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Impact of Working Environment Strategy on Employee Retention (Case Study on TeleYemen Company in Yemen)

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Abstract

The objective of this research is to explore how workplace environment strategies influence employee retention in a telecommunication company. Through an in-depth case study, the study evaluates the impact of specific initiatives, including remote work options, technological infrastructure, internal communication systems, and organizational support mechanisms. Both quantitative data and qualitative input from staff are analyzed to gain a comprehensive understanding of how these elements contribute to retaining employees. The target population of this research includes 130 employees and a sample of 50 employees randomly selected to gather relevant data on employee turnover and retention strategies across different departments in TeleYemen Company. The findings reveal that thoughtfully implemented workplace strategies are strongly linked to higher retention rates. Key insights demonstrate that when employees feel supported through flexible work policies, efficient communication, and robust technological tools, they are more likely to remain engaged and committed to the organization. This study underscores the importance of designing work environments that prioritize employee needs and satisfaction. For telecommunication companies aiming to improve retention, these results emphasize the value of cultivating a positive and supportive work culture tailored to industry demands. Recommendations and suggestion made at the end of the study for enhancing the company capabilities in retaining the employees in the company.

Keywords: *Working Environment Strategy, Employee Retention, TeleYemen.*

INTRODUCTION

Many companies claim that their employees are their greatest asset, but such declarations only carry weight when backed by consistent and genuine actions. Core values like respect, integrity, and teamwork lose their impact if they aren't actively demonstrated in daily operations. In today's competitive job landscape, talented professionals hold the advantage and tend to choose workplaces that truly recognize and support them. Organizations that neglect to build a people-focused culture—especially during times of transition like mergers or restructuring—risk losing the trust of their workforce and driving away valuable talent. Creating an environment that promotes respect, support, and open communication is vital to maintaining employee morale and ensuring long-term retention.

Although some causes of employee turnover—such as economic shifts or personal career goals—are beyond a company's influence, many others are not. Internal culture, organizational structure, and strategic decisions play a major role in employee satisfaction and retention. By understanding the key elements of a tailored retention strategy and adapting to both individual and market changes, companies can better align their practices with long-term objectives. This prompts critical questions: What factors must be aligned, and which strategies truly reduce turnover? There is no universal answer. Effective retention requires a holistic, adaptable approach. Leading companies address this by offering a mix of financial and non-financial rewards, nurturing a strong and inclusive culture, and actively supporting employees—even during challenging times.

PROBLEM STATEMENT

Employee turnover poses a major challenge for organizations in both the IT sector and government institutions, leading to the loss of skilled talent, reduced productivity, and harm to profitability and market position.

As a result, retaining employees has become a critical priority. This research aims to explore and evaluate retention strategies to identify the most effective methods for helping organizations preserve talent and sustain long-term performance.

SIGNIFICANCE OF THE STUDY

The unexpected loss of skilled employees brings significant costs to organizations. In today's fast-changing and highly competitive business environment, people are a key source of long-term advantage, as their creativity and adaptability cannot be easily replicated. However, retaining top talent has become increasingly difficult, especially with declining employee loyalty due to ongoing organizational instability. This study is important as it explores effective retention strategies to help organizations reduce turnover and strengthen their human capital for sustained success.

OBJECTIVES OF THE STUDY

The aim of this study is to determine the factors that most significantly influence employees' decisions to remain employed at a particular organization and possible reasons for choosing to leave.

General Objective:

To examine the influence of working environment strategies on employee retention within organizations.

Specific Objectives:

1- To identify the key components of working environment strategies that affect employee retention.
2- To assess the relationship between physical working conditions and employees' decision to stay in an organization.
3- To evaluate the role of organizational culture and leadership style in enhancing employee loyalty and reducing turnover.
4- To analyze the effect of work-life balance policies and flexible working arrangements on employee retention.
5- To determine how opportunities for career growth, training, and recognition contribute to employee retention.
6- To explore employees' perceptions of their current work environment and its impact on their intention to stay.
7- To provide practical recommendations for improving working environment strategies to enhance employee retention.

HYPOTHESIS

H1: Working environment strategy significantly affects employee retention.

H2: Physical work environment has a positive impact on employee retention.

H3: Organizational culture and leadership style positively influence employee retention.

H4: Work-life balance policies positively affect employee retention.

H5: Opportunities for career growth and recognition significantly impact employee retention.

H6: Employees' positive perception of the work environment increases their intention to remain in the organization.

Conceptual Framework

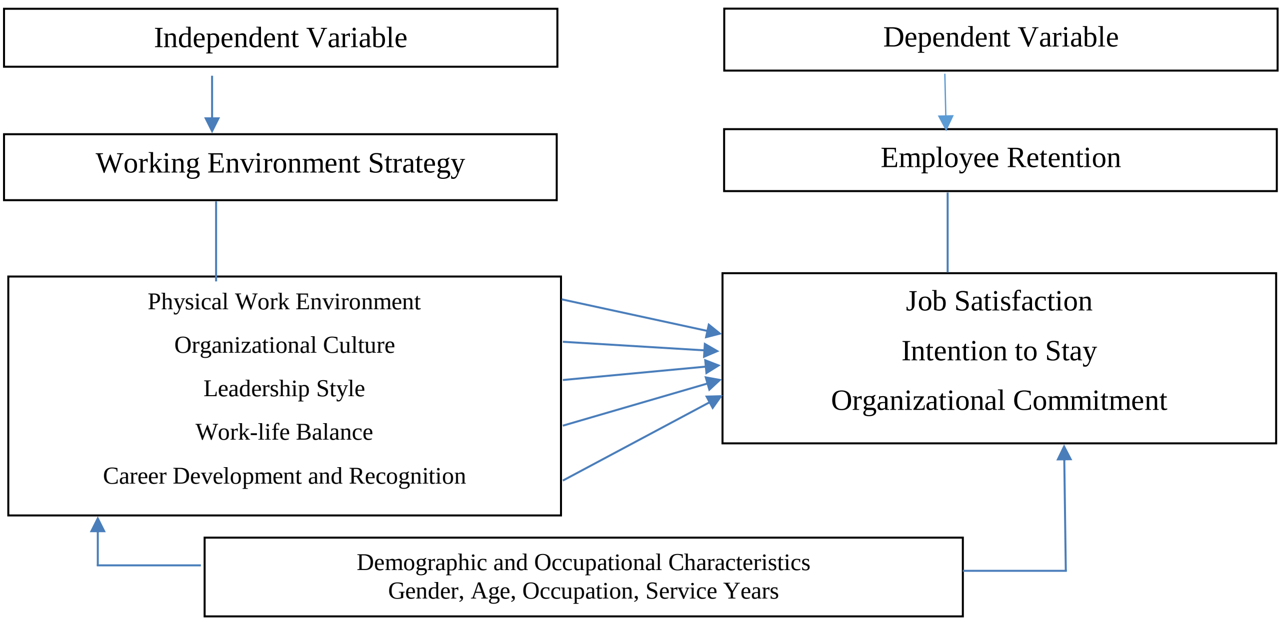


Figure (1) Conceptual Framework, Prepared by the researcher in reference with the previous materials

Independent Variable

Working Environment Strategy : The set of organizational practices and conditions that shape employees' work experiences and influence their satisfaction and commitment.

Dimensions of the Independent Variable:

1. Physical Work Environment: The tangible conditions of the workplace, including safety, comfort, and equipment.
2. Organizational Culture: Shared values, norms, and beliefs that guide behavior within the organization.
3. Leadership Style: The behavior of leaders and managers in motivating and guiding employees.
4. Work-Life Balance: The organization's policies and practices that support employees' personal lives.
5. Career Development & Recognition: Opportunities for training, promotion, and appreciation for work well done.

Dependent Variable

Employee Retention: The organization's ability to retain its employees over time, minimizing voluntary turnover.

Dimensions of the Dependent Variable:

1 .Job Satisfaction: The level of contentment employees feel about their roles and environment.

2 .Intention to Stay: The employee's expressed likelihood of remaining with the organization.

3. Organizational Commitment: The emotional and professional loyalty employees feel toward the organization.

THEORETICAL BACKGROUND OF THE STUDY

Employee turnover is a major challenge for organizations, leading to high costs and disruptions due to the need for recruiting and training replacements. Since human capital is a vital organizational resource, effectively managing and retaining talent is essential to maintaining productivity and achieving long-term success.

As a critical priority across sectors, employee retention has prompted the development of numerous strategies in both public and private organizations. However, what works in the private sector may not be equally effective in the public or government sectors, given differences in organizational culture, incentive systems, and structural constraints.

Understanding these distinctions is essential for developing context-specific retention approaches that are truly effective in addressing turnover issues.

Turnover

Employee turnover is a key indicator of workforce dynamics, capturing all types of employee departures—such as resignations, transfers, dismissals, retirements, and deaths. It is typically measured using the turnover ratio, which reflects the percentage of employees who leave within a given timeframe. This metric is widely used in workforce analytics and quantitative research to assess organizational stability and employee retention trends. While some turnover can improve organizations by bringing fresh talent, losing key employees can be harmful. Knowing why employees leave is vital for building strategies that ensure long-term stability.

Cost of Turnover

Organizations prioritize employee retention due to the significant costs associated with turnover. Replacing a skilled worker can range from 50% to over twice their annual salary, depending on their role. In addition to direct costs, turnover results in the loss of talent, knowledge, and client relationships, which can damage financial performance and competitiveness. As businesses increasingly rely on employee expertise, the impact of losing key staff becomes even more critical—highlighting the need for effective retention strategies.

Retention

Employee retention research is still evolving and often lacks standardized, data-based approaches. Many studies depend on theoretical concepts or use turnover indicators rather than dedicated retention metrics. Experts suggest that treating employees as long-term assets, not just expenses, can encourage organizations to adopt more strategic and proactive retention practices instead of waiting until employees quit.

COMPANY PROFILE

TeleYemen has been Yemen's official provider of international telecom services since 1972. Initially a subsidiary of the British firm Cable & Wireless, it was rebranded in 1990 after Yemen's Public Telecom Corporation acquired a 49% share. The telecom and IT sector is vital to Yemen's infrastructure and economy. Significant government investment from 2001 to 2014 led to the widespread expansion of mobile and internet networks. Prior to 2001, TeleYemen operated the country's only analogue cellular network.

TeleYemen has expanded its international reach through modern telecom networks and partnerships with operators in Europe and Asia, offering advanced global connectivity for voice and internet services. As the telecom and IT sector rapidly evolves, ongoing innovation and flexibility are essential. Since its beginnings under Cable & Wireless and its transition to a national entity, TeleYemen has been central to modernizing Yemen's telecom infrastructure—most notably with the launch of mobile and internet services in the early 1990s.

TeleYemen is committed to offering advanced international telecom services to national providers and corporate clients by leveraging the latest technologies. To meet rising demand for high-speed data and internet, the company is expanding its global network through major investments in submarine, terrestrial, and satellite infrastructure. Partnering with over twenty international firms, TeleYemen is laying fiber-optic cables to connect Yemen directly with countries across the East and West. These efforts aim to enhance connectivity, support national growth, and contribute to a brighter future for Yemen's next generation.

COMPANY MISSION

To enhance the lifestyle of Yemeni communities by providing access to the latest telecommunications technologies and services.

COMPANY OBJECTIVES

- Deliver high-quality telecommunication services that effectively address the needs of the Yemeni population.
- Build and sustain a reputation for excellence to ensure ongoing success in the dynamic telecommunications industry.
- Achieve a reasonable financial return that supports continuous infrastructure development and adoption of cutting-edge technology, benefiting both customers and national growth.

LITERATURE REVIEW

1. Amos Ephraim Hanai (2018) conducted a study titled "The Influence of Work Environment on Employee Retention: Empirical Evidence from Banking Institutions in Dar es Salaam, Tanzania". The research examined how the work environment affects employee retention in Tanzanian banks, particularly in Dar es Salaam. Using a survey design and stratified sampling, the study selected 11 banks and randomly surveyed 370 employees. Data were collected through questionnaires and analyzed with binary logistic regression. Findings showed a significant relationship between the work environment and employee retention ($p = 0.001$). Key factors such as job responsibility and the bank's reputation were found to strongly impact retention. The study concludes that many employees would leave if given the chance, due to dissatisfaction linked to salary, organizational culture, and related factors. The study recommends that bank managers create and implement retention strategies that emphasize job responsibility and institutional reputation—elements most valued by employees—to enhance retention efforts.

2. Nicholas Torsabo and Rose Ezekiel (2021) conducted a study titled "Effect of Work Environment on Employees' Retention in Adamawa State University Mubi – Nigeria". The research investigated how the work environment influences employee retention within the university. Data gathered using 234 questionnaires containing 17 items, and analyzed using correlation and linear regression techniques. The results showed a significant positive relationship between work environment and employee retention ($r = 0.556$; $p = 0.000$). Regression analysis further confirmed that the work environment had a significant positive effect on retention ($\beta = 0.329$; $p = 0.000$), accounting for 30.9% of the variance in retention. The study concludes that the work environment is a strong predictor of employee retention. It recommends that institutional leaders adopt a comprehensive approach to retention, including providing attractive incentive packages and continuously improving the work environment to enhance employee satisfaction and loyalty.

3. Ms. Isha Sharma and Dr. Poonam Madan (2022) conducted a study titled "Impact of Work Environment on Employee Retention: A Study on Retail Sector in Jaipur, India". The research focused on understanding how various aspects of the work environment influences employee retention in the retail industry, where retaining skilled employees is a major challenge. The study emphasized the importance of effective human resource practices in creating a positive work environment, as satisfied and motivated employees are key assets to any organization. A comprehensive literature review and primary data were used to examine factors beyond salary that influence retention. The findings revealed that while financial compensation is important, other elements—such as the overall work atmosphere, employee competence, productivity, responsiveness, and performance—play a critical role in an employee's decision to stay or leave. The study concluded that creating a supportive and engaging work environment significantly enhances employee performance and retention in the retail sector.

4. Dr. Mohammed Shafiuddin and Ms. Ghada Mohammed Marhoun Al Nassibi (2022) conducted a study titled "Impact of Work Environment on Job Satisfaction and Employee Retention: An Empirical Study from Private Sector Banks in Hyderabad, Telangana State, India." The research explored how the work environment influences both job satisfaction and employee retention, particularly in private sector banks. Using a quantitative approach, the study surveyed 135 bank employees, and data analysis was conducted using SPSS (version 22), specifically through regression analysis. The findings confirmed that the work environment plays a critical role in whether employees

choose to stay with an organization. The study highlights the importance of creating a positive work atmosphere to retain top talent. It concludes that understanding the impact of the workplace environment can help companies develop better strategies to enhance employee satisfaction and retention, ultimately benefiting both employers and employees.

5. T. Maha Prasanna (2023) conducted a study titled "Impact of Work Environment on Employee Retention Behaviour in the IT Sector, India." The research focuses on how the work environment influences employees' decisions to stay or leave in the highly competitive Indian IT industry. As IT becomes increasingly vital in the 21st century, India has emerged as a global hub for skilled tech professionals. With rising demand, retaining talent has become a critical challenge. The study highlights that effective employee retention depends on fostering a culture of trust, collaboration, and supportive management. Companies aim to keep employees longer to avoid the high costs of recruiting and training new talent. Employees base their decision to stay on several key factors: salary, work environment, career growth opportunities, flexible benefits (like remote work or flexible hours), and most importantly, job satisfaction with their current role. The study concludes that improving these elements—particularly the work environment—is essential for influencing positive retention behavior in the IT sector.

RESEARCH METHODOLOGY

Type of Research

This research is quantitative in nature. The study based on data collected through structured questionnaires, designed for this purpose and personal interviews with target respondents in the target company.

Research Method

A quantitative and survey-based method adopted for this research. The sequence of the research method started with pre-test to test the questionnaire then a simple pilot survey to test the procedure of the survey and finally the actual survey conducted.

Types of Data

The study utilized both **primary and secondary data** sources. Primary source based on the questionnaire-based data collection, whereas the secondary sources were the books, research articles, papers, and web sites and served as the supplementary source of data collection.

Data Collection Procedure

Data gathered through a primary source. A well-administered questionnaire served as the main instrument for collecting primary data, providing firsthand insight into employee perceptions and organizational practices. As mentioned before, the questionnaire acceptability examined through pre-test procedure. Secondary data obtained from published articles, research papers on employee retention strategies, relevant journals, magazines, and credible internet sources offering expert opinions.

Research Tool Used for Data Collection

The tool used for data collection is questionnaire**.** The questionnaire designed by the researcher then reviewed by a number of qualified academics and other stakeholders. The final version of the questionnaire adopted for data collection.

Population of the Study

The target population of this research includes 130 employees of TeleYemen Company, spanning various roles and departments.

Sample Size

From the above-mentioned target population, a sample of 50 employees randomly selected to gather relevant data on employee turnover and retention strategies across different departments in TeleYemen Company.

Sampling Technique

A simple random sampling method was employed, with efforts to ensure the sample included employees of diverse experience levels, backgrounds, and expertise. Collaboration with the human resources department and division heads helped identify appropriate participants for the study.

Sampling Profile

The sample included a balanced mix of employees across different age groups, genders, experience levels, and job categories, ensuring coverage of a representative and well-rounded dataset.

Statistical Methods Used

The data processed and analyzed using SPSS software depending on the basic statistical tools in the software such as:

- Tables describing frequency distribution of the data
- Frequency Distribution Curves in the different graph forms such as Bar Charts, Pie Charts and others.

Limits of the Study

- **Bias/Prejudice:** Respondents' personal views or preconceptions, due to their working environment acceptability, may have influenced their responses.

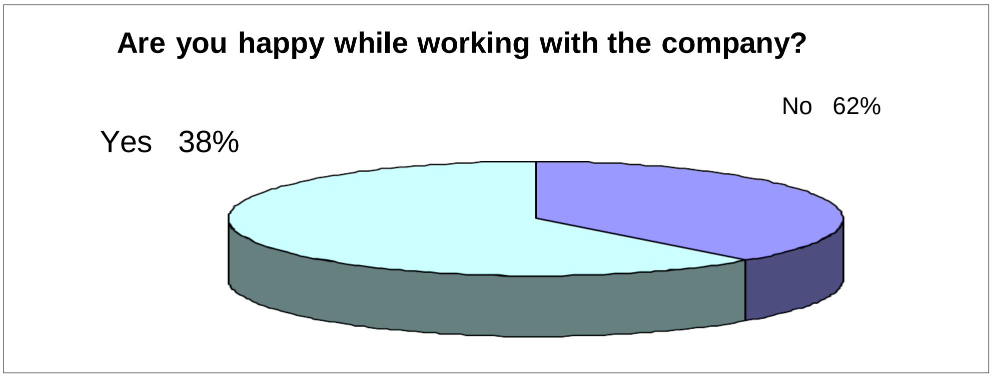
- **Non-response Error:** Some participants may not have responded or provided incomplete data for different reasons such as business or negligence.
- **Inconclusiveness:** Due to the qualitative nature of the study, some findings may not yield definitive conclusions.
- **Generalization Issues:** Employee perceptions vary significantly, making it difficult to generalize results across the entire organization or to other contexts.

DATA ANALYSIS AND INTERPRETATION

1. Are you happy while working with the company?

Table 1.1: Indicating responses towards working condition.

Particulars	**No. of Respondents**	**Percentage**
Yes	19	38
No	31	62

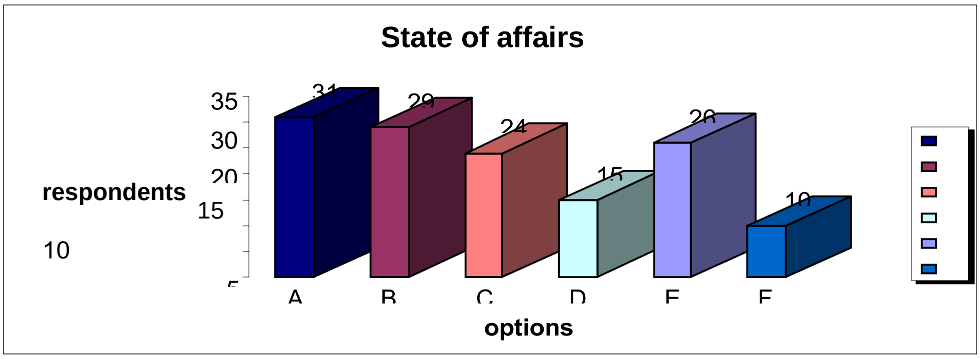


Graph 1.1: Showing responses towards working condition.

In the Table 1.1, the result shows that 38% of the target group are happy while working with the company, whereas 62% of the target group are not happy while working with the company. The reasons of un-happiness includes the working environment, motivations and lack of self-development opportunities.

Table 1.2: Indicating the responses towards State of Affairs in the company

Particulars	No. Respondents
A. Working Conditions	31
B. Reward Package	29
C. Promotional Opportunities	24
D. Employee Recognition	15
E. Employee Benefits	26
F. Others	10



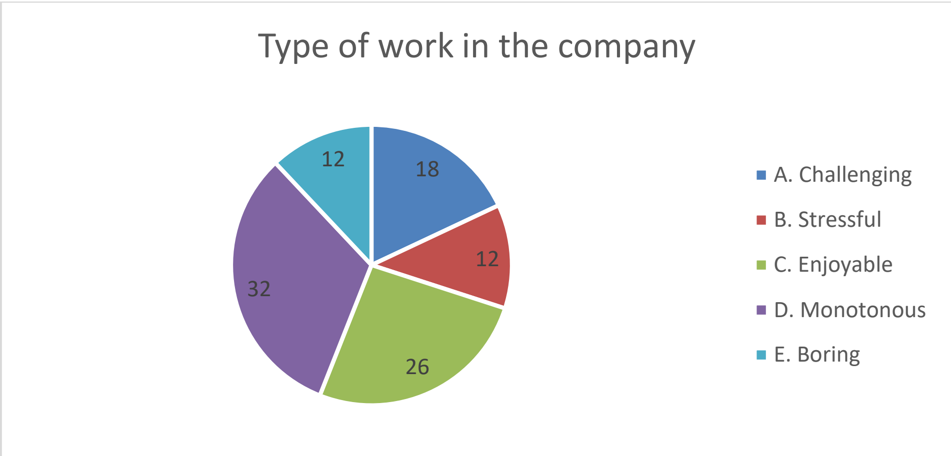
Graph 1.2: Showing the responses towards State of Affairs in the company

As illustrated in the Table 1.2 above, the responses towards State of Affairs in the company shows 62% of the employees are not happy while working with the company, mainly because of the working conditions (35), Reward Packages (29), Employee Recognition (26).

2. How do you find work in the company?

Table 2: Indicating the type of work in the company

Particulars	No. of Response	Percentage
A. Challenging	9	18
B. Stressful	6	12
C. Enjoyable	13	26
D. Monotonous	16	32
E. Boring	6	12



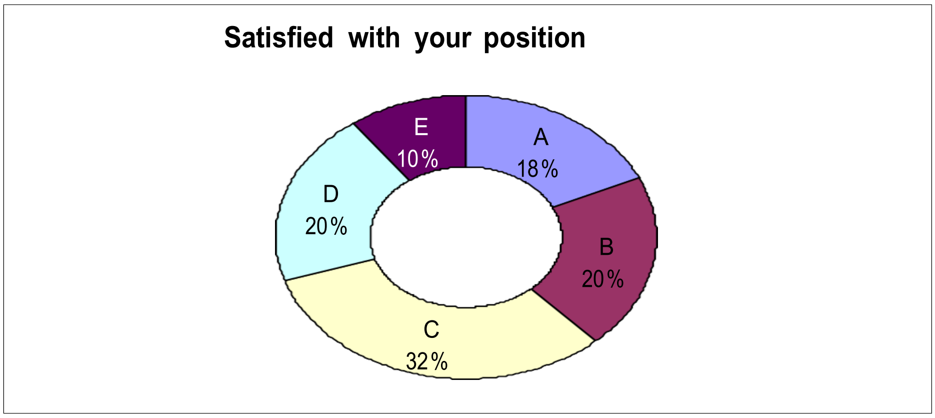
Graph 2: Showing the type of work in the company

From the Table 2, above, it is understood that the Jobs in the company not structured well, because majority of the employees (56%) felt that the job is Stressful, Monotonous or Boring. However, there are 26% of the employees felt the work is Enjoyable and 18% felt the work in the company is challenging. The results reflect that there are differences in the feeling of the employees in the company.

3. Overall how satisfied are you with your position with this company?

Table 3: Indicating the satisfaction level with the position in the company

Particulars	No. of Respondents	Percentage
A. Very Dissatisfied	9	18
B. Some what Dissatisfied	10	20
C. Neither	16	32
D. Some what Satisfied	10	20
E. Never	5	10



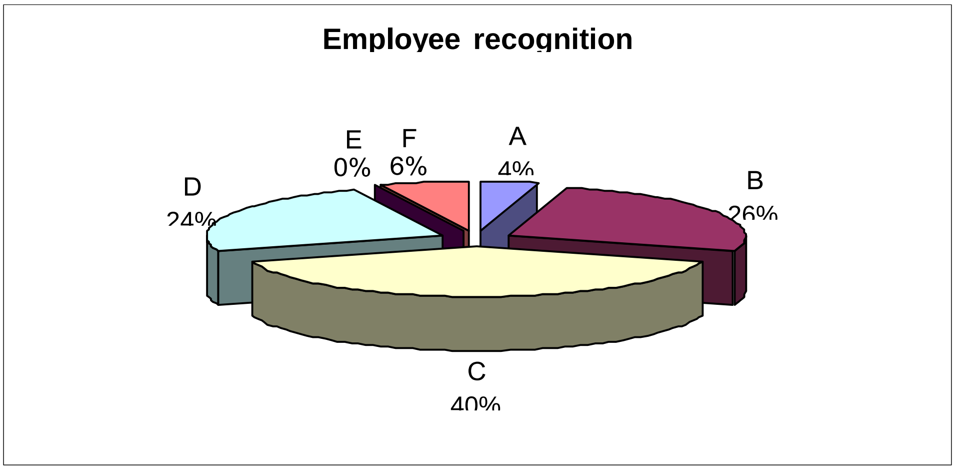
Graph 3: Showing the Satisfaction level with the position in the company

From the Table 3 above, it shows that the company is not able to satisfy the employees' position uniformly. The details shows that majority of the employees are not satisfied with their working position in the company, which requires the company to take important steps towards considering the situation.

4. Do you feel employees are recognized as individuals?

Table 4: Indicating employees' recognition as individuals.

Particulars	No. of Respondents	Percentage
A. Always	2	4
B. Usually	13	26
C. Sometimes	20	40
D. Rarely	12	24
E. Never	0	0
F. Not sure	3	6



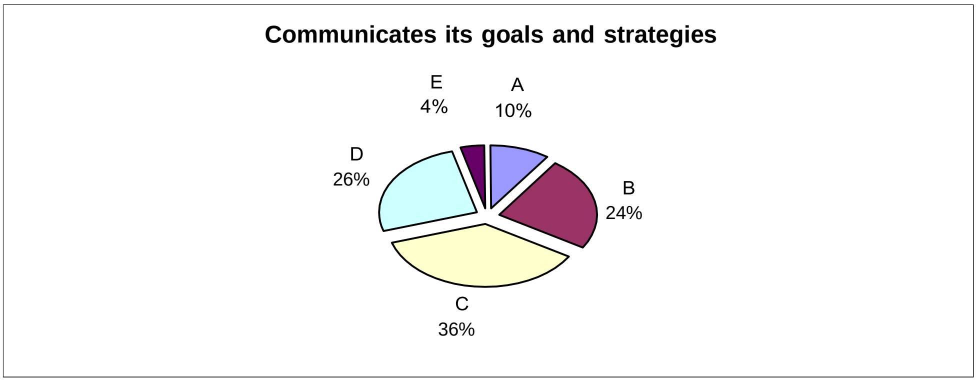
Graph 4: Showing recognition of employees as individuals

The Table 4 above demonstrates that 30% of the responses show positive feeling of recognized individually. The rest of the target sample, which is 70% show negative recognition as individuals. This result shows individuals dissatisfaction of the work environment.

5. The company clearly communicates its goals and strategies to you:

Table 5: Indicating the communication of goals and strategies to employees

Particulars	No. of respondent	Percentage
A. Strongly disagree	5	10
B. Somewhat disagree	12	24
C. Neither	18	36
D. Somewhat agree	13	26
E. Strongly agree	2	4



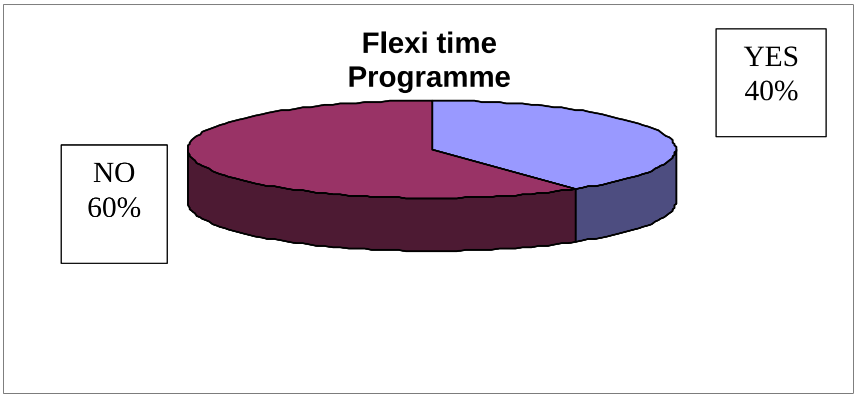
Graph 5: Showing the communication of goals and strategies to employees

The Table 5 above reflects that 26% of the responses show somewhat agree of communication of goals and strategies with the employees. Only 4% of the sample individuals strongly agree with the concept of communication. The rest of the target sample, which is 70% show negative feedback regarding the communication of goals and strategies with the employees. This result shows individuals dissatisfaction with such type of management behavior in the work environment. This results that the company goals and strategies are not properly communicated with the employees.

6. Do you take part in Companies flexi time program?

Table 6: Indicating the employees taking part in Flexi time program

Particulars	**No. of Respondents**	**Percentage**
Yes	20	40
No	30	60



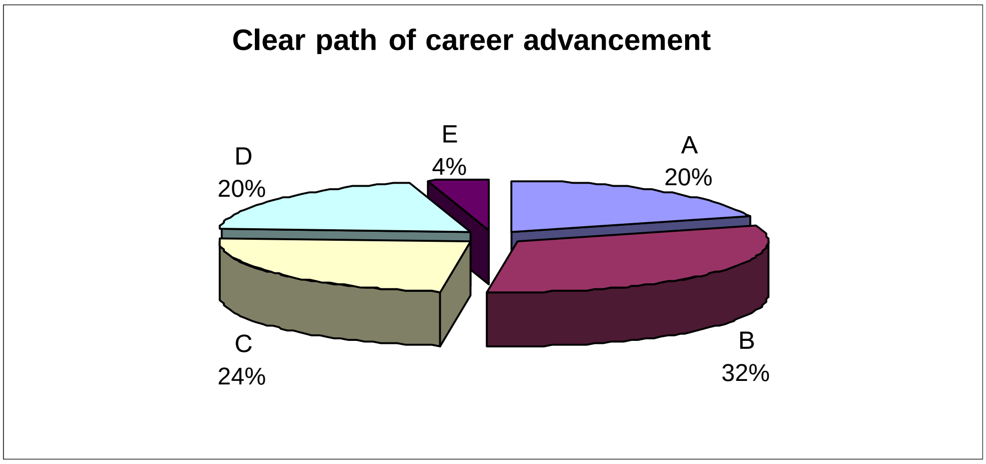
Graph 6: Showing the employees taking part in Flexi time program

Regarding the employees taking part in Flexi time program, the Table 6 above shows that 60 % of the employees are not sure of, what do they mean by flexi timings inthe company. 40% answered with “Yes” regarding to this question. The results in this case seems to be better than the answers considered in the previous questions.

7. Do you have a clear path for career advancement?

Table 7: Indicating the response to path for career advancement

Particulars	No. of respondents	Percentage
A. Strongly disagree	10	20
B. Somewhat disagree	16	32
C. Neither	10	24
D. Somewhat agree	12	20
E. Strongly agree	2	4



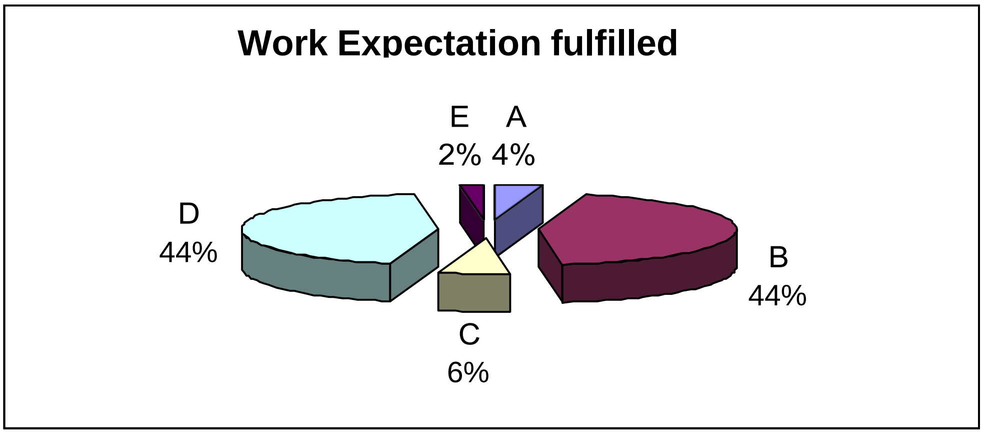
Graph 7: Showing the response to path for career advancement

Table 7 indicates that only 24% of the target employees feel that they have career advancement, whereas the rest of the employees (76%) responses are in the categories of strongly disagree, somewhat disagree and neither agree. This reflects that the career advancement opportunity in the company is limited.

8. Are your work Expectation/Aspirations fulfilled?

Table 8: Indicating the fulfillment of work expectation/Aspirations

Particulars	No. of Respondents	Percentage
A. To Great Extent	2	4
B. To Some Extent	22	44
C. Cannot Say	3	6
D. Not to great Extent	22	44
E. Not Fulfilled	1	2



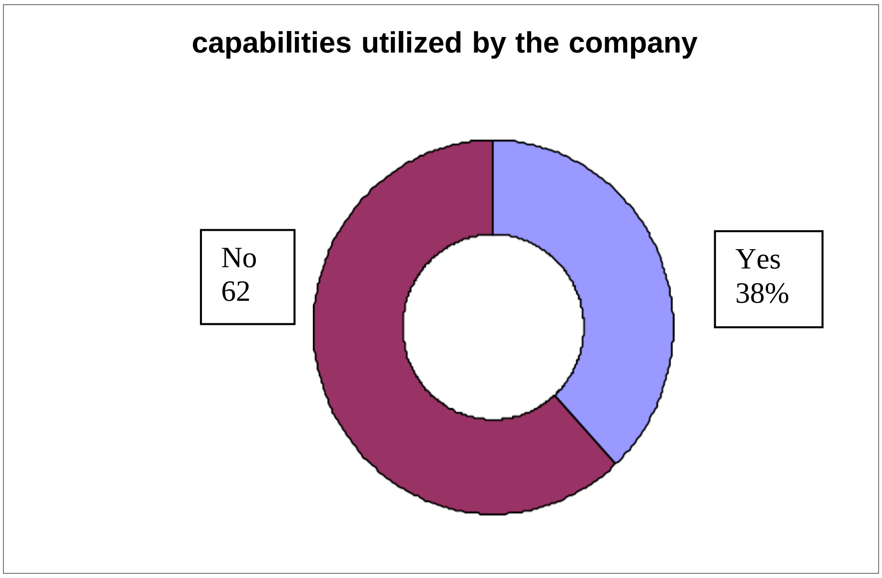
Graph 8: Showing the fulfillment of work expectation/Aspirations

The results in Table 8 shows that about 50% of the employees' work expectations are not fulfilled, whereas the rest (50%) show limited responses in Indicating the fulfillment of work expectation/Aspirations leading to unsatisfaction of what was achieved.

9. Do you believe your capabilities are completely utilized by the company?

Table 9: Indicating the Utilization of employee capabilities by the company

Particulars	No. of respondents	Percentage
Yes	19	38
No	31	62



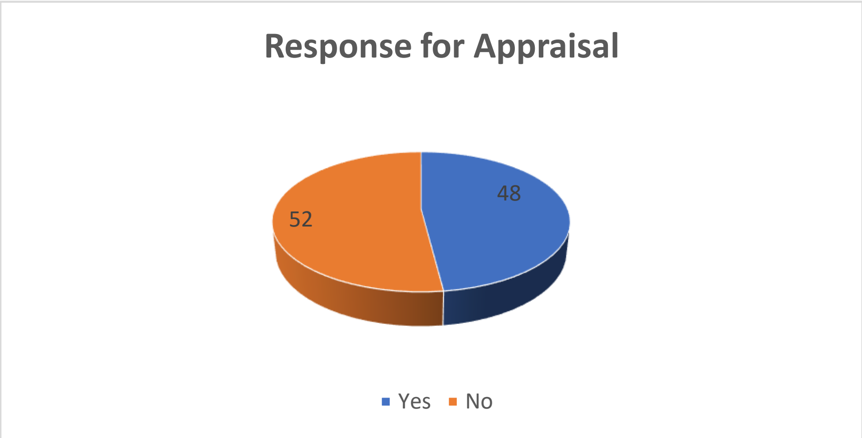
Graph 9: Showing the Utilization of employee capabilities by the company

According to Table 9: Indicating the Utilization of employee capabilities by the company, 62 % of the employees feel that their capabilities are not completely utilized by the company, whereas 38% of them indicated utilization of their capabilities in the company.

10. Is there a job appraisal system in the company?

Table 10: Indicating the response for Appraisal System

Particulars	No. of respondents	Percentage
Yes	24	48
No	26	52



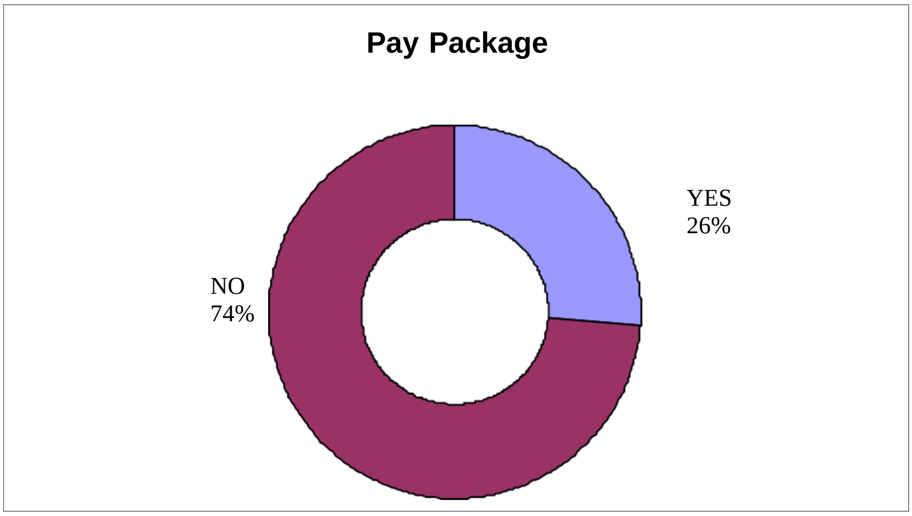
Graph 10: Showing the response for Appraisal System

Regarding the responses towards the Appraisal systems, Table 10: Indicating the response for Appraisal System as 52 % of the Employees do not know that there is a job appraisal system in thecompany. 48% of them indicated with “Yes”. This may indicate lack of awareness system for the employees in the company.

11. Are you satisfied with your pay package?

Table 11: Indicating the Satisfaction of Pay Package

Particulars	No. of respondents	Percentage
Yes	13	26
No	37	74



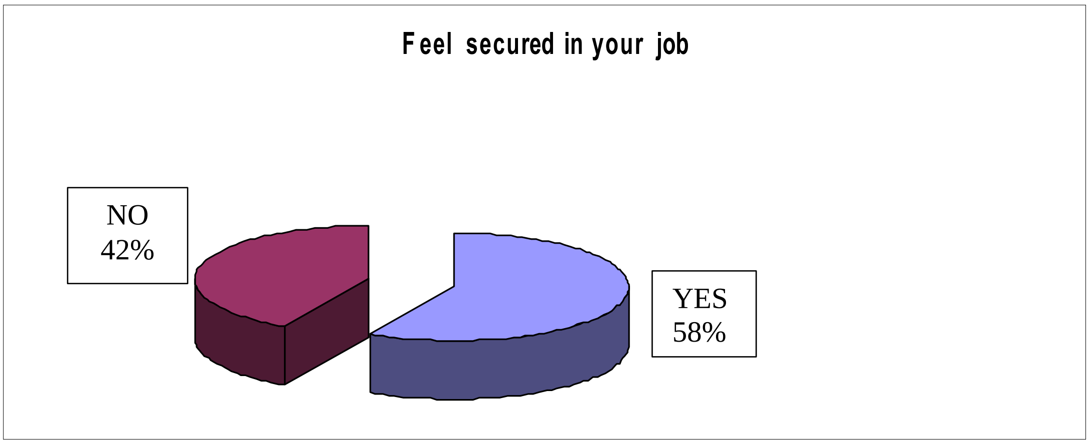
Graph 11: Showing the Satisfaction of Pay Package

As per the responses towards the satisfaction towards the Pay package, Table 11 Indicating the majority of the employees are not satisfied with their pay package (74%), whereas (26%) of the employees show satisfaction.

12. Do you feel secure in your job?

Table 12: Indicating the preference towards Security of job

Particulars	No. Of respondents	Percentage
Yes	29	58
No	21	42



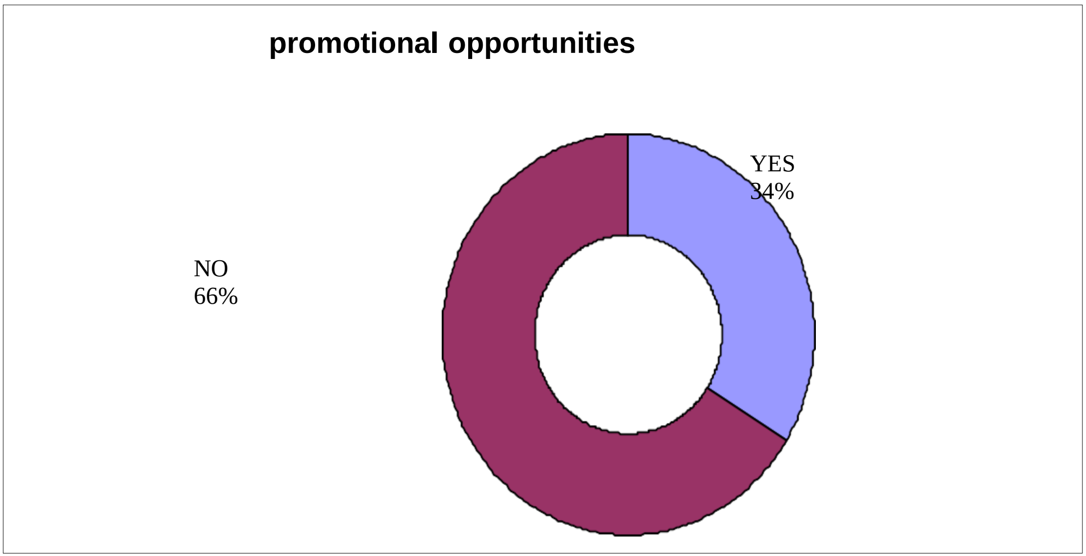
Graph 12: Showing the preference security of job towards security of job

Table 12 above Indicating the preference towards Security of job is high. More than 50% feel that they are secured with their job, mainly because of the government sort of job.

13. Are you getting Promotional Opportunities in the company?

Table 13: Indicating the response towards Promotional Opportunities

Particulars	No. of respondents	Percentage
Yes	17	34
No	33	66



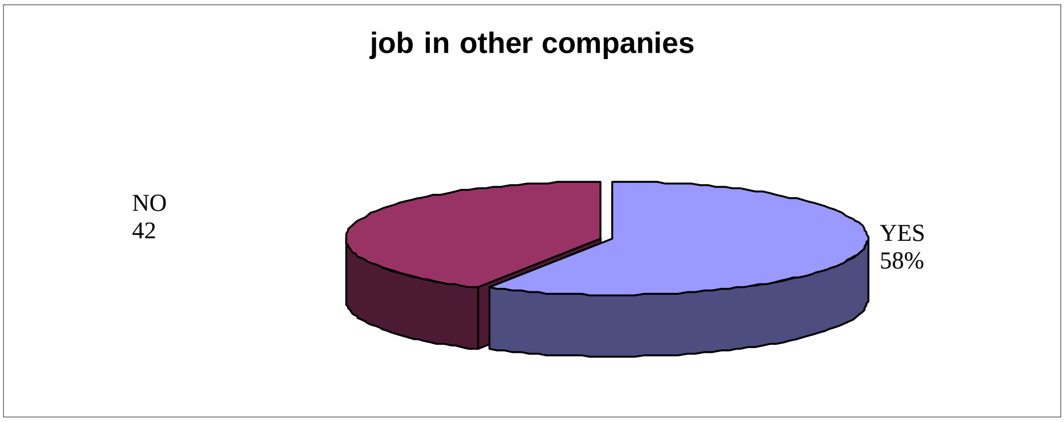
Graph 13: Showing the response towards Promotional Opportunities

As per the responses shown in the Table 13 above, the response towards Promotional Opportunities in the company is low. 66 % of the employees in the company feel that there is no Promotional opportunityin the company

14. Do you intend to seek job in other companies?

Table 14: Indicating the preference to seek job in other companies

Particulars	No. of Respondents	Percentage
Yes	29	58
No	21	42



Graph 14: Showing the preference to seek job in other companies

When asking about intention to seek job in other companies, Table 14 Indicating the preference to seek job in other companies as 58%. This percent of the employee will not mind seeking jobs in other companies. 42% of the sample employees will not seek job in other companies because they feel more secured with the current job since it is associated with the government.

LIST OF FINDINGS

Further to the results achieved in this study, the main findings may be concluded as per the following;

A. Employee Satisfaction & Motivation

A significant portion of the workforce (62%) is dissatisfied with their jobs, largely due to unfavorable working conditions, inadequate compensation and benefits, and limited advancement opportunities. Half of the employees express dissatisfaction with their current roles, indicating uneven fulfillment across the organization. Three-quarters of employees are unhappy with their salaries, reflecting a general discontent with the company's pay structure.

Many employees are also displeased with the fringe benefits offered, suggesting that the current offerings may not meet their expectations. About 50% feel that their professional expectations are not being met, possibly due to a perceived lack of fairness or consistency in role assignments. Over half (58%) would consider leaving the company for a better opportunity, highlighting a high risk of turnover. Despite these concerns, 70% of employees remain motivated to help the company succeed, which suggests strong loyalty or alignment with the organization's mission.

B. Job Structure & Work Conditions

Around 60% of employees find their work to be stressful, repetitive, and uninspiring, likely due to poor job design or lack of task variety. A majority feel their skills and abilities are underutilized, pointing to inefficiencies in job role assignments. Most employees believe that roles are not appropriately matched to individuals, which may negatively affect both morale and productivity.

C. Recognition & Performance Appraisal

Half of the staff feel they receive individual recognition, which is a positive indicator for employee morale and engagement. However, 50% are unsure whether a performance appraisal system exists, suggesting a lack of clarity or communication regarding evaluation processes.

D. Communication & Organizational Clarity

About 40% of employees believe that the company does not effectively communicate its strategic goals and direction. A large portion (60%) is unaware of the company's flexible working hours program, indicating a possible failure in communicating HR policies effectively.

E. Career Growth & Advancement

Only a quarter of respondents believe there is a well-defined path for career progression, reflecting a lack of visible growth opportunities. Two-thirds of employees feel that promotion opportunities are either nonexistent or solely based on tenure, which may discourage ambition and engagement.

F. Job Security & Work Environment

More than half of the employees, particularly those with longer tenure, feel secure in their positions—likely due to the stability associated with government employment. Most employees report that the workplace is free from discrimination and harassment, indicating a generally respectful and inclusive environment.

CONCLUSIONS

- The findings indicate that the company lacks a well-defined strategy for employee retention, despite experiencing a high turnover rate.
- Overall, employees are dissatisfied with the existing workplace culture.
- There is a growing demand for more flexible work arrangements.
- Key factors contributing to employee dissatisfaction and their intent to leave include inadequate rewards and recognition, unclear task roles, limited feedback, lack of job variety, and dissatisfaction with current positions.
- These elements significantly influence employees' willingness to consider opportunities with other organizations.
- To address this issue, the company must proactively identify its key talent and gain a deeper understanding of their personal and professional needs
- The company has to include the package of career aspirations, family responsibilities, educational goals, and community involvement.
- By aligning organizational practices with employee expectations, the company can enhance engagement and significantly reduce the risk of losing valuable personnel.

RECOMMENDATIONS AND SUGGESTIONS

Creating retention strategies that appeal to the three distinct generations that currently make up the workforce in **TeleYemen Company in Yemen** also presents a unique set of challenges for the Company...

Given the results, here are some suggestions (strategies) on what **TeleYemen Company in Yemen** can do to retain their employees based on the results of the study.

1. Company needs to spend more time talking to employees and finding out not only what factors are importantto them but also why turnover is happening. Tools such as employee satisfaction surveys, focused group discussions and climate surveys, exit interviews are all means to find out what are the specific drivers of turnover in their company.

2. The results suggest that compensation is still an important reason on why people stay or leave. Thus, **TeleYemen Company in Yemen** should ensure the competitiveness and quality of their compensation, benefits, and special perks as a means for improving retention.

3. Company must respond to employees' desire for growth and advancement opportunities. They can introduce enhanced training and development programs, succession management systems, and other approaches for investing in their employees. Communicating plans for developing people is also important.

4. Consistent with what employees consider important, cooperation and trust, and relationship with the boss were found highly relevant. Improving the work environment through helping employees experience a sense of control or meaning in their work can directly address employees motivational fit. Enhancing lines of communication betweenmanagers and employees can improve the overall quality of working relationships.

5. Foster positive and effective communication among staff. Many individuals have never been taught how to clearly express their thoughts, needs, and goals, often expecting others to intuitively understand them. Encourage your team to communicate openly by creating a safe and supportive environment where they feel comfortable sharing their perspectives. This approach helps resolve misunderstandings, builds mutual respect, and promotes a workplace culture that is both collaborative and engaging—ultimately leading to higher productivity and stronger team commitment.

6. Empower employees through training to take on leadership roles.

   Set high standards and equip your team to meet them by investing in their development. The most valuable employees are those who are as committed to the success of the business as you are and are capable of stepping up when needed. By training them to potentially take your place, you not only build a stronger, more confident team but also ensure that your business continues to operate smoothly and efficiently, even in your absence.

7. Organizational systems other than training and development and compensation and benefits must likewise be linked to retention. For instance, the selection process must be accurate in predicting successful performance and fit with the requirements of the job and the organization' s culture. A higher fit lessens the probability that individuals getdissatisfied and, hence, reduce turnover rates.

8. Clear vision and strategy, seemed obviously more important to the employee, and because having a clear set of vision and strategy implies a certain of level of stability. To the company employee, who has experienced all sorts of political and economic instabilities, communicating a company' s clear direction can indeedbe very reassuring.

9. Employees who perform well do not want their contributions demeaned or considered unimportant. Performance management, therefore, is as important as any other system to drive retention.

10. Keep enough time with your employees to help them feel valued.

    The more considerable time you spend with your team, the more appreciated and respected they will feel. Enhance these interactions by maintaining eye contact, actively listening, and making a conscious effort to engage with employees—even during a busy day. Small gestures of attention and presence can significantly strengthen trust, boost morale, and reinforce a culture of mutual respect.

11. Your appreciation must be reflected to the employees on their hard work and dedication. Let them know of their value for their contribution and celebrate their successes. This will motivate your employees to continue maintaining an optimal level of performance.

12. Create a recognition program that fits your company’s way of working. As employees get appreciation, recognition, or rewards for their doings and efforts, they feel comfortable and motivated for doing better.

13. Always be open and honest with your team. Employees shouldn’t feel nervous about what their manager is thinking. When you're clear and truthful, they’re more likely to trust you and stay committed for the long term.

14. Your attitude influences your team. Employees often mirror the behavior and energy of their leaders. Be potentially positive, and motivate the team to do similarly. Support a culture where everyone helps each other stay motivated and focused, leading to a more enjoyable and productive workplace.

15. Finally, all these efforts will be for naught if employees

do not know about them. It is likewise important to communicate retention strategies to employees. Employees need to know what organizations are doing to address their needs.

Beyond these implications, the study shows that retaining talent is of course, not a simple matter. The results suggest that a "one-size-fits-all" approach may not be effective because age and position can influence one' sdecision to stay or quit.

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