

**ST JOHN'S UNIVERSITY OF TANZANIA**



**MASTER'S OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE  
MANAGEMENT**

**FACTORS CONTRIBUTING TO EMPLOYEE TURNOVER IN LOCAL  
GOVERNMENT AUTHORITIES IN TANZANIA: A CASE OF DODOMA  
MUNICIPAL COUNCIL**

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I, the undersigned, certify that I have read and hereby recommend for acceptance by St John's University of Tanzania a dissertation entitled "*Factors contributing to employees turnover in local government authorities in Tanzania*": *The case of Dodoma municipality* in partial fulfillment of the requirements for the award of the degree of Master's of Business Administration in Human Resource Management of St John's University of Tanzania.

.....  
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(Supervisor)

Date.....

## DECLARATION

I, Chipole Mpelembe, declare that this thesis is my own work. It has not been and will not be presented for any other course of study. I confirm that appropriate credit has been given where reference has been made to the work of others.

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## **ABBREVIATIONS**

CDA	Capital Development Authority
CIPD	Chartered Institute of Personnel & Development
CPA	Certified Public Accountant
FGD	Focus Group Discussions
FGD	Focus Group Discussions
HR	Human Resource
LGA	Local Government Authorities
OECD	Organization for Economic Co-operation and Development
SJUT	St John's University of Tanzania
SPSS	Statistical Package for Social Sciences

## **ABSTRACT**

This study aimed at showing the factors contributing to employees' turnover in local government authorities in Tanzania, and was conducted at Dodoma municipal council, specifically the objectives of the study were; to determine the influence of organizational change on employee turnover, to find out the influence of staff training on employees turnover, to examine the influence of economic factors on employees' turnover and lastly to determine the influence of staff motivation on employees turnover at Dodoma municipality. The theoretical framework of this study was derived from the theory of motivation. The most widely known motivation theories are Maslow's Hierarchy of Needs, Herzberg's Two-factor Theory and Vroom's Expectancy Theory. The study used a descriptive survey design. The target population of the study was the 100 Dodoma municipality employees were respondents in this study. The data collected was primary in nature and was collected through questionnaires. Data analysis was done using Statistical Package for Social Sciences (SPSS). Descriptive statistics was computed and data was presented using tables. The major findings of the study were that Dodoma municipality; had enough employees to deliver services in the entire municipality. Generally organizational change influenced employee turnover in local government authorities. The employees were satisfied with workload, set targets, supervisors and Dodoma municipality had strong communication system capable of creating awareness on information and knowledge required by employees to control high employee turnover. The staffs in Dodoma municipality were well qualified, motivated, stable and responsive. Employee training influenced employee turnover in Dodoma municipality. Employees were motivated through attending training short and long courses. Opportunities for training and development were among the most important reasons why employees stayed especially young and enthusiastic ones. The study also found that economic factors influenced employee turnover in local governments and mainly in Dodoma Municipality. This was because social economic constraints caused brain drain. Extra income from other sources contributed to socio-economic development. Lastly the study found that employee motivation influenced employee turnover at Dodoma municipality. Good working conditions and creation of better working relationships made the employees to be motivated and increase staff retention. The study recommended that the management of Dodoma municipal should ensure that there are adequate staffs in relation to the workload, employees should be further developed so as to be well educated, motivated, stable and responsive. The staff should be offered chances to attend trainings, short and long courses as these are among the reasons why employees remain in organizations, provide good working conditions for employees to motivate and increase retention and ensure that promotion is fairly done at the required time and everybody be given equal opportunity for promotion.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Chapter Overview**

The growth and success of any organization depends very much on its employees. Turnover among the employees is one of the biggest challenges for any organization and has far lasting effects. Staff turnover has been seen as a serious issue especially in the field of human resources management. High turnover brings destruction to the organization in the form of direct and indirect cost and profitability (Roshidi, 2014).

Employee turnover is harmful to an organization in many ways, if it is not kept to a minimum. The rate of turnover varies from organization to organization. Turnover is an employee behaviour and a sole or a series of incidents that result in the employee leaving the organization by choice or by the wish of the organization that causes it, (Cintron, 2006; 21).

Employee turnover as a term is widely used in business circles. Although several studies have been conducted on this topic, most of the researchers focus on the causes of employee turnover but little has been done on examining the sources of employee turnover, effects and advising various strategies which can be used by managers in various organizations to ensure that there is employee continuity in their organizations to enhance organizational competitiveness. This paper assessed the factors contributing to employees' turnover in local government authorities in Tanzania and forwards some recommendations on how to minimize employee turnover in organizations and companies.

This chapter therefore presents the introduction and is divided as follows; background to the problem, statement of the problem, general objectives of the study, Specific objectives of the study, significance of the study, ethical issues, and organization of the study and the chapter summary.

#### **1.2 Background of the Study Problem**

In this world of globalization there are growing changes and challenges in the society in which we live and in which our work organizations operate. There are also growing changes and challenges taking place inside work organizations themselves. These changes and challenges are having an impact upon the management of people in work organization and the performance of these

organizations on the one hand and upon the environment in which work organization must exist on the other hand (Ngirwa, 2005).

Leading management thinkers suggest that “it is not technology but the art of human and human management” that is the continuing challenges for executives in the 21 century (Drucker and Salfo, 1997). Employee’s turnover is one of them that are considered to be one of the challenging issues in business nowadays. The impact of turnover has received considerable attention by senior management, human resources professionals and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally (Shamsuzzoha, and Rezaul, 2008)

Organizations at all levels, either governmental or non-government extensively invest a huge amount of money for training and development programs. Murthy (2003) stated that “organizations send their employees to different training programs like courses, seminars, and others just to improve the skill of their employees and thereby increase productivity. However, still employees leave their organizations after improving their skills and knowledge (Ngirwa, 2005).

Labor turnover results in an organization’s inability to ensure continuity of knowledge. In the current knowledge economy, employees in an organization are considered as the key competitive advantage to the most important asset (Urbancova and Linhartova, 2011)

According to Hisson (2009), wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. If it is not managed properly, employee turnover can harm the overall productivity of an organization and it would act as a symptom for some other major problems. As said by Huckman (2008), employee turnover can cost companies a million per year. Employee turnover is a very difficult manner that requires deep understanding of its causes. Many writers had stated that one of the major reasons behind employee turnover is looking for a better job from the financial point of view and the prospect of getting higher pay elsewhere is one of the most obvious contributors to turnover.

Labour turnover in various organizations in Tanzania is a challenge just as how it is in other parts of the world. Employees are believed to exploit the labour market conditions (Abdullah, 2006). Purposely labour turnover in Local Government Authorities in Tanzania is noted to be in alarming ratio.

A former Minister for Local governments in Tanzania observed that the strength and effectiveness of the local government institutions will be underpinned by possession of resources and authority necessary to effectively perform the roles and functions that the individual local government authority has been mandated to perform and having adequate numbers of appropriately qualified and motivated staff who will be recruited and promoted exclusively on the basis of merit (Ngwilizi, 2002).

The exploration of prime reasons for turnover will help the managers to effectively manage the push factors, so the employees may be retained through the use of corrective measures at very grass root level (Jaffari et al, 2011).

Recently many studies focusing on assessing factors contributing to employees' turnover have been carried out. However, little has been done in Local Government Authorities and PO RALG in Tanzania. However, with the increasing failure to retain and utilize employees who are well trained and well experienced for organizational goal attainment and its success in all dimensions, it is justified that Local Government Authorities employees' turnover receives increased investigation from both scholars and industry specialists. For example; Melaku (2014), in his study aimed at examining factors affecting employee turnover and its impact on the Ethiopian Evangelical Church Mekane Yesus. The study employed quantitative and qualitative research design methods. Random and purposive sampling techniques were used to select the sample size from the population. Questionnaire and interview were used for data collection. The study found that dissatisfaction with pay structure, mismanagement, unfair reward and promotion systems were some of the factors for employee turnover. The finding also indicated the following effects of turnover including loss of experienced and skilled employees, higher recruitment costs, and higher workload due to leavers. The study concluded that lack of career advancement, job dissatisfaction, leaders' unwillingness to allow staff participation in decision making, and unfair training system were core factors for turnover. The study recommended that managers revise salary and benefit packages, provide fair and equal training and promotion opportunity, and allow employee to participate in the decision making process.

Tuji (2013) in his study carried out in Ethiopia aimed at finding out the actual causes behind employee turnover in public service organizations. The study used primary data, collected using questionnaires. In addition to questionnaires, interviews were conducted with human resource managers to gather data. Data collected through questionnaire were analyzed using SPSS Window 16.0 version. The study found that the highest factor affecting employee turnover was employees' job dissatisfaction. Monetary reward is another major factor that highly initiates employees to leave the organizations. Respondents were not satisfied with their participation in organizational decision making process. The study recommended that it was advisable that the organizations have to implement the retention mechanism by revising compensation policies, encouraging employees to participate in decision making, assigning and promoting employees to different position according to their professional specialties.

Pietersen and Oni (2014), in their study explored employee turnover in a local government department in South Africa. A cross-sectional mixed method design (questionnaires, key informant interview, focus group and document analysis) was used to collect employee turnover data from a stratified sample of participants. The study found a high overall employee turnover rate and high turnover among younger employees, females and employees in specific job categories. Job dissatisfaction in the department was attributed to poor compensation and better job offers elsewhere, inferior working conditions, and a lack of promotional opportunities. Low job satisfaction was attributed to problematic interpersonal relationships and the autocratic management style of supervisors.

Candle (2010), in her study carried out in Uganda looked at the factors affecting teacher turnover in private secondary schools. The study was conducted using the descriptive research design where a cross-sectional survey was used because the population to be studied was too big. Simple random sampling was used to select the respondents. Data was collected with the use of interview guides, questionnaires and document check lists. The study found that; Several findings were made in regard to the study but notable of these were that; loss of group cohesion, poor working conditions, poor pay, poor management or supervision which were categorized under employer related factors significantly affected teacher turnover. It was also revealed that employee related factors, numerous expectations which were not met and this increased their dissatisfaction causing lack of commitment. Candle (2010) recommended that all stakeholders especially

Directors should consider putting in place policies and strategies that will attract and retain teachers to ensure better retention rates, adoption of better management styles like use of a carrot instead of a stick. These can motivate teachers to stay.

Kyule (2013), in his study carried out in Kenya highlighted the probable determinants of high staff turnover in firms in the hospitality industry. The study used a cross-sectional survey. The research instruments used included questionnaires and interview. The data thus collected was keyed into the Statistical Package for Social Sciences (SPSS) which was used to derive descriptive and differential statistics such as percentages, modes and median to meet the objectives of the study. The study found out that high turnover was being caused by low payments offered by the firms. Lack of trainings was therefore found to cause high turnover among the workers in the hospitality industry. The study found that bad leadership was a cause of high turnover in the industry.

Omar (2011), in her study assessed the factors influencing employee retention in Tanzanian work organizations. The study used closed and open ended questionnaires, Focus Group Discussions. Data analysis was done quantitatively and qualitatively using Software Package for Statistical Science (SPSS) version 16.0. The study findings revealed that there is a high rate of turnover in Tanzania work organizations. However, the study findings indicated that those who stayed in the same organization were from public organizations particularly higher learning institutions. The study also revealed that, low salaries and benefits were revealed to be the main reasons for leaving. Furthermore, employer psychological factors including organization justice and prestige were mentioned to influence employee retention in the selected organizations. Increasing salaries were mentioned to be the strategy used by the companies in retaining their employees. The study recommended that the selected organizations should conduct regular review of the remunerations, should structure good retirement plans and creates opportunities for further development to employees.

Kweka (2014) in her study explored the motivating factor for increased rate of turnover in telecom industry in comparison with banking industry of Tanzania. Questionnaires developed by researcher was completed by participants from both industries, interview technique was applied to complement the gathered information. Data were tested via excel format, descriptive and charts were used to analyze the findings. The study findings revealed the independent variables which

as; poor compensations, benefits and working environment are key significant factors affecting employee's turnover in the respective industries. The study noted that it was apparent the stakeholders, including employers, human resource managers, human resource consultant, outsourcing companies etc that it was very expensive to hire, train and "bring up to speed" new replacements hence it was therefore important to understand the antecedents of turnover intent of employees before they decide to quit.

### **1.3 Statement of the Problem**

Despite various approaches including policy reviews, reform programs, and laws regarding human resource management adopted by the Government of the United Republic of Tanzania since 1999 to date, the country is increasingly witnessing employee turnover more often than ever. These strategic approaches are geared towards improving the working conditions including better remuneration of employees in rural settings. The aim is to attract and retain employees in rural remote areas and encourage them to deliver quality services to rural inhabitants. Retaining top talent employees remains a primary concern for many organizations today. Critical analysis of workforce trends points to an impending shortage of highly-skilled employees who possess the requisite knowledge and ability to perform at high levels, meaning that organizations failing to retain high performers will be left with an understaffed, less qualified workforce that ultimately hinders their ability to remain competitive (Rappaport, Bancroft and Okum, 2003). Rapid technological change and frequent revolutionized new ideas have created competition among organizations which increases an employee turnover and separation (Mattsson and Saraste, 2002). Invariably most institutions in Africa are confronted with the tremendous challenge of identifying, recruiting and retaining high caliber staff, (Bushe, 2012). These trends have engendered a more strategic approach to human resource management across different sectors (Whitchurch, 2008). According to Nyakundi (2010), employees in organizations and learning institutions like to feel that someone cares about their work and appreciates it which in turn motivates them to work more effectively. One of the obligations of the organisations' or companies' management is to ensure that employees are retained; however, many employees in the local government authorities in Tanzania for jobs in other sectors. Bernardin (2003) and Armstrong (2006) have identified the existence of poor relations in the work place as causes of staff turnover. Although a considerable amount of research have been conducted on

employee turnover and the causes of employee turnover in developed countries, less attention has been paid to this issue in (Shahzad, Hayat, Abbas & Bashir, 2011) Local Government Authorities of Tanzania. There is still a gap in our current understanding of the many factors behind the problem of labour turnover in LGAs. This study therefore intends to examine and identify the factors that cause the problem of labour turnover in LGAs in Tanzania by taking Dodoma municipality as its focal point.

#### **1.4 Objective of the Study**

The study aims at addressing the following general and specific objectives.

##### **1.4.1 General Objective**

The main objective of this study was to assess the factors contributing to employees' turnover in local government authorities in Tanzania using Dodoma municipal council employees as an example.

##### **1.4.2 Specific Objectives of the Study**

The specific objectives of the study included:

- i. To determine the influence of organizational change on employee turnover at Dodoma municipality.
- ii. To find out the influence of staff training on employees turnover at Dodoma municipality.
- iii. To examine the influence of economic factors on employees' turnover at Dodoma municipality.
- iv. To determine the influence of staff motivation on employees turnover at Dodoma municipality.

#### **1.5 Research Questions**

The study was set forth to answer the following research questions:

- i. How does organizational change influence employee turnover at Dodoma municipality?
- ii. To what extent does staff training influence employees' turnover at Dodoma municipality?
- iii. How do economic factors influence employees' turnover at Dodoma municipality?
- iv. To what extent does staff motivation influence employees' turnover at Dodoma municipality?

### **1.6 Significance of the Study**

The study would have the following contributions to organization's performance, theory and to other researchers.

- i. The research would broaden up the existing literature in similar area of study.
- ii. The research would be useful to the organization itself and even to other external users such as general public.
- iii. The gaps identified in the research would create a footstep to potential researchers who would be interested in undertaking research on the same subject matter of inquiry.

### **1.7 Scope of the Study**

Employees' turnover is wide in the sense it includes voluntary and involuntary turnover. This study however, addresses only voluntary turnover of employee in the organizations. The study also delimits itself on voluntary employee turnover at Dodoma Municipality. However, the recommendation provided can help different local government authorities in Tanzania and profit making and service provider organizations to retain and utilize their well trained and well experienced employees.

### **1.8 Organization of the Study**

This study has five chapters. Chapter One covers the chapter overview, the background of the study, statement of the problem and purpose of the study. This is followed by research objectives, research questions, significance of the study, limitations of the study, organization of the study, and chapter summary.

Chapter Two covers the chapter overview, definition of key terms, theoretical review, empirical review from various sources to establish work done by other researchers, their findings, conclusions and identification of knowledge gaps which forms the basis of setting objectives and research questions of the study and lastly chapter summery.

Chapter Three covers the research design, target population of the study, sample size and sampling procedures. This is followed by data collection procedures, data collection instruments, validity of instruments, reliability of instrument, data analysis techniques, ethical considerations and concludes with operational definition of variables.

Chapter Four cover findings from data analysis, presentation of findings and interpretation of findings. It is will be concluded with summary of the chapter.

Chapter Five covers summary of findings, discussion, conclusions and recommendations of the study. It is will be concluded with suggested areas for further research and contribution to the body of knowledge.

### **1.9 Chapter summary**

This chapter describes in depth the background of the study concerning assessment of factors contributing to employee's turnover in local government authorities with regard to worldwide perspective to local area where study was conducted.

Furthermore statement of the problem is provided in order to clarify the need to research this area. Not only that but also both general objective and specific objectives are provided in order to determine the essence of the study and objectives expected to be achieved. With intention of getting the variables for data collection, research questions were constructed with regard to specific objectives. Finally significance of the study was provided as a way of revealing the advantages that every part involved in this study would benefit from in way or another.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Chapter Overview**

This chapter reviews the existing literature on the subject matter of inquiry through theoretical and empirical literature. The theoretical literature review comprises theoretical issues and concepts of employee turnover while the empirical review deals with the studies that address the research objective and questions.

#### **2.2 Definitions of Key Items and Concepts**

##### **2.2.1 Economic factors**

According to the [businessdictionary.com](http://businessdictionary.com) (2016), economic factor refers to a set of fundamental information that affects a business or an investment's value. Various economic factors need to be taken into account when determining the current and expected future value of a business or investment portfolio. For a business, key economic factors include labor costs, interest rates, government policy, taxes and management. In human resource management context these are factors that influence the financial well being of the employees in an organization.

##### **2.2.2 Turnover**

In human resources context, turnover refers to the act of replacing an employee with a new employee. Partings between organizations and employees may consist of termination, retirement, death, interagency transfers, and resignations. An organization's turnover is measured as a percentage rate, which is referred to as its turnover rate. Turnover rate is the percentage of employees in a workforce that leave during a certain period of time. Organizations and industries as a whole measure their turnover rate during a fiscal or calendar year (Trip, 2013).

##### **2.2.3 Staff Motivation**

This is a times referred to as a method of motivating employees. This refers to the psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence (Jones et al, 2008). Employee motivation is also referred to as a factor that causes an employee to pursue work tasks or goals. It's what causes you to act in a certain way (Grimsley, 2015).

#### **2.2.4 Employee**

According to merriam-webster.com (2015), an employee is a person who works for another person or for a company for wages or a salary. Businessdictionary.com (2015) defines an employee as an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. An employee is a times called worker.

#### **2.2.5 Employer**

This refers to a legal entity that controls and directs a servant or worker under an express or implied contract of employment and pays (or is obligated to pay) him or her salary or wages in compensation (businessdictionary.com, 2016).

#### **2.2.6 Employee Turnover**

This refers to the permanent withdrawal from the organization it occurs when employees leave an organization. In other words employee turnover refers to the rotation of workers around the labour market which exists between firm, job and occupation and between the states of employment and unemployment (Abassi and Hollman, 2000). Such movement may be voluntary or involuntary. Employee turnover may also refer to the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment (Ongori, 2007).

#### **2.2.7 Human Resources Management**

Human resource management (HRM, or simply HR) is a function in organizations designed to maximize employee performance in service of an employer's strategic objectives (Johnason,2009). HR is primarily concerned with the management of people within organizations, focusing on policies and on systems (Collings and Wood,2009). HR departments and units in organizations typically undertake a number of activities, including employee benefits design employee recruitment, "training and development", performance appraisal, and rewarding (e.g., managing pay and benefit systems) (Paauwe and Boon,2009). HR also concerns itself with industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws (Klerck, 2009). According to R. Buettner 2015, HRM covers the following core areas; job design and analysis, workforce planning, recruitment and selection, training and development, performance management, compensation (remuneration), and legal issues (Buettner and Ricardo, 2015).

## **2.3 Theoretical Review**

### **2.3.1 Employee Turnover**

Employee turnover, as defined by Hom and Griffeth (1994), is 'voluntary terminations of members from organizations'. Loquercio et al. (2006) observed that staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract.

According to Singh et al. (1994), staff turnover is the rate of change in the working staffs of a concern during a defined period. Ivancevich and Glueck (1989) opine that staff turnover is the net result of the exit of some employees and entrance of others to the organization. Kossen (1991) defined turnover as the amount of movement in and out (of employees) in an organization. Employee turnover is the rotation of workers around the labor market, between firms, jobs and occupations, and between the states of employment and unemployment (Abassi & Hollman, 2000).

Turnover occurs when the employment relationship ends. Turnover and attrition are terms that are sometimes used interchangeably or together when describing the departure of an employee and yet they are different. Attrition generally refers to the end of the employment relationship due to retirement, job elimination or employee death, and is distinguishable from turnover because when attrition occurs, the position is not filled with a new employee (Mayhew and Demand, 2016).

In private and government sector organization the Department of Human Resource Management has become a focal point for organization performance. It is in this department where by planning, recruitment, motivation, compensation and training need assessment is done (Prakashan and Kale-Ahmed, 2010).

The Department of Human Resource Management is responsible for recruiting proper personnel with relevant qualifications to fit the job. This helps organizations to recruit right people as qualified staffs are needed for effective and efficient quality of service delivery. A times organizations find difficulties in retaining labor force in the professional posts/vacancies as required. Most of the vacancies fall as a result of a labor turnover and demand for new labor force in relation to the need at that time, or making replacement for those who have retired, dismissed, transferred or resigned (Minja, 2011)

### *2.3.1.1 Types of employee turnover*

Although there are many causes for employee turnover in an organization, all of them have not negative impact on the well-functioning of an organization. Organizations should differentiate between voluntary and involuntary turnovers and take actions on the one that they have control. There are different types of employee turnover and they include;

- **Involuntary Turnover**

This refers to employee termination for poor job performance, absenteeism or violation of workplace policies. Involuntary turnover is a time referred to as termination, firing or discharge. It's involuntary because it isn't the employee's decision to leave the company. Layoffs could also be considered involuntary terminations, though layoff procedures usually are handled differently from termination. Some layoffs have certain federal and state provisions that aren't afforded to employees who are fired because of performance or policy violations (Mayhew and Demand, 2016).

- **Voluntary Turnover**

This occurs when an employee leaves the company of her own volition. Employees give a number of reasons for leaving their jobs and some of those reasons may include; they may be accepting employment with another company, relocating to a new area or dealing with a personal matter that makes it impossible to work. When an employee voluntarily terminates the employment relationship, she generally gives the employer verbal or written notice of intent to resign from her job (Mayhew and Demand, 2016).

Voluntary turnovers are further distinguished between functional and dysfunctional turnovers, (Taylor, 1998). Functional turnovers are the resignation of substandard performers and dysfunctional turnovers are refers to the exit of effective performers, (Loquercio, et al, 2006).

They also classified dysfunctional turnover, which is the most concern of management due to its negative impact on the organization's general performance, into avoidable turnover (caused by lower compensation, poor working condition, etc.) and unavoidable turnovers (like family moves, serious illness, death, etc.) over which the organization has little or no influence. Therefore, management should

give special attention to avoidable turnover over which it has control and improves the situation and then staffs retention (Yezina, 2014).

- Desirable and Undesirable Turnover

Turnover often has a negative connotation, yet turnover isn't always a negative event. For example, desirable turnover occurs an employee whose performance falls below the company's expectations is replaced by someone whose performance meets or exceeds expectations. It's desirable because poor job performance, absenteeism and tardiness are costly, so replacing a poor performer with an employee who does his job can improve the company's profitability. Desirable turnover also occurs when replacing employees infuses new talent and skills, which can give an organization a competitive advantage. Conversely, undesirable turnover means the company is losing employees whose performance, skills and qualifications are valuable resources (Mayhew and Demand, 2016).

### *2.3.1.2 Turnover Calculations*

The commonly used formula to calculate a basic turnover rate for any given period is described as shown below by the United Kingdom based Chartered Institute of Personnel & Development (CIPD, 2006). Labour Turnover equals

$$\frac{\text{Total number of leavers over a period} \times 100}{\text{Average number of employees employed over a period.}}$$

However, Loquercio, (2006) suggest that number of leavers should encompasses all leavers, including people who left due to dismissal, redundancy, or retirement, but it typically excludes those leaving at the end of fixed contract. The main purpose of excluding fixed term employees from the calculation is that it does not indicate the real problem of the organization. The above total figure includes all leavers, even people who leave voluntarily, dismissal, redundancy or retirement.

But this formula is not use for this paper because it deals with only voluntary turnover. Measuring employee retention rate and the costs of turnover to the organisation is vital in delivering a quality training case for thorough and effective recruitment and retention initiatives (Yezina, 2014).

Basic turnover calculations are relatively simple. If your company employs 100 employees and 15 employees are fired or quit, your turnover is 15 percent. Most organizations use more detailed calculations to determine what underlies turnover. Assume five employees leave in January, one employee leaves in May and four employees leave in November (Mayhew and Demand,2016). Your annual turnover rate is 10 percent, and your average monthly turnover is 8.3 percent. Employee turnover calculations may also factor in different types of turnover, such as involuntary and voluntary, or even more specific reasons why employees leave, such as poor performance, absenteeism or employees accepting new jobs elsewhere. Turnover calculations are helpful to determine hiring costs, training requirements or estimating staff time devoted to recruitment activities (Mayhew and Demand, 2016).

#### *2.3.1.3 Causes and Influencing Factors of Turnover*

Turnover basically arises from the unhappiness from job place for individual employee. But being unhappy in a job is not the only reason why people leave one company for another (Shamsuzzoha and Rezaul, 2007). If the skills that they possess are in demand, they may be lured away by higher pay, better benefits or better job growth potential. That's why it is important to know and recognize the difference between employees who leave the job because they are unhappy and those who leave for other reasons. There are number of factors that contribute to employee turnover. We explore some of these factors in more detail below (Shamsuzzoha and Rezaul, 2007).

##### ❖ The economy

In exit interviews, one of the most common reasons given for leaving the job is the availability of higher paying jobs. Some minimum wage workers reported for leaving one job to another that pays only 50 cents an hour more. Obviously, in a better economy the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews (Shamsuzzoha and Rezaul, 2007).

##### ❖ The characteristics of the job

Some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenges, danger, perceived importance and capacity to elicit a sense of accomplishment (Shamsuzzoha and Rezaul, 2007).

❖ Demographics

Some empirical studies have demonstrated that turnover is associated in particular situations with demographic and biographical characteristics of workers (Shamsuzzoha and Rezaul, 2007).

❖ The person

In addition to the factors listed above, there are also factors specific to the individual that can influence turnover rates. These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover (Shamsuzzoha and Rezaul, 2007).

❖ A bad match between the employee's skills and the job

Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit the job (Shamsuzzoha and Rezaul, 2007).

❖ Substandard equipment, tools or facilities

If working conditions are substandard or the workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the inconvenience for long time (Shamsuzzoha and Rezaul, 2007).

❖ Lack of opportunity for advancement or growth

If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position (Shamsuzzoha and Rezaul, 2007).

❖ Feelings of not being appreciated

Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while (Shamsuzzoha and Rezaul, 2007).

❖ Inadequate or lackluster supervision and training

Employees need guidance and direction. New employees may need extra help in learning an unfamiliar job. Similarly, the absence of a training program may cause workers to fall behind in their level of performance and feel that their abilities are lacking (Shamsuzzoha and Rezaul, 2007).

❖ Unequal or substandard wage structures

Inequity in pay structures or low pay is great causes of dissatisfaction and can drive some employees to quit. Again, a new worker may wonder why the person next to him is receiving a higher wage for what is perceived to be the same work (Shamsuzzoha and Rezaul, 2007).

#### *2.3.1.4 Effects of Employee Turnover*

Employee turnover is expensive from the view of the organisation. Voluntary quits which represents an exodus of human capital investment from organisations and the subsequent replacement process entails manifold costs to the organizations (Fair, 1992). These replacement costs include for example, search of the external labour market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit John (2000).

Addition to these replacement costs, output would be affected to some extend or output would be maintained at the cost of overtime payment. The reason so much attention has been paid to the issue of turnover is because turnover has some significant effects on organisations (DeMicco and Giridharan, 1987; Dyke and Strick, 1990; Cantrell and Saranakhsh, 1991; Denvir and McMahon, 1992).

Many researchers argue that high turnover rates might have negative effects on the profitability of organisations if not managed properly (Hogan, 1992; Wasmuth and Davis, 1993; Barrows, 1990).

Philips (1990) and Hogan (1992) in their studies noted that nearly twenty years ago the direct and indirect cost of a single line employee quitting was between \$ 1400 and \$4000. Turnover has many hidden or invisible costs and these invisible costs are result of incoming employees, co-workers closely associated with incoming employees, co-workers closely associated with departing employees and position being filled while vacant. And all these affect the profitability of the organisation.

On the other hand turnover affects on customer service and satisfaction, Kemal et al. (2002) and Catherine (2002) argued that turnover include other costs, such as lost productivity, lost sales, and management's time, estimate the turnover costs of an hourly employee to be \$3,000 to \$10,000 each. This clearly demonstrates that turnover affects the profitability of the organization and if it's not managed properly it would have the negative effect on the profit.

Research estimates indicate that hiring and training a replacement worker for a lost employee costs approximately 50 percent of the worker's annual salary but the costs do not stop there. Each time an employee leaves the firm, we presume that productivity drops due to the learning curve involved in understanding the job and the organization (Johnson et al, 2000).

Furthermore, the loss of intellectual capital adds to this cost, since not only do organizations lose the human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets Meaghan et al. (2002).

Therefore, if employee turnover is not managed properly it would affect the organization adversely in terms of personnel costs and in the long run it would affect its liquidity position. However, voluntary turnover incurs significant cost, both in terms of direct costs (replacement, recruitment and selection, temporary staff, management time), and also (and perhaps more significantly) in terms of indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, organisational memory) and the loss of social capital (Dess et al, 2001).

#### *2.3.1.5 Strategies to Minimize Employee Turnover*

Strategies on how to minimize employee turnover, confronted with problems of employee turnover, management has several policy options viz. changing (or improving existing) policies towards recruitment, selection, induction, training, job design and wage payment. Policy choice, however, must be appropriate to the precise diagnosis of the problem (Ongori, 2007).

Employee turnover attributable to poor selection procedures, for example, is unlikely to improve were the policy modification to focus exclusively on the induction process. Equally, employee turnover attributable to wage rates which

produce earnings that are not competitive with other firms in the local labour market is unlikely to decrease were the policy adjustment merely to enhance the organization's provision of on-the job training opportunities (Ongori, 2007).

Given that there is increase in direct and indirect costs of labour turnover, therefore, management are frequently exhorted to identify the reasons why people leave organization's so that appropriate action is taken by the management. Extensive research has shown that the following categories of human capital management factors provides a core set of measures that senior management can use to increase the effectiveness of their investment in people and improve overall corporate performance of business (Ongori, 2007).

Employee engagement, the organization's capacity to engage, retain, and optimize the value of its employees hinges on how well jobs are designed, how employees' time is used, and the commitment and support that is shown to employees by the management would motivate employees to stay in organization's (Ongori, 2007).

Knowledge accessibility, the extent of the organisation's "collaborativeness" and its capacity for making knowledge and ideas widely available to employees, would make employees to stay in the organisation. Sharing of information should be made at all levels of management. This accessibility of information would lead to strong performance from the employees and creating strong corporate culture Meaghan et al. (2002). Therefore; information accessibility would make employees feel that they are appreciated for their effort and chances of leaving the organisation are minimal.

Workforce optimization, the organisation's success in optimizing the performance of the employees by establishing essential processes for getting work done, providing good working conditions, establishing accountability and making good hiring choices would retain employees in their organisation. The importance of gaining better understanding of the factors related to recruitment, motivation and retention of employees is further underscored by rising personnel costs and high rates of employee turnover (Badawy, 1988; Basta and Johnson, 1989; Garden, 1989; Parden, 1981; Sherman, 1986).

Job involvement describes an individual's ego involvement with work and indicates the extent to which an individual identifies psychologically with his/her job (Kanungo, 1982). Involvement in terms of internalizing values about the goodness or the importance of work made employees not to quit their jobs and these

involvements are related to task characteristics. Workers who have a greater variety of tasks tend stay in the job. Task characteristics have been found to be potential determinants of turnover among employees (Couger, 1988; Couger and Kawasaki, 1980; Garden, 1989; Goldstein and Rockart, 1984).

These include the five core job characteristics identified by Hackman and Oldham (1975, 1980): skill variety, which refers to the opportunity to utilize a variety of valued skills and talents on the job; task identity, or the extent to which a job requires completion of a whole and identifiable piece of work - that is, doing a job from beginning

to end, with visible results; task significance, which reflects the extent to which the job has a substantial impact on the lives or work of other people, whether within or outside the organisation; job autonomy, or the extent to which the job provides freedom, independence, and discretion in scheduling work and determining procedures that the job provides; and job feedback, which refers to the extent to which the job provides information about the effectiveness of one's performance (Tor et al., 1997).

Involvement would influence job satisfaction and increase organizational commitment of the employees. Employees who are more involved in their jobs are more satisfied with their jobs and more committed to their organization (Blau and Boal, 1989; Brooke and Price, 1989; Brooke et al., 1988; Kanungo, 1982).

Job involvement has also been found to be negatively related to turnover intentions (Blat and Boal, 1989). Job satisfaction, career satisfaction, and organizational commitment reflect a positive attitude towards the organization, thus having a direct influence on employee turnover intentions.

Job satisfaction, job involvement and organisational commitment are considered to be related but distinguishable attitudes (Brooke and Price, 1989). Satisfaction represents an effective response to specific aspects of the job or career and denotes the pleasurable or positive emotional state resulting from an appraisal of one's job or career (Locke, 1976; Porter et al., 1974; Williams and Hazer, 1986).

Empowerment of employees could help to enhance the continuity of employees in organisations. Empowered employees where managers supervise more people than in a traditional hierarchy and delegate more decisions to their subordinates (Malone, 1997).

Superiors empowering subordinates by delegating responsibilities to them leads to subordinates who are more satisfied with their leaders and consider them to be fair and in turn to perform up to the superior's expectations (Keller and Dansereau, 1995). All these make employees to be committed to the organization and chances of quitting are minimal.

## **2.4 Theoretical Framework**

In many fields, theories and propositions about relationships have been formulated. In such fields, the researcher may be interested in ascertaining or testing a particular theory, Mugenda and Mugenda (2003). According to Tromp and Kombo (2006), a theoretical framework refers to collection of ideas that are related based on theories and principles that offer to explain the existence of phenomena as captured by the theories.

### **2.4.1 Theory of Motivation**

This study was grounded on the theory of motivation. Motivation is a measure of the extent to which people commit themselves to achieving goals. A study of literature, Costley & Todd (1987); Covey (1991: 70); Flippo (1976: 37); Wood (1994); Beckford, 1998; Mullins (1996) and Wye External Programme (1998) reveal that the most widely known motivation theories are Maslow's Hierarchy of Needs, Herzberg's Two-factor Theory and Vroom's Expectancy Theory. These theories have been divided into two categories as 'content' (Maslow's hierarchy of needs and Herzberg's Two-factor Theory) and 'process' theory (Vroom's Expectancy Theory).

Maslow and Herzberg, by explaining people's needs, set out to understand what people will and will not value as work rewards. Maslow suggested that needs progress in a series of steps. The first step is physiological. This is the need for food, drink, shelter, warmth, and relief from pain. The second step is safety and security which is the need to feel safe and secure. The social and affiliation needs which is the need for friendship, a sense of belonging and interaction with others. The fourth is esteem. This is the need for self-esteem and the regard of others

while the fourth need is self-actualization, the need to fulfill oneself by maximizing the use of one's abilities, knowledge, skills and potential.

Maslow maintained that people are motivated to satisfy needs in a predetermined and logical order. He assumed that when one set of needs is satisfied, it stops being a motivating factor and a higher need arises. The process goes on until the individual reaches the stage of self-actualization. Herzberg quoted in Mullins (1996) believed that there are two types of motivating factors, one type which results in increased job satisfaction (which he calls motivators) and the other type, which merely prevents dissatisfaction (which he calls hygiene factors).

In the context of the study, in order for the Local Government Authorities to motivate their employees and limit rate of turnover, they would have to create opportunities for achievement, recognition, responsibility, interesting work, and career advancement.

A major limitation of the content theories was that they tended to take a static analysis of needs. To deal with this shortcoming, a number of researchers began to investigate the thought processes of individuals, which act to influence their behavior.

## **2.5 Empirical Review**

Empirical literature review is a directed search of published works, including periodicals and books, that discusses theory and presents empirical results that are relevant to the topic at hand (Zikmund et al., 2010).

In United Kingdom staff turnover in 2004 remained constant at 16.1 percent compared to 2002 (Cactus Search LTD, June 2005). In Ireland it rose by 5 percent to 15.7. The proportion of UK survey participants experienced difficulties retaining their staff. It rose from 72 percent to 77 percent in 2003, (Cactus Search LTD, June 2005). The growing phenomenon of high staff turnover and associated vacancies have serious negative consequences. High staff turnover has been associated with a low morale, absenteeism and the phenomenon of "burnout" in which staff may stay on the job but without commitment to it (Pine & Maslock, 1978; Jacobson & Ackerman, 1990).

In the United States, the average total non-farm seasonally adjusted monthly turnover rate was 3.3% for the period from December 2000 to November 2008. However rates vary widely when compared over different periods of time or different job sectors. For example, during the period 2001-2006, the annual turnover rate for all industry sectors averaged 39.6% before seasonal adjustments, during the same period the Leisure and Hospitality sector experienced an average annual rate of 74.6%.(US Bureau of statistics-"Job Openings and Labor Turnover Survey " 2009:3).

Kevin et al (2008), in their study indicated that in the 21st century organizations were faced with continuous and rapid pace of change, volatile free market economic environments, rapidly changing technologies, global competition, workforce diversity and new organizational structures.

Organizations may differ in the priority they attach to the human resource component, in their efforts toward achieving high productivity and competitive advantage, yet they all recognize the value of a qualified, motivated, stable, and responsive team of employees (Olusegun, 2012).

Trueman (2010) stated that if organizations introduce, change and experience a resultant increase in turnover, it is important for them to be able to identify whether this change is typically avoidable or unavoidable in order to manage it effectively. Determining this will enable to manage better the tradeoff between attending to the competitive context on the one hand, and maintaining internal capability on the other.

Machethe (2011) stated that during the last decade, employee retention has become a serious and perplexing problem for all types of organization. Managing retention and keeping the turnover rate below target and industry norms is one of the most challenging issues facing businesses. Thus, employee turnover is a major organizational phenomenon. Labour turnover is important to organizations, individuals and society.

Martin and Roodt (2008) reported that organizational commitment has evolved as a wide range of types like engagement, attachment, commitment and involvement within a wide spectrum of work, job, career, profession, occupation, organization and union. Despite the lack of consensus on the various definitions, conceptualizations and measurements, a common theme is shared across all these

deviations, namely that organizational commitment is considered to be a bond or linkage of the individual to the organization. They further said that the growth in the commitment related concepts has not been accompanied by careful segment at terms of the intended meaning of each co themselves. The state of commitment is not only separated from its antecedent and consequential conditions and behaviours, but also from its related affective and conative components that are also present in other widely used constructs, such as job satisfaction and turnover intentions respectively.

Simon and Hinkin (2001) observe that organisational instability has been known to have a high degree of high turnover, and that employees are more likely to stay where there is a predictable work environment and vice versa.

Metcalf, et al (2005) observed that human resource managers and heads of department do not always have the skills needed to develop staff and apparently many heads of department did not see staff development as one of the responsibilities of their post.

Opportunities for training and development are among the most important reasons why employees stay especially young and enthusiastic ones. It is however instructive that Training must not be conducted for its own sake, but must be systematic and processual, hinged on effectively administered performance appraisals, identification of training needs, and establishment of a competence framework that addresses organizational goals (Ng'ethe, 2012).

According to Andrew, Bankole, and Olatunde (2000), lack of staff have lead to decline of staff quality which has lead to obsolete research facilities tertiary institutions.

Netswera (2005) stated that irrespective of salaries, some staff members would opt to work for particular institutions because of their perceived reputation and relevance of their graduates in the job market.

Employees who are creative, self-motivated and energetic require stimulating work opportunities, personal challenge, growth and a contributing stake in the organizational action. If workers find that their jobs no longer provide these necessities, they will decide they are no longer suitable and will leave for a job that will meet their new challenges (Kjerulf, 2007).

Management's role in governance of the institution is revealed to be a critical area of institutional performance. Most managers and supervisors think that they can keep good employees with money. Research suggests that 89% of managers truly believe it is largely about money. These managers put the responsibility for keeping key people squarely in the hands of their finance departments (Netswera, 2005).

The cause of brain drain is driven by such concerns as economic constraints, political turmoil or intolerance, as well as social and psychological pressures (Nunn, 2005).

Industrialized countries are attractive to many professionals from poorer countries because of promise of economic success or political sanctuary. In the face of skilled labor shortages, developed countries are devising subtle strategies to address the problem with commensurate injections of professionals from other parts of the world. Among countries that have put in place incentive policies that specifically target such professionals are Canada, Australia and the United Kingdom (Tremblay, 2005).

Thus in all Organization for Economic Co-operation and Development (OECD) countries, the proportion of skilled immigrants originating from low-income countries has increased, especially in North America, with a notable increase of highly-skilled immigration from Asian countries" (Docquier and Rapoport, 2005).

In Ghana, the vacancy rates for doctors increased from 43% to 47%, between 1998 and 2002, while the rates for registered nurses catapulted from 26% to 57% during the same period, mainly due to emigration (Walsh and Oshea, 2010).

Docquier and Rapoport (2005) indicated that African professional migrant at \$184,000 is probably closer to the loss that the continent makes per individual, taking into account the investment that went into their training and the spin-offs that that investment could have generated. In addition to directly contributing to socio-economic development, skilled labor injects other multiplier effects or externalities that are critical to the overall progress of their societies. These include paying taxes, the synergies that are derived from working with each other, providing significant complements to the productivity of low skilled workers particularly in the context of developing countries and attracting foreign direct investment.

In South Africa, the emigration of professionals is estimated to have cost the country about 8.4 billion rand in tax earnings between 1994 and 1997 (Tettey, 2006).

Olusegun (2012) indicated that motivation is the willingness to exert a persistent and high level of effort towards organisational goals, conditioned by the efforts' ability to satisfy some individual needs. The key elements in this definition are intensity of efforts, persistence, direction towards organisational goals and needs.

Aworemi (2011) stated that motivation is the result of the interaction between the individual and the situation. Certainly, individuals differ in the motivational drive, but an individual's motivation varies from situation to situation, from culture to culture.

Iguisi (2009) defined motivation as, the willingness to exert high levels of efforts to reach organisational goals, conditioned by effort's ability to satisfy some individual needs.

Tella (2007) stated that motivation and motivating both deals with the range of conscious human behaviour somewhere between two extremes: reflex actions such as a sneeze or flutter of the eyelids; and learned habits such as brushing one's teeth or handwriting style. Along with perception, personality, attitudes, and learning, motivation is a very important element of behaviour.

Tella (2007) further said that motivation interacts with and acts in conjunction with other cognitive processes. Motivating is the management process of influencing behaviour based on the knowledge of what make people tick.

Tettey (2006) pointed out that one needs to give serious consideration to the weighting of teaching, vis-à-vis research, in promotion, merit increment, and tenure decisions. Institutions should work towards a reasonable improvement in the working conditions (salary and non-salary) of staff, because this is likely to result in more than proportionate levels of job satisfaction. It is necessary to implement some system of differential rewards.

Bushe (2012) indicated that to survive the increasing global competition, expand and maintain its sustainability, companies and organisations requires a highly motivated workforce.

In various ways all these systems try to relate performance to pay, whether it is individually or through small or large groups. Labour turnover comes with enormous effects on organisations as it distorts the wage and salary systems put in place by managements. Employee turnover is expensive from the view of the organization and the subsequent replacement process entails manifold costs to the organisation (Curran, 2004).

Chang (2006) stated that certain professional jobs often take a year or more to fill; for example, a hospital that loses a Urologist may struggle for a longer period to get one due to the scarcity of these professionals.

Chang (2006) further asserts that the cost of labour turnover varies from industry to industry and from company to company. There are both positive and negative effects associated with high and low labour turnover. High labour turnover can potentially facilitate adjustment if firms that need to decrease or restructure their staffing can utilize attrition and layoffs to adjust, and if workers can profit from hiring and job opportunities to secure better job matches. Also, larger flows may bring more fragility, less security and more uncertainty to workers (Gimpelson and Lippoldt, 2001).

In this case there are substantial researches which were made with regard to factors influencing employee turnover in different companies or organizations globally, among them are;

Hewitt, et al., (2000) In their evaluation study “An independent evaluation of the quality of services and system performance of Minnesota:s Medical Home” identified several factors that are associated with high turnover. These include wages, organizational socialization and training practices, the length of time that a service setting has been in existence, the characteristics of the people served in the setting, supervisor tenure and the extent to which supervisors are viewed as treating staff fairly.

Roshidi (2014), in his study aimed at exploring the factors that influence turnover intention among existing Technical employees. Bhd as well as to identify the most significant factors influencing the turnover intention. Data was obtained and has been analyzed using Statistical Package for Social Sciences (SPSS) version 16. The regression analysis of organizational commitment, job characteristics, promotion opportunities, pay level and rewards, quality of work life and job

satisfaction on turnover intentions indicated negative and significant relationship. Only job stress was found having positive and significant relationship with turnover intention. Finding of this study also suggested that job stress is the most significant factor influencing turnover intention among technical employees.

Sattar and Shehzad (2014), in their study aimed at measuring the factors that cause the employee turnover by discussing variables such as work environment, career growth, compensation and job satisfaction. Being descriptive study, survey method was adopted for data collection to find out the factors. A sample of 150 private and public banks of Bahawalpur was selected for the survey. Data was analysed by using regression in SPSS software. The study found that independent variable work environment and job stress having large correlated with dependent variable employee turnover. While career growth and compensation had less influence on employees turnover.

Xiangping WU (2012), in his study carried out in Thailand aimed at investigating the factors influencing employee turnover intention. The quantitative research methods were used and the data collected by using questionnaire to respondents. The statistical program was use to analyses demographic factor. The findings indicated that job characteristic has direct effect to job satisfaction and organizational commitment, and there had both direct and indirect effect to employee turnover intention. The outcome of this study assisted the managers more deeply understand the factors influencing employee turnover intention, thus lead to more attention of the management on employee turnover. However, the results of this study also confirmed that job characteristic, job satisfaction and organizational can affect employee turnover intention in different degree.

Zachariah and Roopa (2012), in their study aimed at examining the reasons for employees leaving the Organization, staying back factors, their attitude towards work, work relationships and their prioritised basic expectations from the Organization. Based on the analysis of responses of 30 IT professionals carried out, it was found that there was no significant difference among these companies. However with respect to certain demographic factors considered like total experience, position and sponsored certification programs, it was found that there was significant difference between these companies. The outcome of the study was expected to help the HR Managers of these Organizations in minimising the

attrition rate by developing effective retention strategies specific to their Organization.

Ncedo (2013) in his study carried out in South African explored the factors contributing to turnover intention at a large clothing manufacturing company in Cape Town. This study employed the quantitative method of approach in the form of a self-administered, pen and paper questionnaire. The survey instrument was utilised to measure levels of job satisfaction, perceived job mobility and turnover intention. The study showed that there is a relationship between turnover intention, job satisfaction and job mobility and made further analyses in order to make it easy to understand. Therefore, the study noted that it was vital for managers to keep employees satisfied at work as this has proven to lead to higher levels of productivity, less absenteeism and high job satisfaction. If the employees are satisfied at work, this potentially creates good working environment, increase productivity and reduce the levels of turnover in the organisation.

Nienaber and Masibigiri (2012), in their study carried out in South Africa aimed that reporting on the factors perceived to influence the turnover intent of Generation X public servants. The problem was studied by way of a case study. The data were collected by means of semi-structured interviews. A total of eight purposively selected Generation X public servants participated in this study. The study findings showed that the factors influencing the turnover intent of the Generation X public servants corresponded to some of those proposed in the literature, including the nature of the job, traditional attitudes, and organisational context, both on the macro- and the micro-levels. Furthermore, these factors were also congruent with the drivers of engagement as set out in the literature, specifically content, coping, compensation, community and career. The implication of the findings of this study was that although the value of employees to organisations were established as long ago as the Renaissance, organisations still did not capitalise on their most important asset.

Kibet kitur (2015), in his study carried out in Kenya assessed the factors influencing employee turnover in NGO managed community development projects. The study adopted mixed methods research design composed of NGO employees and project managers. Questionnaires were used to collect quantitative data from the employees. Data from questionnaires was analyzed by both descriptive and inferential statistic with the help of SPSS. The study noted that key factors

influencing employee turnover include among others, project leadership, employee remuneration, motivational rewards and creation of a conducive working environment. Project leadership was found to significantly contribute to employee turnover. Employee remuneration was also significant in determining the extent of employee turnover. Handsome pay package motivate hence well motivated employees become to asset to an organization through increased performance. Finally, the study revealed that conditions upon which employee perform play crucial role in influencing their turnover.

Kuria and Ondigi (2014), in their study carried out in Kenya assessed the Causes of Labour Turnover in Three and Five Star-Rated Hotels. Simple random sampling method was used. The study found that Employee Attitude Survey revealed that, lack of balance between work and personal life was a major cause of job resignation while lack of staff involvement in decision making and creativity was (56%) respectively. Consequently, employees were familiar with job requirements and departmental mission statements.. Poor remunerations were cited with over 60% of the respondents dissatisfied. More so, was the undefined rewarding system where 46% of the respondents strongly disagreed. The study therefore recommended that, the management should improve the working condition for the employees as well as establishing training policies that equip employees with job requirements and expectations and, the need to establish a rewarding system that would motivate workers other than monetary remunerations is also recommended.

Wangiri (2015), in her study carried out in Kenya assessed the factors influencing employee turnover in private tertiary colleges. The study used a descriptive survey design. Data analysis was done using SPSS. Descriptive statistics was computed and data was presented using tables. The study findings indicated that organizational change influence employee turnover, staff training influenced employee turnover by 74.4%. Economic factors such as salary, allowances and any other sources of income, influenced employee turnover by 56.9%. Employee motivation influence employee turnover by 79.2%. The staff in tertiary colleges should be provided with good working conditions which will make the staff motivated and increase staff retention. The staff promotion should be fair, done at the stipulated time and everybody be given equal opportunity.

Joachim (2013), in her study carried out in Tanzania which assessed human resource practices on retention of health sector staff specifically at Bukoba District Council in Tanzania. This was both quantitative and qualitative case study. Data were collected from health sector department and involve staff from all cadres. Primary (questionnaires and interview) and secondary (documentary) methods of data collection were involved.

The findings showed that employee's retention in the organization was influenced by human resource practices. The elements of dependent variable employee's retention found to be affected by intermediate variables which are job satisfaction, career development opportunities, rewards, compensation, training and development opportunities and supervisor's support. The study recommended that, health staff retention should be implemented effectively so as to enable employees to stay with local government authorities particularly Bukoba District Council in order to improve performance.

Mbwana (2013), in his study carried out in Tanzania assessed the causes of employee turnover in the banking industry, the case being NBC headquarter. A convenience sample of 61 respondents through the distribution of questionnaires to employees of NBC followed by a personal interview with the top management was used. The findings of the study revealed that managerial controllable factors such as insufficient salary and benefits, limited opportunity for training and development, lack of promotions over time and lack of clarity in procedures for promotions contributed to employee turnover.

Susana (2011), in her study carried out in Tanzania, aimed at examining the factors that influence labour turnover in private organizations particularly in Commercial Bank of Africa. The study used various research instruments such as questionnaires, interviews, observation and reviewing documents to collect data. The findings of the study revealed that, since 2006 up to 2010, the problem of labour turnover still existed in that Bank. Also, the findings revealed that the voluntary labour turnover was higher than involuntary labour turnover in that organization, and the main problem was low wages or low salaries to the employees. The study noted that the problem of labour turnover had been costly at commercial Bank of Africa (CBA). This was particularly when they recruited and trained new employees for new jobs. This costed the organization, particularly in productivity and organization; they used a lot of money to fix that gap.

Barabona M (2013), in his study carried out in Tanzania aimed at finding out factors causing high staff turnover in non-governmental organizations. Respondents from sampled nongovernmental organizations at various levels were interviewed. Methodology used for data collection was interviews questionnaires and documentation.

The findings indicate that staff turnover in NGOs in Tanzania is over 40%. The high staff turnover rates not only affect replacement costs, but it negatively affects employee morale and productivity. The findings reveal poor policies and structures; a decrease in motivation, commitment, quality and quantity of work output, tense work relations and lack of communication. The study recommended that NGOs must have clear policies and procedures which are communicated to all staff and clear understanding of organizations mission, vision, strategies, and clear job descriptions. Also knowing available financial and non-financial packages promotes attachment to the organization and retains staff. The issues of managers playing a leadership role and allowing feedbacks from stakeholders are also important for effective staff retention.

Minja (2011) in this study carried out in Tanzania, it aimed at looking at the increasing rate of employees' turnover in private sector organization in the country. The study employed both primary and secondary data methods so as to achieve this objective. The study findings showed that managerial controllable factors such as Low salary or inadequate compensation package, unequal treatment of workers, lack of employee involvement in decision making, lack of promotion and recognition, job stress and poor working environment contributed to employee turnover in private sector organization. The general implication drawn from the findings was that there was no formal retention strategy at the chamber. This called for the new initiative by the chamber to come up with good retention strategy and redesign HRM policies that would achieve positive behavioral, performance and financial outcomes.

Magalla (2011), in his study carried out in Tanzania aimed at investigating the factors leading to voluntary labour turnover. The study used the case study design. The sample size was seventy five (75) respondents. Statistical Package for Social Sciences (SPSS) was used to analyze the collected data. Descriptive statistics summarized the information from the collected data. The study findings showed that poor working conditions/environments was the most applauded factor leading

to voluntary labour turnover in the Council especially for those employees living in rural areas. The findings also showed that the most revealed effect of voluntary labour turnover was increasing workload to few employees remaining on the job; hence the failure to meet the intended goals and objectives. The study findings further revealed that there were no any efforts done by the council to curb voluntary labour turnover problem.

## **2.6 Research Gap**

There were a number of gaps left by different reviewed theoretical and empirical literature ranging from geographical, methodologies used, time as well as the nature of organization studied. Shukla and Sinha (2013) conducted a study on employee turnover in local banking sector of India. Despite the relevance of the study, the study were conducted in India where geographical attributes, political inclination and socio- cultural values differs from Tanzania. The structural model generated by some researcher (Aladwan, et al., 2013) cannot apply to other cultural settings; it will be applied only to specific group of participants that is Jordanism. Despite the fact that, many studies were conducted to explore factors influences employees' job satisfaction and turnover intention in different sectors of the economy, most of them were carried out in other countries. Few studies were carried out to investigate the factors influencing job satisfaction and turnover intention in African countries including Tanzania. This study aimed to fill gaps left by the previous researches specifically in assessing the factors influencing employees' turnover intention in LGAs of Tanzania.

## **2.7 Conceptual Framework**

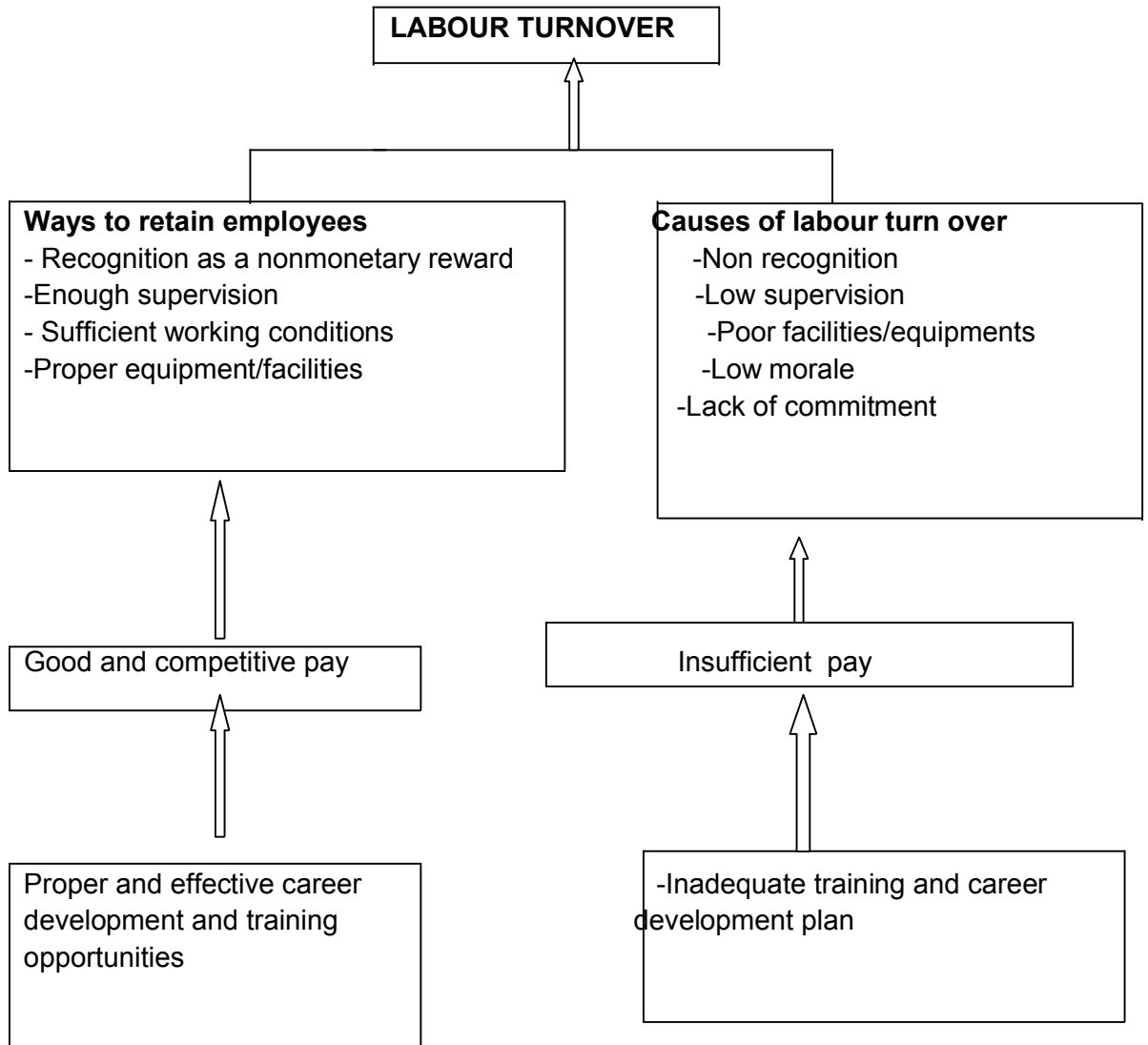
According to the framework the independent variable for this study was Job satisfaction. Job satisfaction is the attitudes and feelings people have about their work (Armstrong, 2006). In order to understand the factors which lead to the problem of labour turnover in the LGAs, a conceptual framework presented in the figure below has been developed. In the case of this study of Dodoma Municipality, labour turnover stands as the dependent variable in which the research will base on the factors that will be the cause of labour turnovers in the LGAs. These factors such as the working conditions, salary payments, training opportunities/career development of staff, recognition, as well as many other factors that may lead to the labour turnover in the LGAs will play the role as independent variables. This means that the rate of labour turnover will depend on the occurrence of the independent variables.

It is hypothesized that when there is sufficient working environment and facilities with high employee morale and staff commitment, adequate training and career development to staff and recognition, an organization is likely to increase work performance in effective way. On the other hand, inadequate wage levels can lead to employees moving to competitors. Poor morale and low level of motivation within the workforce, recruiting and selecting the wrong employees, poor supervision, insufficient facilities, and inadequate training will result to poor individual work performance as well as to the organization as a whole.

With poor performance therefore it leads to management delays in decision making and increase in customer complaints. All these can be addressed and lead to proper employee retention. The management should make sure that the most valuable employees that a business has are usually the ones that have been there the longest. This is because they have accumulated vast amount of human capital that is specific to that business. This would include knowledge and skills which are directly relevant to the business. This makes it imperative that the business can retain these employees and reduce employee's turnover from this group through providing the following:

- Proper training for staff where every staff should get the right skill for the right job. Training goes together with introducing new skills to the staff so that they increase ability to manage challenges like technological and economic changes.
- Motivation to staff, it is suggested that interesting work and review of rate of pay to make sure that it is competitive, can be considered to be higher employee motivation. Also carefully designed reward systems that include job enlargement, job enrichment, promotions and growth in the organization, internal and external stipends, monetary, and non-monetary compensation like feeling of being in one thing, sympathetic help with personal problems and full appreciation of work done should be considered.
- Good and furnished working place including supportive environment for work and provision of proper facilities and working equipments to employee.

**Figure 2.1: Conceptual Framework for Labour Turnover**



*Source: Adopted and modified by the author (2016)*

## **2.8 Chapter Summary**

Generally this chapter provided a review of literature which is directly related to factors influencing employee labour turnover. The main purpose was to make the study comprehensive thus being able to achieve the intended objectives. A review of theories was made. Empirical literature review also to a large extent was considered as a means of comparing the findings from different authors as well as the justifications of information obtained.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Chapter Overview**

This chapter deals with the research methodology, which represents how the study was conducted, the choice and reasons for choosing the research setting, data collection methods and procedures that were used in conducting the study. Other issues covered, include accessibility of the primary data and how they were selected. The issue of validity and reliability is highly considered in relation to the data collected.

#### **3.2 Study Design**

Research design enables the researcher to make an intensive study on one inside at a time and those in turn results into a collection of valid and reliable data. A research design is basically a chosen plan for achieving a particular study or research and it gives details on the type of data to be collected and the techniques that will be used in data collection. In other words, it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 1990).

Basically, there are different types of research designs and the application of each of which is determined by the type and size of the problem being investigated. With regard to the nature of study to be undertaken, a case study case design is to be adopted due to the fact it is less expensive compared to other methods and that it offers an in-depth and breadth analysis of variables to be studied (Ibid: 140). It is also a flexible method in which various data collection methods such as interviews, questionnaires and documentation are to be used in collecting data.

#### **3.3 Study Area**

Study area, is a place where the study is going to be conducted (Glesne, 2006). In this study Dodoma Municipality was used as the study area due to fact that, it is one of the of the municipalities that needed an assessment of factors contributing to employees turnover to be done so that an analysis could be made on how efficiently and effectively it is in its retention of employees, motivating them and avoiding extreme levels of employee turnover hence it would be easy to access data.

The study area was also selected because it was within the researchers' reach as the amount of funds allocated for the study was limited. Due to budget constraints, the researcher was thus, obliged to select only the employees who are in the management team and the operational employees

Dodoma Municipal is traced back to 1973 when it was declared the National Capital under Presidential decree No. 320 of 1973. Since then, series of successful events have followed. In 1980 Dodoma Municipality was established. In 1995 the Government shifted Parliamentary activities to Dodoma and has recently declared the town to be a centre of education.

Dodoma Municipality is located in the middle of the Country. It is boarded by Chamwino district in the East and Bahi district in the West. It lies between Latitudes 6.000 and 6.300 South, and Longitude 35.300 and 36.020 East. It is 456 kms to Dar es Salaam and 426 kms to Arusha.

The Municipality covers an area of 2,769 square kms. It is characterized with both Urban and rural qualities. It stands on broad upland plateau with an altitude ranging between 900-1000 meters above sea level, with beautiful stony hills such as Image, Isanga, Mkalama and Mlimwa. It experiences a long draught and short rainfall seasons. Due to unreliable rainfall, the area has scanty vegetation such as shrubs, grasses as well as conspicuous baobab and acacias trees.

Dodoma Municipality is administratively divided into one parliamentary constituency, 4 divisions, 41 wards, 18 villages, 170 mitaa and 89 hamlets. While the original inhabitants of the Municipal are believed to be the Wagogo and Warangi there are now a quite good number of mixed tribes from neighboring regions; this is due to trade and cultural relationships in the area.

According to the population and housing census of 2012, Dodoma District had 410,956 people of which male are 196,487 and females 211,469 with the households' size growth of 4.4. The number of households is 93,339. Growth rate is 2.7%. Population projection for the year 2016 is 457,825 where by male are 222,238 and female 235,587.

About 75% of people's income in the Municipality is from Agriculture and Animal husbandry. 25% of the population is engaged in petty businesses such as retail shops, carpentry and food venders. Other activities include small and medium

industries, consultancy and construction work. Main industrial products are wine, mattresses, furniture and mineral water. Others include honey, wax and herbs from the forests. Per capita income is estimated to be Tshs 407,486.

### **3.4 Population and Sampling**

#### ***3.4.1 Target Population***

The target population of this study included employees from all departments in local government authorities in Tanzania and Dodoma municipal council employees were used in particular. The Dodoma municipality employees were selected because they have the knowledge on the factors contributing to employees' turnover.

Respondents of the study included various staffs from Dodoma Municipality. And these were human resources department and other heads of the department which were Administration, finance, Land, Natural Resources and environment, Health, Primary Education, Secondary education, Community Development, Agriculture, Livestock and Cooperatives, Rural Water resources, Works and Planning. These departments were included as they were involved in the human resources activities.

#### ***3.4.2 Accessibility of the Target Population***

According Glesne (2006), access is a process, which refers to acquisition of consent to go where you want, observe what you want, talk to whomever you want, obtain and read whatever document you require and do all the mentioned for the period of time allowed to satisfy your research purpose. Therefore this was achieved after getting ethical approval from respective ethical committee of St. John University of Tanzania. Since the study was conducted at Dodoma municipality and the researcher works at Presidents Office Regional Authorities and Local Governments so it was easy to reach the respondents.

#### ***3.4.3 Sample size Estimation***

The sample size was calculated using a one sample population proportion formula. Assuming the proportion of employees who are aware of the factors contributing to employees' turnover was 50%, adding non-response rate of 10%, the required sample was calculated using the following formula.

According to human resource semi-annual report of 2016/17, Dodoma municipality has a total number of roughly 5000 employees. Hence from this population the following formula below, as described by Yamane (1967) as cited by Rwegoshora (2006), was used to estimate the sample size. Precision level will base on 1-10%.

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

Where by n = Sample size,  
 N= Total population  
 x = Precision  
 1= constant  
 x = Level of confidence interval i.e. 5%

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

N = 5000

x=10%

$$n = \frac{5000}{1 + 5000(0.1)^2}$$

n = 98.03921569 approximately 100

**n = 100**

Based on proportional allocation, 90 employees were permanently employed, 10 employees were temporarily employed. Finally simple random sampling which is the most basic probability sampling method (Polit and Beck,2008) was used to select these 100 employees who are temporarily and permanently employed at Dodoma municipality.

**3.4.4 Sampling Procedure**

In this study purposive and convenience sampling methods were used whereby a group of employees were selected and they included employees from all levels of management of Dodoma municipality (Lawrence and Grace, 2012). The selected employees represent the characteristics of the factors contributing to employees' turnover.

**Table 3.1: Sample size of Respondents**

<b>Respondents' category</b>	<b>Number of respondents</b>
Temporary employee	10
Permanent employee	90
<b>Total</b>	<b>100</b>

*Source: Researcher, (2016)*

The reasons behind these distributions were based on their knowledge and experience of the entire staffs the factors contributing to employees' turnover at Dodoma municipality.

### **3.5 Method of Data Collection**

#### **3.5.1 Questionnaires**

Gault, (1907) defines a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Although they are often designed for statistical analysis of the responses, this is not always the case. This method was used to obtain data in this study. A questionnaire is a cheap way to collect data from a potentially large number of respondents. Ninety questionnaires were administered to permanently employed staffs and ten to temporary employed staffs due to fact that they have the information about the factors influencing employee turnover hence providing the necessary information on the causes of employee turnover, its impact, and different measures to avoid extreme turnover. Both open ended and closed ended questionnaire were used, but to a large extent the open ended were preferred in order to provide opportunity to the respondents to answer the questions independently. The reason behind this distribution was based on the knowledge about the different factors influencing employee turnover and the ramifications if no measures were taken to cub the challenges. Pre-testing was conducted in order to ensure that questionnaires are in line with objectives of the study.

The questionnaires were designed to be able to answer the research questions. The survey was conducted during morning and afternoons which is assumed that the response rate would be highest. To prevent misunderstandings the researcher informed the participants about the purpose of the survey. Some of the survey questions existed as category questions and others numeric rating questions.

The Likert scale was constructed in a way that number 1-5 (Likert, 1932)

1- Strongly agree

2- Agree

3- Normal

4- Disagree

5- Strongly disagree

This was used in order to make the participants to take a stand regarding the questions asked. Berry et al (1985), model was used in order to incorporate the concept of customer satisfaction in to the questionnaire.

### **3.6 Types and Sources of Data**

#### **3.6.1 Primary Data**

The rationale of using primary data was that data is collected for the particular project at hand. This means that they are more consistent with the research questions and research objectives. It could be a bit difficult to learn about opinions and behaviour without asking questions directly to people involved (Perez and Knell, 2005). Primary data was collected by using questionnaires. Detailed information about the factors influencing employee turnover in the private sector was obtained through the use of primary data source.

#### **3.6.2 Secondary Data**

Secondary data is the data that have been already collected by and readily available from other sources. Such data are cheaper and more quickly obtainable than the primary data and also may be available when primary data cannot be obtained at all, Management study guide (MSG, 2016).

Secondary data were gathered by researcher from both from published and unpublished documents. It was useful to use the publications from respective websites of reputable organization such and researches conducted on the impact of customer service on customer satisfaction. Furthermore search engines such as Google scholar were employed as a means of accessing information related with the impact of customer service on customer satisfaction. The rationale to use this type of data was that they were available with ease, rapidly and economically. Secondary data though old may be the only possible source of the desired data on the subjects, which cannot have primary data at all.

### **3.7 Data Processing and Analysis**

Data processing is concerned with editing, coding, classifying, tabulating and charting and diagramming research data. The essence of data processing in research is data reduction. Data reduction involves winnowing out the irrelevant from the relevant data and establishing order from chaos and giving shape to a mass of data (Abey, 2016).

Data analysis was preceded by data coding. Coding prepares data for easy entry and analysis. Each question was coded to obtain variables with the corresponding values. After coding, data was entered into SPSS software for analysis. Statistical data was interpreted and inferences drawn. Counting of frequencies and computation of percentages was performed to enable analysis and interpretation of the findings. The purpose of data analysis was to ultimately assimilate evidence to provide answers to the research questions. Both qualitative and quantitative analysis were carried out whereby the qualitative methods were used to analyze the in depth interviews. Descriptive statistics such as frequencies and percentages determined and the information was presented in form of tables, charts and graphs.

### **3.8 Ethical Issues**

Consideration of ethics and values in research reminded the researcher of the responsibility for acknowledging, keeping the public informed and protecting the privacy and welfare of human subjects (Mason and Bramble, 1997). In this light, anyone who entered into research activities needed to adhere to ethical obligations. This study involved the use of primary data collected from the distributed questionnaires and respondents were required to fill them. The information that was provided was used solely for research purposes and was not passed on to any other person or organisation. Their confidentiality was protected in that the research questionnaires and respondents were not required to write their names and questionnaires were identified by alphabetic letters. The Dodoma municipality administration was told when and where they would have access to a summary of the findings of the research. This was given to the management.

### **3.9 Reliability and Validity**

Reliability and validity are the two most important quality control variable in research design. Therefore, it was very important that the researcher ensured that the research results are reliable and valid. Validity and reliability are the two factors which any qualitative researcher should think about while designing a study,

analysing results and judging the quality of study.

### **3.9.1 Reliability**

According to Joppe (2000), reliability refers to the extent to which results are consistent over time and an accurate representation of the total population under study and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. The issue of reliability was considered in the study by using various methods such as structuring various questions that were aligned to the research objectives, which ensured the reliability of the data collected. Finally the researcher worked closely with his research supervisor to assess the research instruments before they were dispersed to be used in collecting data.

### **3.9.2 Validity**

The traditional criteria for validity find their roots in a positivist tradition, and to an extent, positivism has been defined by a systematic theory of validity. Within the positivist terminology, validity resided amongst, and was the result and culmination of other empirical conceptions: universal laws, evidence, objectivity, truth, actuality, deduction, reason, fact and mathematical data to name just a few (Winter, 2000).

Validity refers to the degree to which the study accurately corresponds with the specific concept the researcher is attempting to measure. Validity is a measure of accuracy on whether the instruments of measurement are actually measuring what they were intended to measure (Fidell and Tabachnick, 2007).

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bulls eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

The validity of data collection tools was guaranteed regarding comments from supervisor, administration of tools by the researcher himself and testing of some tool before the actual data collection.

### **3.10 Limitations of the Study**

#### **3.10.1 Time Constraints**

Time set for accomplishment of the research was probably not enough for the researcher to obtain all the relevant information required. Being at working place, this consumed a lot of time for researcher to undertake his study. Despite such constraints, the researcher was able to prepare a timetable so that all activities carried out in this study are completed on time.

#### **3.10.2 Data Collection Difficulties**

The researcher faced some difficulties in collecting data, since some respondents were unwilling to participate in the study. The researcher gave assurance to the respondents that the data provided will be privately handled and will not be disclosed for any illegal purpose.

### **3.11 Chapter Summary**

This chapter discusses the design of the study, types and sources of data, data collection methods, validity issues, data analysis methods. Purposely it provides a picture on the ways the research has been constructed and conducted in order to achieve the desired objectives.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Chapter Overview

This chapter provides a detailed analysis of collected data from field work. The chapter includes the demographic profile of respondents. Furthermore in depth discussion was made purposely to correlate the obtained data from different respondents. The discussion of the finding based on the specific objectives namely; to establish how organizational change influence employee turnover at Dodoma municipality, to determine how staff training influence employee turnover at Dodoma municipality, to establish how economic factors influence employee turnover at Dodoma municipality and lastly to examine how staff motivation influence employee turnover at Dodoma municipality. This chapter also presents the discussion where the study findings are linked to different studies carried out. Finally the chapter summary is provided.

#### 4.2 Response Rate

The study targeted the employees of Dodoma Municipality. This was because the employees from all departments are well conversant with the subject matter of the study. Out of all the distributed 100 questionnaires to the employees from all departments, 90(90%) of the total number of respondents returned their questionnaires. 10 (10%) of the total number of respondents never returned their questionnaires.

**Table 4.1: Response Rate**

<b>Response rate</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Returned questionnaires	90	90%
Unreturned questionnaires	10	10%
<b>Total</b>	<b>100</b>	<b>100</b>

*Source: Research findings, (2016)*

#### 4.3 Demographic Characteristics of the Study Population

The study considers the importance of analyzing the characteristics of a study population as it helps in data interpretation. The sample for this study was drawn from eleven departments of Dodoma Municipality. The respondents were asked about their age, sex, education and department, as these variables were deemed important in interpretation of the data.

#### **4.3.1 Gender Composition of the Respondents**

The gender of respondents was established. This aimed at knowing how males and females worked at all the departments at Dodoma municipality. The study targeted both male and female respondents which gave a variety of findings that were not biased making it gender sensitive.

**Table 4.2: Gender composition of the Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	48	53.3
Female	42	46.7
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

#### **Interpretation**

The findings of the study indicate that 48(53.3%) of the total number of respondents were male. 42(46.7%) of the total number of respondents were female. Generally the findings of the study clearly indicated that there were more male employees compared to the female employees at Dodoma Municipality. Further findings by the study revealed that the difference in percentage arose due to the fact that there were more male employees in all departments at Dodoma Municipality.

#### **4.3.2 Age Composition of Respondents**

The age composition of the study respondents was also an important factor in the assessing the factors contributing to employees' turnover in local government authorities in Tanzania. This was so because different age groups were assumed to understand the study variables differently yet considered vital to the study. According to the study findings the respondents views were as in table below.

**Table 4.3: Age composition of the respondents**

<b>Age range</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Below 30	4	4.4
31- 40	60	66.7
41- 50	21	23.3
51- 60	5	5.6
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

### **Interpretation**

From the findings it can be noted that 4(4.4%) of the total number of respondents were aged 30 years and below. 60(66.7%) of the total number of respondents were aged between 31 to 40 years. 21(23.3%) of the total number of respondents were aged 41 to 50 years. 5(5.6%) of the total number of respondents were aged between 51 to 60 years.

Generally the findings of the study indicated that most respondents were aged between 31 to 50 years implying that most employees of Dodoma municipality were in their middle age and hence able to deliver their duties well. This also implies that these age groups were likely to understand better the factors contributing to employees' turnover in Dodoma municipality. So they were in position to provide to the required information.

#### **4.3.3 Marital Status of the Respondents**

The marital status of the respondents was also covered and analyzed to assess their views in relation to the study variables of the factors contributing to employees' turnover in Dodoma municipality as shown below.

**Table 4.4: Marital status of the respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Married	62	68.9
Single	25	27.8
Divorced	2	2.2
Widowed	1	1.1
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

### **Interpretation**

The findings of the study indicated that 62(68.9%) of the total number of respondents were married. 25(27.8%) of the total number of respondents were single. 2(2.2%) of the total number of respondents were divorced and lastly 1(1.1%) of the total number of respondents were widowed. Generally the findings of the study established that majority of the respondents were married.

#### **4.3.4 Level of Education of Respondents**

Here the study looked at the level of education of the respondents from all departments. In order to get information from all respondents, the level of education was grouped into tertiary, University levels of education. Other levels of education such as professional courses like CPA were all taken into account during the study.

**Table 4.5: Highest level of education of the respondents**

<b>Level of education</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Certificate	4	4.4
Diploma	10	11.1
Degree	46	51.1
Master	25	27.8
Others: CPA, ACCA	5	5.6
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

#### **Interpretation**

The findings show that 4(4.4%) of the total number of respondents were certificate holders. 10(11.1%) of the total number of respondents were diploma holders. 46(51.1%) of the total number of respondents were degree holders. 25(27.8%) of the total number of respondents were masters holders. 5(5.6%) of the total number of respondents had other qualifications that included CPA, CPB, CIFA, ACCA just to mention a few.

Generally from the findings of the study it can be noted that Dodoma municipality had a well qualified labour force that could fully identify the different factors contributing to employees' turnover. This also implies that the information obtained for the study was from well qualified personals and who could understand factors contributing to employee turnover at Dodoma municipality.

#### **4.4 Whether Staffs are Adequate at Dodoma Municipality**

Here the study was interested in finding out if Dodoma municipality had an adequate number of employees.

**Table 4.6: Whether staffs are adequate at Dodoma municipality**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	85	94.4
No	5	5.6
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

### **Interpretation**

The findings of the study show that 85(94.4%) of the total number of respondents acknowledged that Dodoma municipality had adequate employees. 5(5.6%) of the total number of respondents did not acknowledge that Dodoma municipality had adequate number of employees. Generally the findings of the study indicated that Dodoma municipality had enough employees to deliver services in the entire municipality.

### **4.5 Influence of Organizational Change on Employee Turnover at Dodoma Municipality**

Here the study looked at some of the organizational change issues influencing employee turnover at Dodoma municipality.

#### **4.5.1 Influence of Organizational Change on Employee Turnover**

Here the study was interested in finding out the influence of organizational change on employee turnover in Dodoma municipality

**Table 4.7: Influence of organizational change on employee turnover at Dodoma municipality**

Response	Strongly agree	Agree	Normal	Disagree	Strongly disagree	Total
Dodoma municipality has active departments	52(57.8%)	30(33.3%)	8(8.9%)	0	0	90(100%)
Whether satisfied with workload	25(27.8%)	54(60%)	11(12.2%)	0	0	90(100%)
Staff always meet set targets	20(22.2%)	49(54.4%)	18(20%)	3(3.3%)	0	90(100%)
Satisfied with current supervisors	43(47.8%)	38(42.2%)	6(6.7%)	3(3.3%)	0	90(100%)
The overall organisational structure is excellent	28(31.1%)	35(38.9%)	21(23.3%)	4(4.4%)	2(2.2%)	90(100%)
Satisfied with job security	17(18.9%)	19(21.1%)	31(34.4%)	23(25.6)	0	90(100%)
Staff are likely to resign from Dodoma municipality any time	28(31.1%)	21(23.3%)	25(27.8%)	1(1.1%)	15(16.7%)	90(100%)

*Source: Research findings, (2016)*

## **Interpretation**

### *4.5.1.1 Dodoma Municipality has Active Departments*

The findings of the study show that 52(57.8%) of the total number of respondents strongly agreed that Dodoma municipality had active departments. 30(33.3%) of the total number of respondents agreed that Dodoma municipality had active departments. 8(8.9%) of the total number of respondents found the activeness of the departments of Dodoma municipality normal. There were no respondents who disagreed or strongly disagreed that Dodoma municipality has active departments.

### *4.5.1.2 Whether Satisfied with Workload*

The findings of the study show that 25(27.8%) of the total number of respondents strongly agreed that they were satisfied with the workload at Dodoma municipality. 54(60%) of the total number of respondents agreed that they were satisfied with the workload at Dodoma municipality. 11(12.2%) of the total number of respondents found the workload at Dodoma municipality normal. There were no respondents who disagreed or strongly disagreed that they were satisfied with the workload at Dodoma municipality.

#### *4.5.1.3 Staffs Always Meet Set Targets at Dodoma Municipality*

The findings of the study indicate that 20(22.2%) of the total number of respondents strongly agreed that staffs always meet set targets at Dodoma municipality. 49(54.4%) of the total number of respondents agreed that that staffs always meet set targets at Dodoma municipality. 18(20%) of the total number of respondents found it normal that staffs always meet set targets at Dodoma municipality. 3(3.3%) of the total number of respondents disagreed that staffs always meet set targets at Dodoma municipality. There were no respondents who strongly disagreed that staffs always meet set targets at Dodoma municipality.

#### *4.5.1.4 Satisfied with Current Supervisors*

The findings of the study indicated that 43(47.8%) of the total number of respondents strongly agreed that they were satisfied with the current supervisors at Dodoma municipality. 38(42.2%) of the total number of respondents agreed that they were satisfied with the current supervisors at Dodoma municipality. 6(6.7%) of the total number of respondents found the current supervisors at Dodoma municipality normal. 3(3.3%) of the total number of respondents disagreed that they were satisfied with the current supervisors at Dodoma municipality. There were no respondents who strongly disagreed that they were satisfied with the current supervisors.

#### *4.5.1.5 The Overall Organizational Structure is Excellent at Dodoma Municipality*

The findings of the study show that 28(31.1%) of the total number of respondents strongly agreed that the overall organizational structure is excellent at Dodoma municipality. 35(38.9%) of the total number of respondents agreed that the overall organizational structure is excellent at Dodoma municipality. 21(23.3%) of the total number of respondents found the overall organizational structure is excellent at Dodoma municipality normal. 2(2.2%) of the total number of respondents strongly disagreed that the overall organizational structure is excellent at Dodoma municipality. 4(4.4%) of the total number of respondents disagreed that the overall organizational structure is excellent at Dodoma municipality.

#### *4.5.1.6 Satisfied with Job Security*

The findings of the study indicate that 17(18.9%) of the total number of respondents strongly agreed that they were satisfied with job security at Dodoma security. 19(21.1%) of the total number of respondents agreed that they were satisfied with job security at Dodoma security. 31(34.4%) of the total number of respondents

neither agreed or disagreed that they were satisfied with job security at Dodoma security. 23(25.6%) of the total number of respondents strongly disagreed that they were satisfied with job security at Dodoma security. There were no respondents that strongly disagreed that they were satisfied with job security at Dodoma security.

#### *4.5.1.7 Staffs are Likely to Resign From Dodoma Municipality Anytime.*

The findings of the study show that 28(31.1%) of the total number of respondents strongly agreed that staffs are likely to resign from Dodoma municipality any time. 21(23.3%) of the total number of respondents agreed that staffs are likely to resign from Dodoma municipality any time. 25(27.8%) of the total number of respondents neither agreed or disagreed that staffs are likely to resign from Dodoma municipality any time.

1(1.1%) of the total number of respondents disagreed that staffs are likely to resign from Dodoma municipality any time. 15(16.7%) of the total number of respondents strongly disagreed that staffs are likely to resign from Dodoma municipality any time.

Generally the findings of the study on the influence of organizational change on employee turnover indicated that; Dodoma municipality had active departments, most respondents agreed and others strongly agreed that they were satisfied with the workload, most respondents agreed and others strongly agreed that staff always meet set targets, most respondents agreed and others strongly agreed that they were satisfied with the current supervisors, most respondents agreed and others strongly agreed that the overall organizational structure is excellent, most respondents strongly agreed, agreed and others neither agreed no disagreed that that they were satisfied with job security, majority of respondents strongly agreed and others agreed that staffs are likely to resign.

#### ***4.5.2 Effect Of Organizational Structure on Employees Turnover at Dodoma Municipality***

Here the study was interested in finding the effect of organizational structural changes on employees turnover at Dodoma municipality.

**Table 4.8: Effect of organizational structure on employees turnover at Dodoma municipality**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Put right roles on specific departments	8	8.9
Enable staffs handle manageable workload	19	21.1
Enable targets to be set	48	53.3
Enable supervision to be done smoothly	7	7.8
Good organizational structure ensure job security	8	8.9
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

### **Interpretation**

The findings of the study show that 8(8.9%) of the total number of respondents acknowledged that Dodoma municipality put right roles and responsibilities on specific departments. 19(21.1%) of the total number of respondents acknowledged that Dodoma municipality enabled staffs handle manageable workload. 48(53.3%) of the total number of respondents acknowledged that Dodoma municipality enabled targets to be set. 7(7.8%) of the total number of respondents acknowledged that Dodoma municipality enabled supervision to be done smoothly. 8(8.9%) of the total number of respondents acknowledged that good organizational structure ensured job security at Dodoma municipality.

Generally the findings of the study indicated that most respondents acknowledged that enabling targets to be set and enabling staffs handle manageable workload were the effects of organisational structure on employees turnover at Dodoma municipality.

### **4.6 Influence of Staff Training Influence Employee Turnover at Dodoma Municipality**

Here the study sought to determine the influence of staff training on employee turnover at Dodoma municipality.

#### **4.6.1 Number of Years of Serving as Dodoma Municipality Employee**

Here the study wanted to find out the work experience of respondents and the employees were asked to state the number of years they have spent working at Dodoma Municipality.

**Table 4.9: Number of years of serving as Dodoma municipality employee**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than a year	3	3.3
1- 3 years	15	16.7
4- 6 years	32	35.6
7- 9 years	29	32.2
10 and more years	11	12.2
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

#### **Interpretation**

The findings of the study indicate that 3(3.3%) of the total number of respondents had worked at Dodoma municipality for less than a year. 15(16.7%) had served Dodoma municipality for a period of between 1 to 3 years. 32(35.6%) of the total number of respondents had served Dodoma municipality for a period of 4 to 6 years. 29(32.2%) of the total number of respondents had served Dodoma municipality for a period of between 7 to 9 years. 11(12.2%) of the total number of respondents had served Dodoma municipality for a period of more than 10 years.

Generally the study findings showed that there was a good combination of experienced and less experienced employees at Dodoma Municipality. The biggest number of respondents was mid experienced employees who had worked for Dodoma Municipality between three and ten years. Dodoma Municipality had a big base of experienced employees and the Municipality had some form of succession planning which encouraged employees to stay.

#### **4.6.2 Refresher Courses Attended at Dodoma Municipality in the Last Two Years**

Here the study was interested in finding out the different refresher courses that respondents had attended in the last two years.

**Table 4.10: Refresher courses attended at Dodoma municipality**

<b>Refresher courses attended</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Human resource management	10	11.1
Workers compensation and safety	3	3.3
Procurement management	4	4.4
information and communications technology	33	36.7
Governance in Local governments	15	16.6
Planning and community development	16	17.8
Public financial management	6	6.7
Others	3	3.3
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

### **Interpretation**

The findings of the study indicate that 11(11.1%) of the total number of respondents attended human resources management as their refresher course at Dodoma municipality. 3(3.3%) of the total number of respondents attended workers compensation and safety as their refresher course at Dodoma municipality. 4(4.4%) of the total number of respondents attended procurement management as their refresher course at Dodoma municipality. 33(36.7%) of the total number of respondents attended information and communications technology as their refresher course at Dodoma municipality. 15(16.6%) of the total number of respondents attended governance course as their refresher course at Dodoma municipality. 16(17.8%) of the total number of respondents attended Planning and community development as their refresher course at Dodoma municipality. 6(6.7%) of the total number of respondents attended public financial management as their refresher course at Dodoma municipality. 2(3.3%) of the total number of respondents attended other courses as leadership skills and health related as their refresher course at Dodoma municipality.

Generally the findings of the study indicated that most respondents attended Human resource management, information and communications technology, governance, planning and community development as their refresher courses at Dodoma municipality.

#### 4.6.3 Reasons as to why Employee Training is Important

Here the study was interested in finding out why employee training was crucial at Dodoma municipality.

**Table 4.11: Reasons as to why Employee Training is important at Dodoma municipality**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Educates workers about the effective use of technology	15	16.7
Ensures competitiveness in the labour market	10	11.1
Promotes safety and health among employees	7	7.8
Creates opportunities for career development and personal growth	26	28.9
Helps employees comply with laws and regulations	14	15.6
Improves productivity and profitability.	18	20
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

#### **Interpretation**

The findings of the study show that 15(16.7%) of the total number of respondents acknowledged that educating workers about the effective use of technology was the reason as to why employee training is important at Dodoma municipality. 10(11.1%) of the total number of respondents acknowledged that ensuring competitive edge in the market was the reason as to why employee training is important. 7(7.8%) of the total number of respondents acknowledged that promoting safety and health among employees was the reason as to why employee training is important. 26(28.9%) of the total number of respondents acknowledged that creation of opportunities for career development and personal growth was the reason as to why employee training is important. 14(15.6%) of the total number of respondents acknowledged that helping employers comply with laws and regulations was the reason as to why employee training is important. 18(20%) of the total number of respondents acknowledged that improving productivity and profitability was the reason as to why employee training is important.

Generally the findings of the study indicated that majority of the respondents acknowledged that; educating workers about the effective use of technology, Creating opportunities for career development and personal growth, helping employers comply with laws and regulations, and lastly improving productivity and profitability were some of the mostly outlined reasons as to why employee training was important at Dodoma municipality.

#### **4.6.4 How Does Staff Training Influence Employee’s Turnover at Dodoma Municipality**

Here the study was interested in finding out how staff training influence employee’s turnover at Dodoma municipality.

**Table 4.12: How does staff training influence employee’s turnover at Dodoma municipality**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Staff training enhanced staff retention and job security	63	70
Staff motivated and enabled to deliver their work efficiently	27	30
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

#### **Interpretation**

The findings of the study show that 63(70%) of the total number of acknowledged that staff training enhanced staff retention and job security. 27(30%) acknowledged that it motivates staff and enable them to deliver their work efficiently at Dodoma municipality.

Generally the findings of the study indicated that majority of the respondents acknowledged that staff training enhanced staff retention and job security at Dodoma municipality.

#### **4.7 Influence of Economic Factors on Employees’ Turnover**

Here the study looked at the salary of respondents, extra source of income, and lastly how economic factors influenced employee’s turnover at Dodoma municipality.

#### **4.7.1 Amount Salary Earned by The Respondents at Dodoma Municipality per Month**

Here the study was interested in finding out the amount salary earned by the respondents at Dodoma municipality.

**Table 4.13: Reported Monthly salary earned by the respondents at Dodoma municipality**

<b>Amount earned per month in Tshs.</b>	<b>Frequency</b>	<b>Percentage (%)</b>
0- 1,000,000	35	35.9
1,000,001- 2,000,000	43	47.8
2,000,001- 3,000,000	8	23.3
3,000,001 and above	4	4.4
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

#### **Interpretation**

The findings of the study indicate that 35(35.9%) of the total number of respondents earned Tshs.1,000,000/= and below. 43(47.8%) of the total number of respondents earned a salary of between Tshs 1,000,001/= and Tshs.2,000,000/=. 8(23.3%) of the total number of respondents earned a salary of between Tsh2,000,001/= and Tshs.3,000,000/=. 4(4.4%)of the total number of respondents earned a salary of Tshs.3,000,001/= and above.

Generally the findings of the study indicated that most employees of Dodoma municipality earned a salary of Tshs 2,000,000/= and below per month.

#### **4.7.2 Whether the Salary Earned was Enough to Meet the Respondents Needs**

Here the study was interested in finding out whether the salary earned by employees was enough to meet their needs.

**Table 4.14: Whether the salary earned was enough meet the respondents needs**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	37	41.1
No	53	58.9
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

### **Interpretation**

The findings of the study show 37(41.1%) of the total number of the respondents indicated that the salary earned was enough meet their needs. 53(58.9%) of the total number of respondents acknowledged that the salary earned was not enough meet their needs.

Generally the findings of the study show that most employees of Dodoma municipality earned a salary that was not enough meet their needs. This shows that Dodoma municipality salary scale was low.

#### **4.7.3 Whether Respondents had an Extra Source of Income**

Here the study was interested in finding out whether Dodoma municipality employees had an extra source of income.

**Table 4.15: Whether respondents had an extra source of income**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	90	100
No	0	0
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

### **Interpretation**

The findings of the study show that 90(100%) of the total number of respondents acknowledged that they had an extra source of income to supplement the salary obtained from Dodoma municipality. Generally the findings of the study indicated that all respondents had extra sources of income.

#### **4.7.4 Economic Factors and Employees Turnover at Dodoma Municipality**

Here the study was interested in finding out the influence of economic factors on employees' turnover at Dodoma municipality.

**Table 4.16: Economic factors and employee turnover at Dodoma municipality**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Salaries are improved	3	3.3
Ensure staff retention through good working conditions	62	68.9
Likelihood of opening business	25	27.8
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

### **Interpretation**

The findings of the study indicated that 3(3.3%) of the total number of respondents acknowledged that economic factors influenced employees turnover through improved salaries. 62(68.9%) of the total number of respondents acknowledged that economic factors influenced employees turnover through ensuring staff retention through good working conditions. 25(27.8%) of the total number of respondents acknowledged that economic factors influenced employees turnover through ensuring staff retention through Likelihood of opening a business.

Generally the findings of the study indicated that economic factors influenced employees' turnover through ensuring staff retention through good working conditions.

## **4.8 Influence of Staff Motivation on Employee Turnover at Dodoma Municipality**

Here the study was interested in establishing the influence of staff motivation on employee turnover at Dodoma municipality

### **4.8.1 Staff Motivation and Employees Turnover at Dodoma Municipality**

Here the study was interested in finding out the influence of staff motivation on employee turnover.

**Table 4.17: Staff motivation and its influence on employees turn over Staff motivation**

Response	Frequency	Percentage (%)
Create better working relationships	23	25.6
Good working environment	67	74.4
Total	90	100

*Source: Research findings, (2016)*

### **Interpretation**

The findings of the study show that 23(25.6%)of the total number of respondents believed that with creation of better working relationships, staff will be motivated employees and this will increase staff retention. 67(74.4%) of the total number of respondents believed that creation of better working relationships motivated employees and increased staff retention.

Generally the findings of the study indicated that creation of better working relationships motivated employees and increased staff retention.

### **4.8.2 Staff Motivation and Employee Turnover at Dodoma Municipality**

The respondents were asked to indicate the influence of staff motivation on employee turnover at Dodoma municipality.

**Table 4.18: Staff motivation and its influence on employee turnover at Dodoma municipality**

Influence of staff motivation on employees job turnover	strongly agree	Agree	neutral	disagree	strongly disagree	Total
Possession of an up to date job description	43(47.8%)	34(37.8%)	10(11.1%)	3(3.3%)	0	90(100%)
Staffs stay for many years before transferring or resigning from Dodoma municipality	12(13.3%)	23(25.6%)	4(4.4%)	25(27.8%)	26(28.9%)	90(100%)
Staffs at Dodoma municipality are highly experienced in their work	65(72.2%)	21(23.3%)	3(3.3%)	0	0	90(100%)
Promotion of staff is done at stipulated time	4(4.4%)	26(28.9%)	2(2.2%)	50(55.6%)	8(8.8%)	90(100%)
Promotion is fair and everybody has equal opportunity	20(22.2%)	18(20%)	7(7.8%)	43(47.8%)	2(2.2%)	90(100%)
There is a reward system for work well done	3(3.3%)	16(17.8%)	10(11.1%)	38(42.2%)	23(25.6%)	90(100%)
Satisfied with job security at Dodoma municipality	7(7.8%)	7(7.8%)	5(5.6%)	21(23.3%)	50(55.6%)	90(100%)

*Source: Research findings, (2016)*

## **Interpretation**

### *4.8.2.1 Possession of an Up to Date Job Description*

The findings of the study show that 43(47.8%) of the total number of respondents strongly agreed that they possessed an up to date job description. 34(37.8%) of the total number of respondents agreed that they possessed an up to date job description. 10(11.1%) of the total number of respondents neither agreed or disagreed that they possessed an up to date job description. 3(3.3%) of the total number of respondents disagreed that they possessed an up to date job description. There were no respondents who strongly disagreed that they possessed an up to date job description.

Generally the findings of the study indicated that most respondents agreed and others strongly agreed that they possessed an up to date job description.

### *4.8.2.2 Staffs Stay for Many Years before Transferring or Resigning from Dodoma Municipality*

The findings of the study show that 12(13.3%) of the total number of respondents strongly agreed that staffs stay for many years before transferring or resigning from Dodoma municipality. 23(25.6%) of the total number of respondents agreed that staffs stay for many years before transferring or resigning from Dodoma municipality. 4(4.4%) of the total number of respondents neither agreed or disagreed that staffs stay for many years before transferring or resigning from Dodoma municipality. 25(27.8%) of the total number of respondents disagreed that staffs stay for many years before transferring or resigning from Dodoma municipality. 26(28.9%) of the total number of respondents strongly disagreed that staffs stay for many years before transferring or resigning from Dodoma municipality.

Generally the findings of the study indicated that most respondents disagreed and others strongly disagreed that staffs stay for many years before transferring or resigning from Dodoma municipality.

### *4.8.2.3 Staffs at Dodoma Municipality are Highly Experienced in Their Work*

The findings of the study show that 65(72.2%) of the total number of respondents strongly agreed that Staffs at Dodoma municipality are highly experienced in their work. 21(23.3%) of the total number of respondents agreed that Staffs at Dodoma municipality are highly experienced in their work. 4(3.3%) of the total number of

respondents neither agreed or disagreed that Staffs at Dodoma municipality are highly experienced in their work.

Generally the finding the findings of e study show that most respondents strongly agreed and others agreed that Staffs at Dodoma municipality are highly experienced in their work.

#### *4.8.2.4 Promotion of Staffs is done at Stipulated Time at Dodoma Municipality*

The findings of the study show that 4(4.4%) of the total number of respondents strongly agreed that promotion of staffs is done at stipulated time at Dodoma municipality. 26(28.9%) of the total number of respondents agreed that promotion of staffs is done at stipulated time at Dodoma municipality. 2(2.2%) of the total number of respondents neither agreed or disagreed that promotion of staffs is done at stipulated time at Dodoma municipality. 50(55.6%) of the total number of respondents disagreed that promotion of staffs is done at stipulated time at Dodoma municipality. 8(8.8%) of the total number of respondents strongly disagreed that promotion of staffs is done at stipulated time at Dodoma municipality.

Generally the findings of the study show that most respondents disagreed and others strongly disagreed that promotion of staffs is done at stipulated time at Dodoma municipality.

#### *4.8.2.5 Promotion is Fair and Everybody Has Equal Opportunity at Dodoma Municipality*

The findings of the study show that 20(22.2%) of the total number of respondents strongly agreed that promotion is fair and everybody has equal opportunity at Dodoma municipality. 18(20%) of the total number of respondents agreed that promotion is fair and everybody has equal opportunity at Dodoma municipality. 7(7.8%) of the total number of respondents neither agreed nor disagreed that promotion is fair and everybody has equal opportunity at Dodoma municipality. 43(47.8%) of the total number of respondents disagreed that promotion is fair and everybody has equal opportunity at Dodoma municipality. 2(2.2%) of the total number of respondents strongly disagreed that promotion is fair and everybody has equal opportunity at Dodoma municipality.

Generally the finding the findings of e study show that most respondents strongly disagreed and others agreed that promotion is fair and everybody has equal opportunity at Dodoma municipality.

#### *4.8.2.6 There is a Reward System for Work Well done at Dodoma Municipality*

The findings of the study show that 3(3.3%) of the total number of respondents strongly agreed that there is a reward system for work well done at Dodoma municipality. 16(17.8%) of the total number of respondents agreed that there is a reward system for work well done at Dodoma municipality. 10(11.1%) of the total number of respondents neither agreed nor disagreed that there is a reward system for work well done at Dodoma municipality. 38(42.2%) of the total number of respondents disagreed that there is a reward system for work well done at Dodoma municipality. 23(25.6%) of the total number of respondents strongly disagreed that there is a reward system for work well done at Dodoma municipality.

Generally the findings of the study show that most respondents strongly disagreed and others disagreed that there is a reward system for work well done at Dodoma municipality.

#### *4.8.2.7 Satisfied with Job Security at Dodoma Municipality*

The findings of the study show that 7(7.8%) of the total number of respondents strongly agreed that they are satisfied with job security at Dodoma municipality. 7(7.8%) of the total number of respondents agreed that they are satisfied with job security at Dodoma municipality. 5(5.6%) of the total number of respondents neither agreed nor disagreed that they are satisfied with job security at Dodoma municipality. 21(23.3%) of the total number of respondents disagreed that they are satisfied with job security at Dodoma municipality. 50(55.6%) of the total number of respondents strongly disagreed that they are satisfied with job security at Dodoma municipality.

Generally the finding the findings of e study show that most respondents strongly disagreed and others agreed that they are satisfied with job security at Dodoma municipality.

### 4.8.3 Determinants of Staff Turnover at Dodoma Municipality

Here the study was interested in finding out the determinants staff turnover in Dodoma municipality.

**Table 4.19: Determinants of staff turnover**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Lack of adequate recognition	18	20
Job-stressors, such as role ambiguity, role-conflict, work-over-load, and work-family conflict, that creates stress among employees	17	18.9
Possibility of advancement	20	22.2
Reduced academic development opportunities	15	16.7
Job security	7	7.8
Personal life, that impacts job satisfaction	11	12.2
Work condition	2	2.2
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

### Interpretation

The findings of the study indicated that 18(20%) of the total number of respondents acknowledged that lack of adequate recognition was a determinant of staff turnover at Dodoma municipality. 17(18.9%) of the total number of respondents acknowledged that Job-stressors, such as role ambiguity, role-conflict, work-over-load, and work-family conflict, that creates stress among employees was a determinant of staff turnover at Dodoma municipality. 20(22.2%) of the total number of respondents acknowledged that possibility of advancement was a determinant of staff turnover at Dodoma municipality. 15(16.7%) of the total number of respondents acknowledged that reduced academic development opportunities was a determinant of staff turnover at Dodoma municipality. 7(7.8%) of the total number of respondents acknowledged job security was a determinant of staff turnover at Dodoma municipality. 11(12.2%) of the total number of respondents acknowledged that Personal life, that impacts job satisfaction was a determinant of staff turnover at Dodoma municipality. 2(2.2%) of the total number of respondents acknowledged that work conditions were a determinant of staff turnover at Dodoma municipality.

Generally the findings of the study indicated that the determinants of staff turnover at Dodoma municipality were; Lack of adequate recognition, Job-stressors, such as role ambiguity, role-conflict, work-over-load, and work-family conflict, that creates stress among employees, possibility of advancement, reduced academic development opportunities, job security, personal life, that impacts job satisfaction and lastly Work conditions.

#### **4.8.4 Suggestions of Controlling Staff Turnover at Dodoma Municipality**

Here the study was interested in getting the different suggestions of controlling staff turnover at Dodoma municipality.

**Table 4.20: Suggestions of controlling staff turnover at Dodoma municipality**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Management should make clear policies and regulations for employees	27	30
pay scale should be well structured	18	20
Increase academic opportunities	30	33.3
offer adequate recognition to workers	8	8.9
Offer counseling and moral support to employees with personal problems that interfere with their employment	5	5.6
<b>Total</b>	<b>90</b>	<b>100</b>

*Source: Research findings, (2016)*

#### **Interpretation**

The findings of the study show that 27(30%) of the total number of respondents suggested that management should make clear policies for employees to control staff turnover at Dodoma municipality. 18(20%) of the total number of respondents suggested that the pay scale should be well structured in order to control staff turnover at Dodoma municipality. 30(33.3%) of the total number of respondents suggested that there should be an increase academic opportunities in order to control staff turnover at Dodoma municipality. 8(8.9%) of the total number of respondents suggested that adequate recognition to workers should be offered in order to control staff turnover at Dodoma municipality. 5(5.6%) of the total number of respondents suggested that counseling and moral support to employees with

personal problems that interfere with their employment should be offered in order to control staff turnover at Dodoma municipality.

Generally the findings of the study showed that some of the different suggestions for controlling staff turnover at Dodoma municipality included; Management should clarify policies and regulations for employees, pay scale should be well structured, Increase academic opportunities, offer adequate recognition to workers and lastly Offer counseling to employees with personal problems that interfere with their employment.

#### **4.9 Discussion of Study Findings**

On the response rate, the study found that out of all the distributed 100 questionnaires to the employees from all departments, 90(90%) of the total number of respondents returned their questionnaires. 10(10%) of the total number of respondents never returned their questionnaires. This is in line with the study of Mugenda and Mugenda (2003) that pointed out that for generalization a response rate of 50% is adequate for analysis and reporting, 60% is good and a response rate of 70% and over is excellent.

The study has shown that Dodoma municipality has active departments and respondents are satisfied with workload, staffs do meet their set targets, staff are satisfied with current supervisors but the overall organizational structural challenges cause high turnover. This correlates with the study by Lee (2006) who stated that employees have a strong need to be informed and organizations with strong communication systems capable of creating awareness on information required by them tend to enjoy low turnover of staff.

The study has shown that some staff may leave their employer, the municipality any time. This agrees with Simon and Hinkin (2001) who observe that organizational instability has been known to have a high degree of high turnover, and that employees are more likely to stay where there is a predictable work environment and vice versa. This is further supported by Ogoshi (2006) who reported that in organization where there was a high level of inefficiency; there was also a high level of staff turnover.

The study has also indicated that the staffs at Dodoma municipality are adequate, well educated and handle their tasks diligently. Therefore Dodoma municipality recognizes the value of qualified team. This agrees with Olusegun (2012) who reported that organizations recognize the value of a qualified, motivated, stable, and responsive team of employees.

The study findings has further shown that organizational structure enable set targets to be met and the right roles are put on specific departments which enable supervision to be done smoothly. Good organizational structure ensures job security in municipalities. This also collaborates with the study by Bushe (2012) who reported that the quality of staff in an organization has a direct influence on its organizational effectiveness.

The study showed that majority of the respondents has worked at Dodoma municipality between three to ten years. The staff turnover is brought about by social and economic concerns. This agrees with Nunn (2005) who stated that the cause of brain drain is driven by such concerns as economic constraints, political turmoil or intolerance, as well as social and psychological pressures.

The findings indicated that most respondents attended Human resource management, information and communications technology, governance, Planning and community development as their refresher courses at Dodoma municipality. These refresher courses motivated the staff to work harder and remain at the municipality. This is supported by Ngethe (2012) who pointed out that opportunities for training and development are among the most important reasons why employees stay especially young and enthusiastic ones. The study is further supported by Ayodeji (2002) who reported that teacher adequacy is a function of many factors, which include funding, student enrollment over time and staff turnover.

The study showed that staff training enhanced staff retention, motivated staff and enabled them deliver their work efficiently. This agrees with Olaniyan and Okemakinde (2008) who stated that formal education and training is highly instrumental and an imperative to improve national production capacity, in particular that an educated population is a productive population. The study is further supported by Metcalfe, et al (2005) who reported that Opportunities for

training and development are among the most important reasons why employees stay especially young and enthusiastic ones.

The findings showed that most employees of Dodoma municipality earned a salary of up to Tshs 2,000,000/= and below per month. This shows that the staff salary scale is low. From the study, only 41.1% of the respondents indicated that the salary is able to meet their needs and such they can't leave the institution. This agrees with Nuun (2005) who pointed out that the cause of brain drain is driven by such concerns as economic constraints, political turmoil or intolerance, as well as social and psychological pressures (Nunn, 2005).

The study also indicated that some staff obtains extra income from Part- timing, Small and Medium sized business and lastly Farming of crops/livestock. This extra income improves family standards of living. This extra income makes some staff to remain in employment. This agrees with Tettey (2006) who stated that in addition to directly contributing to socio-economic development, skilled labor injects other multiplier effects or externalities that are critical to the overall progress of their societies. These include paying taxes, the synergies that are derived from working with each other, providing significant complements to the productivity of low skilled workers particularly in the context of developing countries and attracting foreign direct investment.

The study showed that workers should have good working conditions in order to control staff turnover. This is supported by Netswera (2005) who stated that irrespective of salaries, some staff members would opt to work for particular institutions because of their perceived reputation and relevance of their graduates in the job market.

The study showed that good working conditions make the staffs motivated and increase staff retention. This agrees with Tella, Ayeni and Popoola (2007) who reported that in order to make employees satisfied and committed to their jobs, there is need for strong and effective motivation at the various levels, departments, and sections. The study has shown that with creation of better working relationships, staff will be motivated employees and increase staff retention. This collaborates with a study by Musah and Nkuah (2012) who reported that the greatest amount of motivation is present when people perform tasks that are rewarding, both intrinsically and extrinsically.

The study disagreed that staff promotion is done on stipulated time, promotion is fair, everybody has equal opportunity and there is a reward system for work well. The staffs are generally demotivated due to this. This agrees with Tella, Ayeni and Popoola (2007) who stated that an effective organization ensures that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs, there is need for strong and effective motivation at the various levels, departments, and sections of Dodoma municipality.

The study indicated that; Lack of adequate recognition, Job-stressors, such as role ambiguity, role-conflict, work-over-load, and work-family conflict, that creates stress among employees, possibility of advancement, reduced academic opportunities, job security, personal life, that impacts job satisfaction and lastly Work conditions has made many employees to leave Dodoma municipality and thus the management should make clear policies for employees in order to control staff turnover. This agrees with Nyakundi(2010) who reported that employees in organizations and learning institutions like to feel that someone cares about their work and appreciates it which in turn motivates them to work more effectively. The pay scale should be well structured in order to control staff turnover.

#### **4.10 Chapter Summary**

This chapter provided a detailed analysis of the data collected from field after the researcher disseminated the list of questionnaires to the respected respondents namely employees of Dodoma municipality. Furthermore in depth discussion was made purposely to show the relationship between collected data and research objectives. The disseminated questionnaires intended to assess the factors contributing to employee turnover in local government authorities in Tanzania. Considerations were both in Primary and secondary data with a view of having detailed report that explains the real factors contributing to employee turnover. 100 questionnaires were distributed to employees. The discussion of the findings based on the specific objectives namely; to establish how organizational change influence employee turnover, to determine how staff training influence employee turnover, to establish how economic factors influence employee turnover and lastly to examine how staff motivation influence employee turnover at Dodoma municipality.

Conclusively; Dodoma municipality had enough employees to deliver services in the entire municipality, the findings of the study on the influence of organizational change on employee turnover indicated that; Dodoma municipality had active administration, most respondents agreed and others strongly agreed that they were satisfied with the workload, most respondents agreed and others strongly agreed that staff always meet set targets, most respondents agreed and others strongly agreed that they were satisfied with the current supervisors, most respondents agreed and others strongly agreed that the overall organisational structure is excellent, most respondents strongly agreed, agreed and others neither agreed no disagreed that that they were satisfied with job security, majority of respondents strongly agreed and others agreed that staffs are likely to resign, most respondents acknowledged that enabling targets to be set and enabling staffs handle manageable workload were the effects of organisational structure on employees turnover at Dodoma municipality, there was a good combination of experienced and less experienced employees at Dodoma Municipality, all respondents at Dodoma municipality had ever attended refresher courses, most respondents attended Human resource management, information and communications technology, governance, Planning and community development, financial management and other refresher courses at Dodoma municipality, majority of the respondents acknowledged that; educating workers about the effective use of technology, Creating opportunities for career development and personal growth, helping employers comply with laws and regulations, and lastly improving productivity and profitability were some of the mostly outlined reasons as to why employee training was important at Dodoma municipality, majority of the respondents acknowledged that staff training enhanced staff retention and job security at Dodoma municipality, most employees of Dodoma municipality earned a salary of up to Tshs 2,000,000/= and below, most employees of Dodoma municipality earned a salary that was not enough meet their needs, all respondents had extra sources of income, most respondents earned their extra income from Small and Medium sized businesses. These extra sources of income improved their families' standards of living, economic factors influenced employees turnover through ensuring staff retention through good working conditions, creation of better working relationships motivated employees and increased staff retention, most respondents agreed and others strongly agreed that they possessed an up to date job description, most respondents disagreed and others strongly disagreed that staffs stay for many years before transferring or resigning from Dodoma

municipality, respondents strongly agreed and others agreed that Staffs at Dodoma municipality are highly experienced in their work, most respondents disagreed and others strongly disagreed that promotion of staffs is done at stipulated time at Dodoma municipality, most respondents strongly disagreed and others disagreed that promotion is fair and everybody has equal opportunity at Dodoma municipality, most respondents strongly disagreed and others disagreed that there is a reward system for work well done at Dodoma municipality, most respondents strongly disagreed and others disagreed that they are satisfied with job security at Dodoma municipality, study indicated that the determinants of staff turnover at Dodoma municipality were; Lack of adequate recognition, Job-stressors, such as role ambiguity, role-conflict, work-over-load, and work-family conflict, that creates stress among employees, possibility of advancement, reduced academic development opportunity, job security, personal life, that impacts job satisfaction and lastly Work conditions, and lastly some of the different suggestions for controlling staff turnover at Dodoma municipality included; Management should clarify policies and public service regulations for employees, pay scale should be well structured, Increase academic development opportunities, offer adequate recognition to workers and lastly Offer counseling and moral support to employees with personal problems that interfere with their employment.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Overview**

This chapter provides general conclusion of the study in the light of what is discussed in chapter four. Conclusion of the study covers the factors contributing to employee turnover in local government authorities in Tanzania. Furthermore general recommendation is provided regarding findings, observation and view of the researcher. Purpose of recommendations is to inform companies and organizations so as to ensure that employee turnover is reduced to the maximum. Generally this chapter presents conclusions with regard to the findings obtained and thereafter gives the appropriate recommendations in line with findings and consequent conclusion. Finally area that needs further study is provided purposely to fill the existing gaps.

#### **5.2 Summary of the Findings**

Evidence from previous studies on factors contributing to employee turnover in local government authorities. There is a high level employee turnover among organizations in Tanzania. Before the actual final data collection, a pilot study was conducted where the content validity and reliability of the questionnaires were tested. The validity was enhanced through discussion of the questionnaire contents with Dodoma municipality randomly selected employees. The reliability was tested through statistical package for social sciences (SPSS) which was used to satisfy the reliability tests. The study sample had 100 questionnaires distributed and 90 were duly completed and returned for analysis.

The major findings of the study were that; Dodoma municipality had enough employees to deliver services in the entire municipality, the findings of the study on the influence of organizational change on employee turnover indicated that; Dodoma municipality had active administrations and departments, most respondents agreed and others strongly agreed that they were satisfied with the workload, most respondents agreed and others strongly agreed that staff always meet set targets, most respondents agreed and others strongly agreed that they were satisfied with the current supervisors, most respondents agreed and others strongly agreed that the overall organizational structure is excellent, most respondents strongly agreed, agreed and others neither agreed no disagreed that that they were satisfied with job security, majority of respondents strongly agreed and others agreed that staffs are likely to resign, most respondents acknowledged

that enabling targets to be set and enabling staffs handle manageable workload were the effects of organizational structure on employees turnover at Dodoma municipality, there was a good combination of experienced and less experienced employees at Dodoma Municipality, all respondents at Dodoma municipality had ever attended refresher courses, most respondents attended Human resource management, information and communications technology, governance, Planning and community development as their refresher courses at Dodoma municipality, majority of the respondents acknowledged that; it educates workers about the effective use of technology, Creating opportunities for career development and personal growth, helping employers comply with laws and regulations, and lastly improving productivity and profitability were some of the mostly outlined reasons as to why employee training was important at Dodoma municipality, majority of the respondents acknowledged that staff training enhanced staff retention and job security at Dodoma municipality, most employees of Dodoma municipality earned a salary of up to Tshs 2,000,000/= and below, most employees of Dodoma municipality earned a salary that was not enough meet their needs, all respondents had extra sources of income, most respondents earned their extra income from Small and Medium businesses. These extra sources of income improved their families' standards of living, economic factors influenced employees turnover through ensuring staff retention through good working conditions, creation of better working relationships motivated employees and increased staff retention, most respondents agreed and others strongly agreed that they possessed an up to date job description, most respondents disagreed and others strongly disagreed that staffs stay for many years before transferring or resigning from Dodoma municipality, respondents strongly agreed and others agreed that Staffs at Dodoma municipality are highly experienced in their work, most respondents disagreed and others strongly disagreed that promotion of staffs is done at stipulated time at Dodoma municipality, most respondents strongly disagreed and others disagreed that promotion is fair and everybody has equal opportunity at Dodoma municipality, most respondents strongly disagreed and others disagreed that there is a reward system for work well done at Dodoma municipality, most respondents strongly disagreed and others disagreed that they are satisfied with job security at Dodoma municipality, study indicated that the determinants of staff turnover at Dodoma municipality were; Lack of adequate recognition, Job-stressors, such as role ambiguity, role-conflict, work-over-load, and work-family conflict, that creates stress among employees, possibility of advancement, reduced academic opportunities,

job security, personal life, that impacts job satisfaction and lastly Work conditions, and lastly some of the different suggestions for controlling staff turnover at Dodoma municipality included; Management should make clear policies for employees, pay scale should be well structured, Increase academic opportunities, offer adequate recognition to workers and lastly Offer moral support to employees with personal problems that interfere with their roles and responsibilities in their employment.

### **5.3 Conclusion**

It can be concluded that organizational change influence employee turnover in in local government authorities. The employees should be satisfied with workload, set targets, supervisors and the local government should have strong communication system capable of creating awareness on information and knowledge required by employees to control high employee turnover. The staff in the institution should be well qualified, motivated, stable and responsive.

It can also be concluded that employee training influences employee turnover in local government authorities. Employees are motivated if they are allowed to attend trainings short and long courses. Opportunities for training and development are among the most important reasons why employees stay especially young and enthusiastic ones.

It can be concluded that economic factors influence employee turnover in local governments in Tanzania. This is because social economic constraints cause brain drain. Extra income from other sources contributes to socio-economic development.

It can also be concluded that employee motivation influences employee turnover at Dodoma municipality. Good working conditions and creation of better working relationships make the employees to be motivated and increase staff retention.

### **5.4 Recommendations**

Employee turnover is a very important matter to take consideration into, in any organization be it business, private or government entity. Therefore in view of the conclusions and observations reported herein, the following recommendations are given.

- i. The management of Dodoma municipality should ensure that there are proper adequate staffs in relation to the workload, set targets and the

municipality structure should have strong communication systems capable of creating awareness on information required by employees.

- ii. The employees of Dodoma municipality should be further developed so as to be well educated, motivated, stable and responsive. The staff should be offered chances to attend trainings, short and long courses because opportunities for training and development are among the most important reasons why employees remain in organisations.
- iii. The Dodoma Municipal council should provide its' employees with good working conditions which will make the employees motivated and increase retention.
- iv. The employee promotion should be fair, done at the required time and everybody be given equal opportunity for promotion.
- v. Dodoma municipal council should implement the retention mechanism by revising compensation policies, encouraging employees to participate in decision making, assigning and promoting employees to different position according to their professional specialties.
- vi. All stakeholders at Dodoma municipal council especially Directors should consider putting in place policies and strategies that will attract and retain employees to ensure better retention rates, adoption of better management styles like use of a carrot instead of a stick. These can motivate employees to stay.
- vii. The study recommends that the selected Dodoma municipality should conduct regular review of the remunerations, should structure good retirement plans and creates opportunities for further development to employees.
- viii. The study recommended that, health staff retention should be implemented effectively so as to enable employees to stay with local government authorities particularly Dodoma municipal Council in order to improve performance.

### **5.5 Suggestions for Further Studies**

As the findings of this study are based on only one local government authority and the data provided by respective subjects, there is a need to conduct more empirical research on assessment of factors contributing to employees' turnover in all Local Government Authorities in the country. By doing so Local Government Authorities in Tanzania may end up reducing employee turnover and avoid far reaching repercussions of high levels of employee turnover and their negative impact on the organizational performance and services provided to Tanzanians.

### **5.6 Chapter Summary**

This chapter covered the summary of the study, conclusions and recommendations for future interventions. In conclusion, the study has shown that organizational change influence employee turnover in local government authorities, employee training influences employee turnover in local government authorities. Economic factors influence employee turnover in local government municipalities in Tanzania. Employee motivation influences employee turnover in at Dodoma municipality. Good working conditions and creation of better working relationships make the employees to be motivated and increase staff retention. There is a need to ensure that the municipality has proper staff workload, set targets and the organization structure should have strong communication systems capable of creating awareness on information required by employees, the employees of Dodoma municipality should be provided with good working conditions which will make the employees motivated and increase staff retention and lastly the employee promotion should be fair, done at the specified time and everybody be given equal opportunity. It is therefore a rationale to provide appropriate information and research findings on the factors contributing to employees turnover in local government authorities in Tanzania.

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## **APPENDICES**

### **APPENDIX A: INTRODUCTION TO RESPONDENTS**

#### **THIS QUESTIONNAIRE INTENDS TO FIND OUT FACTORS CONTRIBUTING TO EMPLOYEES TURNOVER IN LOCAL GOVERNMENT AUTHORITIES IN TANZANIA**

Dear Respondent

I, Chipole Mpelembe, kindly request you to answer the under mentioned questions to assist me as part of the fulfillment of my research for the award of a Masters degree of Business Administration at St John's University of Tanzania. The questions are purely for academic research. You are kindly requested to answer all questions as indicated. English is the appropriate language to use in filling and answering this questionnaire. Please kindly consider my request and be assured that, the information obtained from you will be confidentially handled, not to be disclosed, published or shared with any other institution. I wish to express in advance my sincere appreciations for the assistance which you will furnish to in completion of this research.

I thank you in advance for your co-operation.

## APPENDIX B: QUESTIONNAIRES

### SECTION A: BACKGROUND INFORMATION

1. Please indicate your gender?

a) Male [     ]

b) Female [     ]

2. Please indicate your age.

a) Below 30 [     ]

b) 31 –40 [     ]

c) 41 –50 [     ]

d) 51 –60 [     ]

3. What is your marital status?

a) Married [     ]

b) Single [     ]

c) Divorced [     ]

d) Widowed [     ]

4. What is your highest academic qualification?

a) Masters [     ]

b) Bachelors [     ]

c) Diploma [     ]

d) Certificate [     ]

e) Others [     ]

5. In your own opinion, are the staff adequate at Dodoma municipality.

a) Yes [     ]

b) No [     ]

**SECTION B: INFLUENCE OF ORGANIZATIONAL CHANGE ON EMPLOYEE TURNOVER AT DODOMA MUNICIPALITY.**

1) The following are some of the organizational change issues influencing employee turnover. What is your level of agreement? Use a scale where

1- Strongly agree,

2- Agree,

3- Neutral,

4- Disagree and

5-Strongly disagree.

<b>Influence of organizational change on employee turnover</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The Dodoma municipality has active departments					
Satisfied with workload					
Staffs always meet set targets					
Satisfied with current supervisors					
The overall Dodoma municipality organizational structure is excellent					
Satisfied with job security					
Staff are likely to resign from the Dodoma municipality any time					

2) What are effects of organisational structure on employees turnover at Dodoma municipality.

Put right roles on specific departments	
Enable staffs handle manageable workload	
Enable targets to be set	
Enable supervision to be done smoothly	
Good organizational structure ensure job security	

**SECTION C: INFLUENCE OF STAFF TRAINING ON EMPLOYEES TURNOVER.**

1) Please indicate the number of years you have been working

a) Less than a year [     ]

b) 1-3 [     ]

c) 4-6 [     ]

d) 7-9 years [     ]

e) 10 and more years [     ]

2) Have you ever attended a refresher course at Dodoma municipality?

a) Yes [     ]

b) No [     ]

c) [     ]

3) Please List down two refresher courses you have attended in the last two (2) years

i.....

ii.....

4) Reasons as to why Employee Training is important?

.....  
.....  
.....  
.....

5) How does staff training influence employee's turnover at Dodoma municipality.

.....  
.....  
.....  
.....  
.....  
.....

**SECTION D: INFLUENCE OF ECONOMIC FACTORS ON EMPLOYEES' TURNOVER**

1) Please indicate your monthly gross salary in Tshs

0- 1,000,000	
1,000,001- 2,000,000	
2,000,001- 3,000,000	
3,000,001 and above	

2) Is this salary in (a) able to meet your needs

a) Yes [     ]

b) No [     ]

3) Do you have an extra source of income

a) Yes [     ]

b) No [     ]

4) If the answer is **YES** in question 3, Please indicate the extra source or sources

Part- timing	
Small and Medium businesses	
Farming of crops/livestock	

5) What is the influence of economic factors on employees' turnover at Dodoma Municipality?

.....

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**SECTION E: INFLUENCE OF STAFF MOTIVATION ON EMPLOYEES TURNOVER**

1) What is the influence of staff motivation on employee turnover at Dodoma municipality?

Create better working relationships	
Good working environment	

2) The following are some of the instructional methods influencing performance of students in technical institutions. What is your level of agreement? Use a scale where;

- a) 1-strongly agree,
- b) 2- agree,
- c) 3- neutral,
- d) 4- disagree and
- e) 5-strongly disagree.

<b>Influence of staff motivation on employees job turnover</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I have a up to date job description					
Staff stay for many years before transferring or resigning from Dodoma municipality					
Staff at Dodoma municipality are highly experienced in their work					
Promotion of staffs is done on stipulated time					
Promotion is fair and everybody has equal opportunity					
There is a recognition program in every aspect of my work					
Satisfied with job security at Dodoma municipality					

3) In your own please indicate the determinants of staff turnover at Dodoma municipality

- a) .....
- b) .....
- c) .....
- d) .....

4) Suggest the different way of controlling staff turnover at Dodoma municipality.

Management should clarify public service policies and regulations for employees	
pay scale should be well structured	
Increase academic development opportunities	
offer adequate recognition to workers	
Offer counseling and moral support to employees with personal problems that interfere with their employment	

**Thank you for your time and participation**

## APPENDIX C: APPROVAL LETTER FOR DATA COLLECTION

ST JOHN'S UNIVERSITY OF TANZANIA

Directorate of Research, Consultancy and  
Postgraduate Studies

Tel: +255 26-2390044  
Fax: +255 26-2390025  
Website: [www.sjut.ac.tz](http://www.sjut.ac.tz)



PO Box 47  
DODOMA  
Tanzania

Date: 25.04.2016

TO WHOM IT MAY CONCERN

### Graduate Student's Research Clearance

This letter serves to introduce CHIPOLE Y MPELEMBE (Registration Number M.2014/5052), who is a bona fide student of St John's University of Tanzania in the Faculty of Commerce and Business.

She is currently in the research stage of her Masters studies and is required to collect data. She has already obtained ethical clearance from SJUT Internal Review Committee/

Her approved research topic is:

ASSESSMENT OF FACTORS CONTRIBUTING TO HEALTH WORKERS TURNOVER IN LOCAL GOVERNMENTS

I request that you grant this student all possible assistance to facilitate the completion of her research study.

Should you need further clarification please contact my office.

I wish to thank you for your kind assistance for this student.

Yours sincerely

A handwritten signature in purple ink, appearing to read 'Dr M. Msendekwa'.

Dr M. Msendekwa  
Ag, Director of Research, Consultancy and Postgraduate Studies  
Email [mmsendekwa@sjut.ac.tz](mailto:mmsendekwa@sjut.ac.tz)