

# HUMAN RESOURCE MANAGEMENT

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## SOURCE

Shoaib, M., Noor, Ayesha, Tirmizi, Syed Raza, Bashir, Sajid (2009). "Determinants of employee retention in telecom sector of Pakistan" Proceedings 2<sup>nd</sup> CBRC, Lahore, Pakistan, November 14, 2009. ISSN No: 2078-8444

## INTRODUCTION

This paper is a review of the article "Determinants of employee retention in telecom sector of Pakistan", presented at the second COMSATS International Business Research Conference which is a conference for Business, Economics and Behavioral Sciences held in Lahore, Pakistan on Saturday, November 14 2009. The review will begin with a presentation of a summary of the article. A brief analysis of the structure of the article will be presented in an effort to demonstrate the article's success at presenting an objective reportage of the investigation into the determinants of employee retention in the telecom industry in Pakistan. The article will be critiqued along the following lines: the backgrounds of the authors to establish their authority, how relevant the content of the article relates to its title, the accuracy of the reportage and how current the article is, evidence of objectivity in the development of the article. A brief conclusion will summarize general impressions about the article and the way forward.

## SUMMARY OF ARTICLE

The focus of the article is to unveil what factors determine employee retention in the telecom industry of Pakistan. The authors affirm that the telecom sector of Pakistan has seen a high attrition rate of their employees in recent years. The study was therefore to find out if factors such as career development opportunities for employees, supervisor support, working environment rewards and work-life policies could encourage employee retention. A survey design was used as the basis of the methodology in which 150 respondents who were middle and upper level telecom sector employees were selected through purposive sampling. Primary data was collected through questionnaires. Presentation of data and analysis was done by the use of both tables and description. Findings revealed the positive impact the independent variables of the investigation which were career development opportunities, supervisor support, working environment, rewards and work-life policies had on employee retention. An employee is more likely to stay at his or her job if his job is well defined and he or she gets regular opportunity to learn more and increase his or her professional capacity. Supervisor support assures the employee of support, development and care for his well-being brings about job satisfaction and a sense of belonging. While a good work environment keeps the employee happy in the performance of his duties, rewards strengthen this satisfaction and motivate the employee to

work harder. Finally, the implementation of work policies which are take family life into consideration are most welcome by employees and are more likely to keep their jobs. It was therefore recommended that as one of the surest ways of solving the problem of high turnover rate of employees in the telecom industry in Pakistan an application of these variables in the industry will go a long way to entice them to remain at their jobs and enable the industry in Pakistan gain a competitive edge over their counterparts in other parts of the world.

## **STRUCTURE OF ARTICLE**

The article can be described as being very well structured and planned. Headings and paragraphs were extensively used throughout the presentation of the article, right from the very beginning to the end. This very much aided the understanding of the article and demonstrated the effort of the authors to present an article which is well planned and easy to comprehend. The article clearly showed its adherence to the approved format for reporting an objective scholarly research. There was an abstract which gave a brief summary of the article. The background to the study was discussed extensively under key areas of the study which were employee retention and the five independent variables of the study, which were career development opportunities, supervisor support, work environment, rewards and finally, work-life policies. The 5 hypotheses that were tested in the investigation were clearly stated and the test results were discussed one after the other. The implication of the study to the telecom sector concluded the article.

## **CONCEPTUAL BACKGROUND**

This portion of the article offered a background to the purpose of the study that article was reporting. The background was discussed with the help of appropriately cited empirical sources. There was a 6 paragraph general discussion of the conceptual background which was followed by a discussion of the variables of the study. The effect of this style was the highlight of the structured way of the presentation of the background to the study and also the appropriateness of the areas of discussion. It made the reader fully appreciate the 5 hypotheses which were presented immediately after the discussion of the background to the study. Understanding of the article was made simple and the logical development of the arguments of the writers was also clearly seen.

## **CRITIQUE OF ARTICLE**

### *AUTHORITY*

The article was presented at the second COMSATS International Business Research Conference which was held on November 14 2009. The conference was at Lahore, Pakistan and was hosted by the department of Management Sciences of the COMSATS Institute of Information Technology. Out of the 160 articles submitted from over 59 countries, for the conference, 105 were selected for presentation, which included this article under review. This meant that the 24 member manuscript review committee which was made up of scholars all of doctoral level with global repute found this article worthy to be presented at this international conference. One aim of the conference, according to the dean of the Faculty of Business Administration, Prof. Dr. Talat Afza, was to afford young Pakistani research scholars an opportunity to interact with other researchers across the globe in order to share innovative ideas, practices and research findings

for the development of humanity. The authors are budding research scholars in their own right. Ayesha Noor, for example, holds a masters' degree in International Economics and has been published in the New York Times, Washington Post and USA Today. She is a staff writer Muslim Sunrise which is a Muslim American periodical.

### *ACCURACY*

The article, "Determinants of employee retention in telecom sector of Pakistan", investigated the correlation between five variables, career development opportunities, supervisor support, working environment, rewards and work-life policies, and employee retention in the telecom sector in Pakistan. The accuracy of the article is established by its observation of the laid down for presenting an objective scholarly research. The title reflected the focus of the study, a background to the study was discussed citing related literature and the method of investigation was established. The sample population was clearly defined and so were the data collection instruments. Findings were discussed and conclusions arrived at. From the conclusion, the authors stated the implication of the study for the industry. The authors also admitted in the abstract, the limitations of the study.

### *CURRENCY*

The article was presented at a conference held in November 2009. The intent of the article of finding how employers can retain their employees by focusing on certain determinants such as career development opportunities, supervisor support, working environment, rewards and work-life policies is a topical issue that not only the telecom sector but all other organizations would be interested in.

### *RELEVANCY*

The content of the article is relevant to the title. The title defined the focus of the study and the authors in the development of the article, centered discussions on the key areas of the title. Empirical sources on the focus of the study were also used in the development of the article. High employee turnover is a problem which organizations grapple with. Its negative effect on organizations makes the article very relevant.

### *OBJECTIVITY*

The article is an objective report on the study that it sought to report. The focus of the study was supported by sufficient publications which were related to the focus of the study. The article appropriately provided the method and population of study. They also presented the bare statistics of the results of their findings in addition to discussing the results and drawing conclusions from them. The article therefore demonstrated how it arrived at its conclusions and this highlighted the objective nature of the article. The writers also acknowledged the limitations of the study. They admitted that other factors might also affect the level of employee retention; the study only focused on the middle and high level of management and the accuracy of the results could be influenced by certain biases.

### *ANALYSIS OF TABLES*

Essential statistics of the findings of the investigation were tabulated. Statics of the demographic profiles of the respondents of the study and the analysis of the correlation of the independent variables of the study were presented in tables. The data analysis was done by the Statistical Package for Social Sciences (SPSS) 14 due to its ability of processing and producing accurate results. The results were briefly explained to aid understanding. The use of tables helped to visualize the discussion of the topic and rendered lengthy explanations of findings irrelevant and emphasized the objectivity of the findings.

### *STABILITY*

The focus of the article is a topical issue for business which makes the article a valuable resource for both academic and business interests. Its recommendations can be used by organizations all over the world to improve the retention of their valuable employees. The article was presented at an international conference in Pakistan and the article was approved for presentation after a rigorous review by scholars of global repute. The stability of the article therefore cannot be doubted.

### *UPDATE OF ARTICLE WITH RECENT ADVANCES*

The article has links with recent advances on the focus of the study. In the first place, the article incorporated publications and researched opinions on the theme of the study. Background literature exhausted the independent variables of the investigation providing the required link of the study to other authorities on the issue the article sought to present. Additionally, the relevancy of the focus of the study to business in modern times has already been established. In the face of stiff competition and the need for businesses to perform, the retention of valuable employees definitely is an issue on which further researches would be conducted. The article has already indicated this in its declaration of the limitations of the study. By so doing, the authors have invited further research on the matter.

### *RELEVANCE*

The article lists approximately 64 references which were more than sufficient for an article of this length. A study of the references listed at the end of the article reveals that most of the sources were relevant to the focus of the study.

### *FORMAT*

All sources referred to in the article are listed at the end of the article in APA format. The sources are listed in alphabetical order. The authors' last names, their initials and the year of publication for all citations within the paper are provided as required by the APA format for referencing.

## **AUTHORITY**

The authors provided adequate links to sources cited in their work. The articles, journals and books listed are from credible journals and other publications with local and international authority.

## **CONCLUSION**

The article concludes that organizations must invest in career opportunities, supervisor support, working environment, rewards and work life policies as these are essential for the retention of employees. Employee turnover is known to have dire consequences on the expenditure and productivity of businesses. Employee retention is therefore one of the strategies for effectively dealing with competition in the world of business.

The writers have done justice to the task they set themselves to do and followed the laid down procedure of reporting an objective scholarly investigation.

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