This makes the findings more relevant to telecom workforce dynamics.
Paudel (2025)	Improving staff retention in the context of supervisory support: The importance of professional dedication and person-organization fit	Survey of 335 employees in the insurance sector; regression analysis on supervisor support and retention intentions	Employees reporting supportive supervisors were more likely to express intentions to remain and reported increased job satisfaction and loyalty	While supervisor support was validated as important, the context was insurance industry, which differs in job demands and team structures compared to telecom	This study captured multiple dimensions of supervisor support and assess how each relates to employee retention in a telecom context, to produce specific insights that inform managerial practices at Jamii Telecom

2.4 Conceptual Framework

This framework identifies flexible working hours, leave policies, workload management, and supervisor support as independent variables, while employee retention as dependent variable. The framework illustrates the hypothesized relationships, showing how targeted work–life balance practices can influence employees’ intentions to stay, reduce turnover, and enhance engagement (Wangari & Njagi, 2025; Paudel, 2025). By providing a structured approach to examining these variables, the framework guides the design of data collection instruments, the analysis of relationships, and the interpretation of results within the context of Jamii Telecommunications Limited.

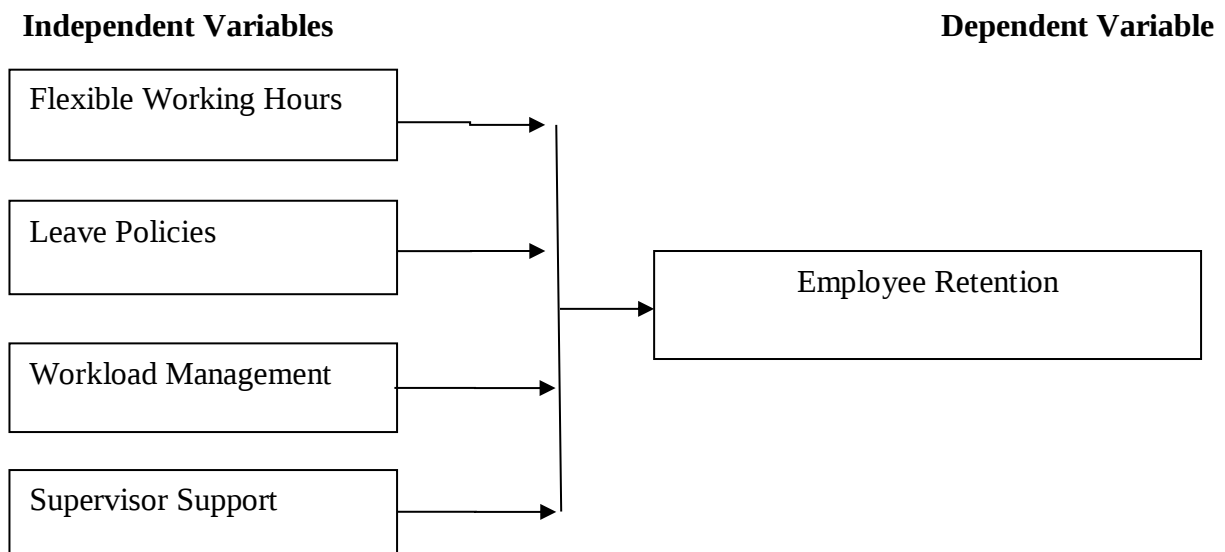


Figure 1 Conceptual Framework

2.5 Operationalization of Variables

Table 2 Operationalization of Variables

Variable	Indicators	Measurement Scale	Tools of Analysis
Flexible Working Hours	• Turnover Rate Reduction • Employee engagement scores • Absenteeism Rate • Overtime Hours • Retention Intention Rate	Likert Scale (1-5)	Frequencies Percentages
Leave Policies	• Leave Utilization Rate • Retention Rate Post-Leave • Employee Satisfaction Scores • Work-Life Balance Index • Turnover Reduction Linked to Leave	Likert Scale (1-5)	Frequencies Percentages
Workload Management	• Workload Balance Score • Stress Level Index • Employee Retention Rate • Task Completion Efficiency • Burnout Incidence Rate	Likert Scale (1-5)	Frequencies Percentages
Supervisor Support	• Support Satisfaction • Retention Rate under • Development Participation • Employee Engagement Scores • Turnover Intention Rate	Likert Scale (1-5)	Frequencies Percentages
Employee Retention	• Overall Retention Rate • Turnover Rate • Average Tenure • Voluntary Exit Rate • Retention of Top Talent		

2.6 Chapter Summary

This chapter has outlined the theoretical foundations relevant to the study and demonstrated their relevance to the topic under investigation. It has also reviewed empirical studies conducted by various scholars that relate to the study variables, highlighting key findings and trends. A synthesis of the literature, along with the identified research gaps, has been presented to justify the need for the current study. Furthermore, the chapter has explained how the variables were operationalized and has presented the conceptual framework guiding the research, providing a structured basis for the subsequent data collection and analysis.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter presents the proposed research design, identifies the target population, explains the sampling strategy, describes the data collection instruments, outlines the methods for data analysis and presentation, highlights ethical considerations, and concludes with a chapter summary.

3.1 Research Design

The research design serves as the overall blueprint for conducting the study. It specifies the methods, procedures and techniques that were used for data collection and analysis to achieve the study's objectives. A well-structured research design is crucial for ensuring the validity, reliability and accuracy of the findings. This study adopted a descriptive research approach to examine the characteristics, behaviors, and trends within a defined population, phenomenon, or context. This approach allowed for a clear understanding and explanation of the current situation, prevailing trends, or observable actions. It provided an authentic depiction of real-world conditions without manipulating the research environment, typically through methods such as surveys, observations, and case studies (Gamage, 2025).

3.2 Target Population

The target population refers to the entire group of individuals or objects from which data will be collected to draw meaningful conclusions (Kothari, 2015). For this study, the population consisted of 119 employees of Jamii Telecommunications Limited.

Table 3 Target Population

Category	Frequency	Percentage
Top Level Management	3	3
Middle Level Management	7	6
Operational Staff	109	91
Total	119	100

3.3 Sample and Sampling Technique

Sampling is the process of selecting a subset of individuals from a larger population to participate in a study, allowing researchers to gather representative data without including every member of the population (Creswell & Creswell, 2022). This approach makes the research process more practical and cost-effective. In this study, stratified random sampling was employed. This sampling method involved dividing the population into distinct subgroups, or strata and then randomly selecting samples from each stratum either proportionally or equally (Kothari, 2021). This technique ensures that all relevant subgroups are adequately represented, reducing sampling error within each homogeneous group and improving the accuracy of population estimates (Kumar, 2022). Given a total population of 119 employees, the sample size was determined using Nassiuma's (2000) formula:

$$n = \frac{NC^2}{C^2(N-1) + e^2}$$
$$n = \frac{119(0.5^2)}{0.5^2 + (119-1)0.05^2}$$
$$n = 51$$

3.4 Instruments

The primary data collection tool for this study was questionnaires. A questionnaire is a structured instrument comprising a series of questions designed to obtain specific information from participants regarding the research topic. One key advantage of using questionnaires is their standardization, which enhances reliability and comparability by ensuring that all participants respond to the same set of questions (Bryman, 2016).

3.5 Pilot Study

A pilot study was conducted as a preliminary, small-scale investigation to assess the feasibility, duration, costs and procedures of the research design (Creswell, 2014). Approximately 10% of the intended sample participated in the pilot study to test the research instruments and processes.

This step helps identify potential issues, such as ambiguous questions, technological challenges, or logistical difficulties, and allows for necessary adjustments before the main study.

3.5.1 Validity

Validity refers to the degree to which a research instrument measures what it is intended to measure. Ensuring validity involves confirming that the questionnaire accurately captures the theoretical aspects of procurement performance relevant to the study (Cohen et al., 2018). The questionnaire were carefully developed to reflect the key dimensions of the study, establishing content validity and ensuring it is appropriate for the research objectives.

3.5.2 Reliability

Reliability refers to the consistency and stability of a measurement instrument over time. A reliable instrument produces similar results upon repeated administrations, indicating minimal random error (Kothari & Garg, 2015). To enhance reliability, the questionnaire was designed using clear, concise and unambiguous language to avoid inconsistent responses.

3.6 Data Collection Procedure

Data was collected using the approved questionnaires distributed to employees of Jamii Telecommunications Limited. Ethical clearance and informed consent were obtained before data collection. All procedures will follow ethical standards, including protecting participant anonymity and confidentiality throughout the process.

3.7 Data Analysis and Presentation

Data analysis will involve organizing, classifying, and summarizing the collected information to improve interpretability (Clandinin & Connelly, 2010). Microsoft Excel was used for data management. Descriptive statistics summarized the data and the findings were presented in tables to facilitate clear interpretation.

3.8 Ethical Considerations

3.8.1 Informed Consent

The study's goals, methods, estimated length, possible dangers, and expected benefits were all clearly disclosed to the participants. Participants' voluntary acceptance was explicitly recorded

on consent forms, which emphasized their freedom to decline or exit at any moment without incurring penalties.

3.8.2 Voluntary Participation

It was completely voluntary to participate. Participants were advised that their work status or any other benefits would not be impacted by their choice to participate or withdraw.

3.8.3 Confidentiality

All collected data will be stored securely, with physical records in locked cabinets and digital data protected with passwords and access controls. Only authorized personnel had access, and identifying information was anonymized during analysis.

3.8.4 Privacy

Data collection minimized personally identifiable information unless essential to the study. Participants were informed about what data is collected, how it was used, and the measures taken to protect their privacy.

3.8.5 Anonymity

Participant anonymity was maintained by coding responses instead of recording names, employee IDs, or other identifiers. Results were reported in a way that did not allow individuals to be identified, encouraging honest and open responses.

3.9 Chapter Summary

This study adopted a quantitative, descriptive research design using questionnaires to collect data from employees of Jamii Telecommunications Limited. Stratified random sampling will ensure representation across different employee levels. Data was analyzed using descriptive statistics and results were presented in tables for clarity. Ethical principles such as informed consent, voluntary participation, confidentiality, privacy and anonymity guided the research process.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter is organized under subheadings that include the presentation of research findings, a discussion of the study's limitations, and a concluding summary of the chapter.

4.1 Presentation of Research Findings

Table 4 Response Rate

Category	Frequency	Percentage
Response	43	84
Non-Response	8	16
Total	51	100

The response rate achieved indicated that 84% was for response while 16% for non-response. This response rate is considered adequate for social science and organizational study because it minimizes the risk of non-response bias and improves the reliability of the study findings. As per research methodology standards, response rates above 70% are generally regarded as sufficient for drawing valid conclusions in organizational studies. Therefore, this response was satisfactory and provided reliable data for this study.

Table 5 Gender Analysis

Category	Frequency	Percentage
Male	30	70
Female	13	30
Total	43	100

The respondents gender distribution findings indicated that 70% were male while 30% were female. This suggests that male were the majority participants. However, the presence of both male and female respondents ensured that the study captured perspectives from different gender groups within the firm, thereby improving the inclusiveness and reliability of the data collected.

Table 6 Age Brackets

Category	Frequency	Percentage
18-23 years	2	5
24-29 years	5	12
30-35 years	10	23
Over 35 years	26	60
Total	43	100

The respondents age distribution findings show more respondents 60%, were aged over 35 years. Those aged 30–35 years accounted for 23%, while 12% were between 24–29 years. The smallest proportion consisted of respondents aged 18–23 years, representing 5%. This distribution indicates that most participants were relatively mature and experienced employees, suggesting that the data collected reflects perspectives from individuals with considerable work exposure, which strengthens the reliability of insights regarding work–life balance practices and employee retention.

Table 7 Highest Education Level

Category	Frequency	Percentage
Secondary Certificate	28	65
College Diploma	12	28
University Degree	2	5
Master Degree	0	0
PhD Level	0	0
Total	43	100

The highest education level findings indicate that more respondents of 65% had attained a secondary school certificate. In addition, 28% possessed a college diploma, while only 5% had a university degree. None of the respondents reported having a master’s degree or PhD qualification. These results suggest that most participants had basic or middle-level academic qualifications, which may reflect the composition of the workforce in certain operational roles within the organization. Nevertheless, the diversity in education levels provided varied perspectives relevant to examining work–life balance practices and employee retention.

Table 8 Length of Service

Category	Frequency	Percentage
Under 2 years	6	14
3-5 years	19	44
Above 5 years	18	42
Total	43	100

The respondents' length of service findings show that 44% had worked in the organization for 3–5 years, representing the largest proportion of participants. In addition, 42% had served for more than 5 years, while 14% had worked for less than 2 years. The results indicate that most respondents had relatively long tenure within the organization, suggesting that they possessed adequate organizational experience to provide reliable information regarding research topic.

Table 9 Rating of Flexible Working Hours on Employee Retention

The finding shows the respondents' ratings on the influence of flexible working hours on

Statements	SA	A	U	D	SD
Flexible working hours reduce my likelihood of leaving the organization	55%	41%	2%	2%	0%
Flexible schedules make me more engaged and productive at work	55%	43%	2%	0%	0%
Having flexible work hours reduces my unplanned absences	57%	43%	0%	0%	0%
Flexible working arrangements help me manage my workload without overtime	52%	48%	0%	0%	0%
I intend to remain in the organization because of flexible working hours	61%	37%	2%	0%	0%

employee retention at Jamii Telecommunications Limited. The findings indicate a strong positive perception of flexible working hours among employees, with 55% of respondents strongly agreeing and 41% agreeing that flexible schedules reduce their likelihood of leaving

the organization, and only minimal disagreement. Likewise, high proportions agreed or strongly agreed that flexible schedules enhance engagement and productivity, reduce unplanned absences, and help manage workloads without the need for overtime.

Moreover, 61% of respondents strongly agreed and 37% agreed that they intend to remain in the organization because of flexible working hours, indicating a clear link between flexible scheduling and retention intentions. This supports findings from Kenyan studies showing that flexible work arrangements significantly enhance employee retention. For example, research by Gatimu & Kagiri (2025) found a strong positive correlation between flexible working arrangements and employee retention among academic staff in Kenya, with flexible schedules contributing to job satisfaction and reduced turnover (Paudel, 2025). In addition, scholars such as Faiza Abdi and Rosemarie Wanyoike have argued that flexible working schedules are an effective strategy for improving job satisfaction and organizational commitment, leading to higher retention in Kenyan commercial banks.

These findings also resonate with international literature on work–life balance, which identifies flexible working arrangements as a critical factor in reducing turnover and enhancing work–life harmony. Authors such as Smuts et al. (2025) have emphasized that flexible work arrangements, including adaptable hours, align work demands with personal life responsibilities, increasing job satisfaction and retention. Collectively, the results from this study reinforce the view that flexible working hours are not merely a benefit for employees; they represent a strategic human resource practice that enhances employee retention, stimulates engagement, and supports organizational sustainability in competitive sectors like telecommunications.

Table 10 Rating of Leave Policies on Employee Retention

Statements	SA	A	U	D	SD
I am happy with the quantity and kind of leave that the organization offers.	50%	50%	0%	0%	0%
I can take leave when needed without affecting my job security	45%	55%	0%	0%	0%
Adequate leave policies encourage me to stay in the organization	48%	50%	2%	0%	0%
The organization's leave policies allow me to maintain a healthy work-life balance	48%	48%	2%	2%	0%
Employees who utilize leave are less likely to leave the company	40%	48%	6%	4%	2%

The finding indicates that employees perceive the organization's leave policies positively and view them as a factor that supports retention. Specifically, 50% of respondents strongly agreed and 50% agreed that they are satisfied with the amount and type of leave provided, while 45% strongly agreed and 55% agreed that they can take leave when needed without affecting their job security. Additionally, 48% strongly agreed and 50% agreed that adequate leave policies encourage them to remain in the organization, suggesting that leave provisions play a significant role in fostering employee commitment.

The study further reveals that 48% of respondents strongly agreed and 48% agreed that the organization's leave policies allow them to maintain a healthy work-life balance, with a small percentage expressing neutrality or disagreement. Similarly, 40% strongly agreed and 48% agreed that employees who utilize leave are less likely to leave the company, while 6% were neutral, 4% disagreed, and 2% strongly disagreed. These results indicate that well-structured leave policies not only provide employees with rest and recovery opportunities but also enhance their loyalty and reduce turnover intentions.

These findings align with existing literature on human resource practices and employee retention. For instance, Najim (2024) emphasizes that leave policies that are flexible and adequate contribute to employee satisfaction and reduce the likelihood of voluntary turnover. Similarly, Sharma & Nayak (2022) highlight that in Kenyan organizations, accessible and reliable leave arrangements significantly enhance employees' perception of organizational support, which in turn strengthens retention. Leave policies that facilitate work–life balance act as a key motivator for employee commitment and organizational loyalty.

Table 11 Rating of Workload Management on Employee Retention

Statements	SA	A	U	D	SD
My workload is fairly distributed and manageable	34%	46%	16%	2%	2%
Effective workload management reduces my stress at work	48%	50%	2%	0%	0%
Proper task allocation motivates me to stay with the organization	48%	50%	2%	0%	0%
I am able to complete my tasks efficiently due to reasonable workload management	50%	45%	5%	0%	0%
Good workload management helps prevent employee burnout & turnover	40%	50%	8%	2%	0%

The finding presents respondents' ratings indicates that employees perceive effective workload management as a key factor in promoting job satisfaction and reducing turnover intentions. Specifically, 34% of respondents strongly agreed and 46% agreed that their workload is fairly distributed and manageable, while 16% were neutral and 4% disagreed. This suggests that most employees feel their work responsibilities are allocated equitably, which reduces stress and contributes to a sense of fairness in the workplace.

The results further show that 48% strongly agreed and 50% agreed that effective workload management reduces stress at work, and the same proportions agreed that proper task allocation

motivates them to remain with the organization. Additionally, 50% strongly agreed and 45% agreed that they are able to complete tasks efficiently due to reasonable workload management. This suggests that workers believe there is a clear connection between the arrangement of their task and their capacity to work efficiently, which in turn influences retention. The result reveals that while a smaller percentage voiced neutrality or disagreement, 40% strongly agreed and 50% agreed that effective workload management helps minimize burnout and attrition. These results emphasize the significance of workload management as a strategic HR practice that promotes long-term commitment and employee well-being.

These findings are consistent with previous research. For instance, Mogambi (2024) emphasize that equitable workload distribution and task allocation reduce employee stress and enhance retention in Kenyan organizations. Similarly, Mohamed & Mohamed (2024) note that effective workload management, coupled with supportive organizational practices, lowers burnout rates and strengthens employees' organizational commitment. International studies also support these conclusions, indicating that organizations that actively manage workloads and monitor employee stress report higher retention and productivity levels. Therefore, proper workload management emerges as a critical component of work–life balance practices that directly influence employee retention in the telecommunications sector.

Table 12 Rating of Supervisor Support on Employee Retention

Statements	SA	A	U	D	SD
My supervisor provides the support I need to perform well at work	48%	48%	2%	2%	0%
Supportive supervision encourages me to remain in the organization	59%	41%	0%	0%	0%
My supervisor helps me access career development and growth	48%	48%	2%	2%	0%
Supervisor support increases my commitment to the company	56%	42%	2%	0%	0%
Strong supervisor support reduces my intention to leave the organization	50%	48%	2%	0%	0%

The presents finding on the influence of supervisor support which revealed that, supervisor support is a significant factor influencing employees' organizational commitment and retention intentions. Specifically, 48% of respondents strongly agreed and 48% agreed that their supervisor provides the support needed to perform well at work, with only 2% neutral and 2% disagreeing. Moreover, 59% strongly agreed and 41% agreed that supportive supervision encourages them to remain in the organization, indicating a clear link between managerial support and retention.

The results also show that 48% strongly agreed and 48% agreed that their supervisors help them access career development and growth opportunities, while 56% strongly agreed and 42% agreed that supervisor support increases their engagement and commitment to the company. Additionally, 50% strongly agreed and 48% agreed that strong supervisor support reduces their intention to leave the organization, highlighting the critical role of supervisors in shaping employee attitudes toward organizational loyalty. These findings suggest that supervisors who provide guidance, mentorship, and access to growth opportunities foster a supportive work environment that enhances employee retention.

These findings are consistent with existing literature on organizational behavior and human resource management. Research by Duxbury & Higgins (2023) emphasizes that supportive supervisors improve job satisfaction, engagement, and retention by addressing employees' work-related needs and career aspirations. In Kenyan organizational contexts that supervisor support is positively correlated with employee commitment and reduces turnover intentions. Employees with strong supervisory support experience lower stress, greater motivation, and increased organizational loyalty. Overall, the study highlights that supervisor support is a critical work-life balance and human resource practice that directly contributes to employee retention in the telecommunications sector.

Table 13 Rating of Employee Retention at Jamii Telecommunications Limited

Statements	SA	A	U	D	SD
I intend to stay with this organization for the foreseeable future	34%	46%	16%	2%	2%
The company retains employees effectively and reduces turnover	38%	50%	4%	4%	2%
I feel secure in my position and see opportunities for long-term employment	35%	40%	12%	8%	5%
Top performers in the organization are motivated to stay	50%	45%	5%	0%	0%
I rarely consider leaving this organization voluntarily	40%	40%	18%	2%	0%

The finding on the ratings on employee retention at Jamii Telecommunications Limited indicated that most employees have a positive perception of their retention within the organization. Specifically, 34% strongly agreed and 46% agreed that they intend to stay with the organization for the foreseeable future, while 16% were neutral, 2% disagreed, and 2% strongly disagreed. Additionally, 38% strongly agreed and 50% agreed that the company effectively retains employees and reduces turnover, suggesting that the organization has practices in place that support employee continuity and reduce attrition.

The results also show that 35% strongly agreed and 40% agreed that they feel secure in their positions and see opportunities for long-term employment, although a notable proportion expressed neutrality or disagreement. Furthermore, 50% strongly agreed and 45% agreed that top performers in the organization are motivated to stay, indicating that the company recognizes and rewards high-performing employees to encourage retention. Similarly, 40% strongly agreed and 40% agreed that they rarely consider leaving voluntarily, highlighting a general sense of stability and commitment among the workforce.

These findings align with Allen & Shockley (2023) study which indicates that, organizations that provide supportive work environments, opportunities for growth and recognition of

performance tend to retain employees more effectively in Kenyan organizational contexts. Perceived job security and the presence of retention strategies, including recognition of top performers, contribute significantly to employee loyalty and reduce turnover intentions. Retention is strongest when employees perceive fair treatment, career growth opportunities, and a supportive organizational culture. Overall, the findings suggest that Jamii Telecommunications Limited maintains a generally stable workforce, with retention practices contributing to employees' intention to remain and organizational commitment.

4.2 Limitations of the Study

The study faced challenges in engaging key respondents, particularly senior staff, due to their demanding schedules and occasional reluctance to participate. This had the potential to slow down data collection and limit the sample size. To address these issues, the researcher arranged interviews and questionnaire distribution during less busy periods and coordinated appointments in advance. Follow-up through emails and phone calls was also employed to enhance participation. When face-to-face interactions were not possible, alternative methods such as video calls and email-based responses were offered to provide convenience and flexibility.

Some questionnaires were returned with incomplete or unclear responses, which could have affected the consistency and depth of the data. To reduce this risk, the questionnaire was pre-tested to ensure clarity and relevance. During data collection, respondents were given clear guidance on completing the forms accurately and reassured about confidentiality to encourage honest and thorough responses. Where needed, follow-ups were conducted to clarify ambiguous answers or obtain missing information, ensuring the data remained robust for analysis.

4.3 Chapter Summary

This chapter summarizes data collected primarily through questionnaires. It outlines key findings and draws conclusions based on the responses, occasionally corroborated by authoritative sources. The chapter serves as a foundation for interpreting the results and guiding discussion in the subsequent sections of the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a comprehensive analysis of the findings gathered from the administered questionnaires. It presents a summary of the results, highlights the conclusions derived from the study, and offers recommendations informed by the research outcomes.

5.1 Summary of Findings

5.1.1 Flexible working hours and employee retention in telecommunication companies

The study revealed that most respondents agreed or strongly agreed that flexible schedules reduce their likelihood of leaving the organization, improve engagement and productivity, and reduce unplanned absences. Additionally, employees reported that flexible working hours allow them to manage workloads without resorting to overtime, which enhances their work–life balance. These findings indicate that providing employees with autonomy over when and where they work improves job satisfaction. This is consistent with previous research by Buonomo & Benevene (2024), which emphasizes that flexibility in scheduling is a key factor in enhancing retention and reducing turnover intentions. In the context of the telecommunications sector, where job demands can be unpredictable, flexible work arrangements are particularly effective in balancing operational efficiency with employee well-being.

5.1.2 Leave Policies and Employee Retention in Telecommunication Companies

The study found that leave policies are an important determinant of employee retention. Employees largely agreed that they are satisfied with the type and amount of leave provided and that they can utilize leave without jeopardizing job security. Respondents also indicated that adequate leave provisions encourage them to stay in the organization and help maintain a healthy work–life balance. These results suggest that well-structured leave policies not only support employees' personal and health needs but also foster loyalty and reduce turnover. The findings align with studies in Kenyan contexts by Duxbury & Higgins (2023), which highlight that accessible leave arrangements improves employee satisfaction, engagement, and retention. By enabling employees to take necessary rest and personal time, leave policies contribute to overall workforce stability and organizational efficiency.

5.1.3 Workload management and employee retention in telecommunication companies

Workload management emerged as a significant factor influencing employee retention. The majority of respondents reported that workloads are fairly distributed, manageable, and reduce work-related stress. Employees also indicated that proper task allocation and reasonable workloads motivate them to stay, improve their efficiency, and prevent burnout. This demonstrates that equitable and structured workload distribution is crucial for maintaining both employee performance and retention. Effective workload management reduces employee fatigue and promotes a sense of fairness, which fosters long-term commitment. These findings are consistent with Kiprotich & Karanja (2024), who argue that organizations that actively manage employee workloads experience lower turnover and higher productivity. Proper workload management is especially critical in the telecommunications sector, where operational demands are often dynamic and high-pressure.

5.2.4 Supervisor Support and Employee Retention in Telecommunication Companies

The findings highlight that supervisor support strongly affects employee retention at Jamii Telecommunications Limited. Respondents reported that supportive supervisors provide guidance, access to career development opportunities, and foster engagement and commitment. Employees also indicated that strong supervisory support reduces their intention to leave the organization. This shows that employees are more likely to remain with the company when they perceive their supervisors as supportive, fair, and invested in their professional growth. The results align with research by Msuya & Mushi (2022), which emphasizes that supervisory support improves employee satisfaction, engagement, and loyalty. In practice, supervisors act as the link between organizational goals and employee well-being, making their role critical in retention strategies. Strong supervisor support ensures that employees feel valued, motivated and aligned with organizational objectives.

5.2 Conclusion

The results show that Jamii Telecommunications Limited's staff retention is greatly impacted by flexible working hours. The vast majority of respondents agreed or strongly agreed that flexible schedules eliminate unplanned absences, increase engagement and productivity, lower the likelihood of leaving, and enable better workload management without overtime.

Additionally, workers stated that having flexible work schedules makes them more likely to stick with the company. These findings corroborate previous research that ties flexibility to better retention outcomes by showing that flexible scheduling is an essential work-life balance strategy that improves employee happiness, commitment, and loyalty.

The study shows that the organization's leave policies positively affect employee retention. Respondents largely agreed that they are satisfied with the amount and type of leave provided, can take leave without jeopardizing job security and that adequate leave encourages long-term organizational commitment. Leave policies were also perceived as essential for maintaining a healthy work-life balance. This indicates that providing accessible and adequate leave not only improves employee well-being but also reduces turnover intentions, in line with research highlighting leave as a key driver of retention in both Kenyan and international contexts.

The findings suggest that effective workload management plays a significant role in retaining employees. Most respondents agreed that workloads are fairly distributed and manageable, reduce stress, and enable efficient task completion. Proper task allocation was also reported to motivate employees to remain with the organization and prevent burnout. These conclusions highlight that equitable distribution of responsibilities and attention to workload balance are essential for sustaining employee performance and reducing turnover, confirming earlier studies that link workload management to retention and employee well-being.

The results demonstrate that supervisor support is a critical determinant of employee retention. Employees reported that supportive supervisors provide guidance, access to career development opportunities, and help increase engagement and commitment. A majority also agreed that strong supervisor support reduces their intention to leave the organization. These findings underscore the importance of managerial support as a human resource practice that fosters loyalty, improves job satisfaction, and enhances retention, consistent with prior research in Kenyan and international organizational settings.

5.3 Recommendations

The organization should consider expanding flexible working arrangements, such as staggered shifts, compressed workweeks, or hybrid work options. Employees who feel they have control over their work hours are less likely to leave the organization, making flexible work

arrangements a key retention strategy. In addition, flexible schedules can improve productivity, as employees can work during their peak performance hours and manage high-demand periods efficiently. This approach also demonstrates that the organization values employee well-being, which fosters loyalty and long-term commitment. Flexible working hours can be particularly beneficial in the telecommunications sector, where workload fluctuations and urgent client needs are common. Regular review and adaptation of these arrangements can ensure they continue to meet both organizational goals and employees' personal needs.

The organization should implement a structured feedback system to assess employees' experiences with flexible working schedules. This could include surveys, focus group discussions, or performance evaluations that capture the effectiveness of flexible arrangements and highlight areas for improvement. Feedback mechanisms allow management to identify challenges such as coordination issues, unequal access to flexible schedules, or potential impacts on team performance. Adjusting policies based on employee input ensures that flexibility benefits both employees and the organization. Continuous feedback also strengthens trust between management and staff, as employees see that their perspectives are considered in policy decisions. By keeping flexible arrangements responsive and transparent, the organization can maximize employee satisfaction, engagement, and retention. Over time, this creates a workplace culture that values balance, efficiency, and mutual accountability.

The management should ensure that leave entitlements are adequate, well-communicated, and easily accessible to all employees. Providing sufficient leave supports mental and physical health, helps prevent burnout, and allows employees to recharge, which directly impacts productivity and long-term retention. Policies should allow employees to take leave without fear of negative consequences for career progression or job security, as this reinforces a sense of organizational support. A culture that encourages leave usage demonstrates to employees that their well-being is valued, which increases loyalty and organizational commitment. Additionally, leave policies should be flexible enough to accommodate personal emergencies, family responsibilities, and health needs, ensuring inclusivity for all staff members. Regular evaluation of leave utilization trends can help identify barriers or gaps in the policy, allowing for continuous improvement. Strengthening leave practices in this way ensures employees remain motivated, satisfied, and less likely to consider leaving.

The organization should establish clear communication strategies and training programs to ensure employees understand leave entitlements and procedures. Workshops, orientation sessions, and accessible policy manuals can educate employees on how to request and schedule leave appropriately. Effective communication reduces confusion, prevents misuse, and ensures fairness across departments. Employees who understand and trust the leave process are more likely to utilize it, which enhances their work–life balance and engagement. Transparent leave practices also foster equity and trust within the organization, reducing perceptions of favoritism or inequity that can undermine morale. By consistently reinforcing knowledge of leave policies, management can ensure employees feel secure and supported, contributing to higher retention rates and overall satisfaction.

The firm should regularly review and assess workload distribution to ensure it is fair, manageable, and aligned with employees' skills, experience, and capacity. Proper workload allocation prevents employee burnout, reduces stress, and promotes higher productivity, which is essential for retaining employees. Equitable workload distribution also fosters a sense of fairness and inclusion, enhancing overall morale and cohesion among teams. In a dynamic sector such as telecommunications, careful workload management ensures that urgent operational demands are met without overburdening employees. Furthermore, workload assessment should consider seasonal or project-based fluctuations to maintain balance over time. By actively managing workloads, the organization can prevent turnover and maintain a motivated, efficient workforce.

The management should implement tools and mechanisms for monitoring workloads, such as project management software, performance tracking systems, and periodic employee feedback surveys. These tools allow supervisors to detect overwork early and redistribute tasks to maintain balance and prevent stress-related attrition. Employee feedback ensures that management understands the practical challenges employees face and can adjust work allocation proactively. Effective workload monitoring also supports efficient task completion and organizational productivity while safeguarding employee well-being. By establishing structured workload oversight, the organization can create a supportive environment where employees feel their contributions are recognized and fairly managed. Over time, this approach

strengthens loyalty, engagement, and retention, as employees are less likely to feel overwhelmed or undervalued. Monitoring workloads also provides valuable data for continuous improvement in human resource practices and operational planning.

The organization should provide targeted training programs for supervisors to enhance their ability to support, mentor, and communicate effectively with employees. Training should include skills such as coaching, performance feedback, conflict resolution, and motivational techniques. Supervisors who are well-equipped to provide guidance foster positive workplace relationships, increase employee engagement, and reduce turnover. Effective supervisor support enhances employees' sense of value and belonging, which strengthens loyalty and retention. By investing in leadership development, the organization ensures that supervisors can respond to diverse employee needs while promoting a healthy work culture. Continuous skill development for supervisors also allows them to stay updated on best practices in employee support and engagement, which benefits both staff and organizational outcomes.

The organization should formalize mentorship and career development programs that allow supervisors to guide employees in professional growth. Structured mentorship initiatives provide employees with clear pathways for advancement, skills enhancement, and long-term career planning. Career development support also strengthens retention by demonstrating that the organization invests in employees' futures, reducing the likelihood of voluntary turnover. Supervisors can use mentorship to identify high-potential employees, address skill gaps, and provide personalized guidance that aligns with organizational goals, over time, this fosters a culture of continuous learning and loyalty. Supporting supervisors in this role ensures the organization maintains a competent, motivated, and stable workforce.

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APPENDIX I: INTRODUCTION LETTER

Jamii Telecommunications Limited

P.O Box 47419-00100

Nairobi, Kenya

Contact Number: +254 711 054 100

Email: faibasupport@jtl.co.ke

Dear Sir/Madam,

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH STUDY

My name is Elizabeth Nyawira Wachira, a student at the Management University of Africa, with admission number ODLBML/28/01452/3/22. I am seeking your organization's permission to include Jamii Telecommunications Limited as a case study in my academic research titled:

Work–Life Balance Practices and Employee Retention in Telecommunication Companies in Kenya: A Case Study of Jamii Telecommunications Limited.

I kindly request your organization's support in facilitating the successful completion of this research. Your cooperation in providing access to employees and relevant organizational information will be highly appreciated and will contribute significantly to the validity and success of my study.

Thank you very much for your consideration.

Yours sincerely,

Elizabeth Nyawira Wachira

ODLBML/28/01452/3/22

APPENDIX II: QUESTIONNAIRE

This questionnaire will gather data related to the **Work–Life Balance Practices and Employee Retention in telecommunication companies in Kenya: A case study of Jamii Telecommunications Limited**. Kindly answer the questions accurately.

SECTION A: PERSONAL DETAILS

1. What is your Gender

Male ()

Female ()

2. What is your Age Bracket

18-23 years ()

24-29 years ()

30-35 years ()

Over 35 years ()

3, What is your Highest level of education?

Secondary Certificate ()

College Diploma ()

University Degree ()

Masters Level ()

PhD Level ()

4. What is your Length of service in this organization?

Under 2 years ()

3-5 years ()

Above 5 years ()

SECTION B: FLEXIBLE WORKING HOURS

5. The following statements relate to the rating of flexible working hours on employee retention at Jamii Telecommunications Limited. Kindly rate them on a scale of 1-5, where 1 - Strongly Agree; 2-Agree; 3-Undecided; 4-Disagree; 5 - Strongly Disagree

Statements	1	2	3	4	5
Flexible working hours reduce my likelihood of leaving the organization.					
Flexible schedules make me more engaged and productive at work.					
Having flexible work hours reduces my unplanned absences.					
Flexible working arrangements help me manage my workload without overtime					
I intend to remain in the organization because of flexible working hours					

SECTION C: LEAVE POLICIES

6. The following statements focus on rating of leave policies on employee retention at Jamii Telecommunications Limited. Kindly rate them on a scale of 1-5, where 1 - Strongly Agree; 2-Agree; 3-Undecided; 4-Disagree; 5 - Strongly Disagree,

Statements	1	2	3	4	5
I am satisfied with the amount and type of leave provided by the company.					
I can take leave when needed without affecting my job security.					
Adequate leave policies encourage me to stay in the organization.					
The organization's leave policies allow me to maintain a healthy work-life balance					
Employees who utilize leave are less likely to leave the company.					

SECTION D: WORKLOAD MANAGEMENT

7. The following statements rate the effect of workload management on employee retention at Jamii Telecommunications Limited. Kindly rate them. Kindly rate them on a scale of -5, where 1 - Strongly Agree; 2-Agree; 3-Undecided; 4-Disagree; 5 - Strongly Disagree,

Statements	1	2	3	4	5
My workload is fairly distributed and manageable.					
Effective workload management reduces my stress at work.					
Proper task allocation motivates me to stay with the organization.					
I am able to complete my tasks efficiently due to reasonable workload management					
Good workload management helps prevent employee burnout and turnover.					

SECTION E: SUPERVISOR SUPPORT

8. The following statements focus on rating of supervisor support on employee retention at Jamii Telecommunications Limited. Kindly rate them on a scale of 1-5, where 1 - Strongly Agree; 2-Agree; 3-Undecided; 4-Disagree; 5 - Strongly Disagree,

Statements	1	2	3	4	5
My supervisor provides the support I need to perform well at work.					
Supportive supervision encourages me to remain in the organization.					
My supervisor helps me access career development and growth opportunities.					
Supervisor support increases my engagement and commitment to the company					
Strong supervisor support reduces my intention to leave the organization.					

SECTION E: EMPLOYEE RETENTION

9. The below statement rate Employee Retention at Jamii Telecommunications Limited.
Kindly rate them on a scale of 1-5, Where 1 - Strongly Agree; 2-Agree; 3-Undecided; 4-Disagree; 5 - Strongly Disagree,

Statements	1	2	3	4	5
I intend to stay with this organization for the foreseeable future.					
The company retains employees effectively and reduces turnover.					
I feel secure in my position and see opportunities for long-term employment.					
Top performers in the organization are motivated to stay.					
I rarely consider leaving this organization voluntarily.					