MOTIVATIONAL STRATEGIES AND STAFF RETENTION IN MAFIA DISTRICT COUNCIL, TANZANIA
MOTIVATIONAL STRATEGIES AND STAFF RETENTION IN MAFIA DISTRICT COUNCIL, TANZANIA

By

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A Dissertation Submitted to the School of Public Administration and Management (SOPAM) in Partial Fulfillment of the Requirements for the Award of a Degree of Master of Science in Human Resource Management (MSc.HRM) of Mzumbe University

2017
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled *Motivational Strategies and Staff Retention in Mafia District, Tanzania* in partial fulfillment of the requirements for an award of the degree of Master of Science in Human Resource Management of Mzumbe University.

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I, Lyidia P. Kweka, declare that this dissertation is my own original work and it has not been presented and will not be presented to any other university for a similar or any degree award.

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DEDICATION

This work is dedicated to God, who has been unbreakable rock for me and also to my beloved parents, family members, friends and relatives in Christ.
LIST OF ABBREVIATIONS AND ACRONYMS

LGAs - Local Government Authorities

PSRP – Public Service Reform Program

DFID - Department for International Development

FICD – Fiscal Inequalities and the Challenges of Disadvantaged

PO-PSM – President’s Office-Public Service Management

PSPI – Public Service Pay and Incentive

DC – District Council

RAS – Regional Administrative Secretary

HROs – Human Resource Officer

DHRO – District Human Resource Management Officer

WEOs – Ward Executive Officers

VEOs – Village Executive Officers

HODs – Heads of Department

SPSS – Statistical Package for Social Sciences

SOPAM – School of Public Administration and Management

F-Year – Financial Year

P/Education – Primary Education

S/Education – Secondary Education

TALGWU – Tanzania Local Government Workers’ Union

TUGHE – Trade Union for Government and Health Employees

TTU/CWT – Tanzania Teachers’ Trade Union/Chama Cha Walimu Tanzania
ABSTRACT
This study aimed at examining the motivational strategies to be implemented so as to reduce or eradicate the problem of staffs’ retention in Local Government Authorities in Tanzania, a case study of Mafia District Council. It was guided by four specific objectives which were; to examine staff retention status, examining the motivational strategies applied in Mafia DC, examining satisfaction level of existing motivational strategies and identifying the challenges facing staff retention in Mafia DC.

A sample size of 100 employees was used whereby; both primary and secondary data were collected through observations, questionnaires, interviews and documentary review in which were analysed qualitatively and quantitatively. The study findings revealed that, the strongest motivational strategies that would aid to staff retention in Mafia DC were two supported by the remaining four strategies. The two strategies are; the provision of adequate living condition through provision of staff houses, transport facilities and health services whereas the second strategy was the availability of financial incentives including transport and hardship allowances.

Conclusively, the findings indicates that, the council should motivate the staffs to stay by putting in place strategies that would enhance staff retention such as; the provision of staff houses, transport facilities and health services accompanied with appropriate financial incentives including transport and hardship allowance. Thus, some recommendations were made to Mafia District Council, Tanzanian government, ministry of health, ministry of Infrastructure and Development, Tanzanian Ports Authority (TPA), Recruitment secretariat and President’s Office – Public service Management. These recommendations were accompanied by policy implication that, Human resource recruitment policy should have a comprehensive plan for staff retention while the organizational policy should put in place the appropriate motivational strategies and extrinsic factors such as financial incentives would aid more on staff retention.
# TABLE OF CONTENT

CERTIFICATION .................................................................................................................. i
DECLARATION AND COPYRIGHT ..................................................................................... ii
ACKNOWLEDGEMENT ....................................................................................................... iii
DEDICATION ....................................................................................................................... iv
LIST OF ABBREVIATIONS AND ACRONYMS ............................................................... v
ABSTRACT ........................................................................................................................ vi

CHAPTER ONE .................................................................................................................. 1
PROBLEM SETTING ........................................................................................................... 1
1.0 Introduction .................................................................................................................. 1
1.1 Background of the study ............................................................................................. 1
1.2 Statement of the problem ........................................................................................... 3
1.3 Objectives of the study ............................................................................................... 4
  1.3.1 General objective .................................................................................................. 4
  1.3.2 Specific objectives ............................................................................................... 4
1.4 Research Questions ..................................................................................................... 5
1.5 Significance of the study ............................................................................................ 5
1.6 Limitations of the study ............................................................................................. 5
1.7 Delimitation of the study ........................................................................................... 6
1.8 Definition of key terms ............................................................................................. 6
  1.8.1 Motivational strategies ....................................................................................... 6
  1.8.2 Retention ........................................................................................................... 7
  1.8.3 Job satisfaction .................................................................................................. 7

CHAPTER TWO .................................................................................................................. 8
LITERATURE REVIEW ....................................................................................................... 8
2.0 Introduction ................................................................................................................ 8
2.1 Theoretical Literature Review ................................................................................... 8
  2.1.1 Motivation ......................................................................................................... 8
  2.1.2 Retention ........................................................................................................... 10
2.1.3 Tanzania policy relating to motivational strategies on staff retention ..........13
2.1.4 Theories underlying the study .................................................................13
2.1.5 Motivational strategies and staff retention ..............................................15
2.1.6 Staff satisfaction with motivational strategies .........................................16
2.1.7 Challenges facing staff retention ............................................................17
2.2 Empirical Literature Review ...................................................................18
2.3 Conceptual framework of the study .........................................................20
2.3.1 Operationalization of the variables .......................................................21
2.4 Synthesis for the Research Gap .................................................................22

CHAPTER THREE .........................................................................................23
RESEARCH METHODOLOGY .......................................................................23
3.0 Introduction .............................................................................................23
3.1 Research design ........................................................................................23
3.2 Study area or research area .......................................................................23
3.3 Population of the study ...........................................................................24
3.4 Sample size ..............................................................................................24
3.6 Data collection methods ..........................................................................28
3.6.1 Primary data collection methods .........................................................28
3.6.2 Secondary data collection methods ......................................................29
3.7 Data analysis ............................................................................................30
3.7.1 Quantitative data analysis methods ....................................................30
3.7.2 Qualitative data analysis methods .......................................................30
3.8 Validity and reliability .............................................................................30
3.9 Ethical Considerations .............................................................................31

CHAPTER FOUR ............................................................................................32
PRESENTATION OF FINDINGS .....................................................................32
4.0 Introduction .............................................................................................32
4.1 Respondents’ personal information ........................................................32
4.1.1 Respondents position/Title .................................................................32
4.1.2 Level of Education ..............................................................................33
4.1.3 Respondents length of service ...........................................................33
4.2.0 Examining staff retention status /trend in Mafia DC ............................34
4.2.1 Statistics showing employees who reported and left Mafia DC for five years .34
4.2.2 Staff retention status in Mafia DC for 5 years ....................................35
4.3.0 Examining motivational strategies applied in Mafia DC ..........................36
4.3.1 Provision of adequate living condition ................................................38
4.3.2 Supportive working environment ......................................................42
4.3.3 Opportunities for training and development ........................................44
4.3.4 Consultation and communication ......................................................45
4.3.5 Recognition and rewards .................................................................47
4.3.6 Financial Incentives ........................................................................48
4.4 Level of satisfaction with the motivational strategies and staff retention enhancement .................................................................49
4.4.1 Employees’ level of satisfaction with motivational strategies .................50
4.4.2 Staff retention enhancement ...............................................................53
4.5 Identifying challenges facing staff retention in Mafia DC ..........................53

CHAPTER FIVE ..........................................................................................55
DISCUSSION OF THE FINDINGS ..............................................................55
5.0 Introduction ..........................................................................................55
5.1 Respondents’ personal Information .......................................................55
title, level of education and length of service with Mafia DC. ..........................55
5.1.1 Respondents job position ...................................................................55
5.1.2 Respondents’ level of education ........................................................55
5.1.3 Respondents’ length of service with Mafia DC ....................................56
5.2 Examining staff retention status /trend in Mafia DC .................................56
5.2.1 Statistics showing employees who reported and left Mafia DC ...............56
5.2.2 Staff retention status in Mafia DC for 5 years .....................................58
5.3 Examining motivational strategies applied in Mafia DC ............................58
5.3.1 Provision of adequate living condition .................................................59
5.3.2 Supportive working environment ......................................................61
5.3.4 Opportunities for training and development ........................................62
5.3.5 Consultation and communication ................................................................. 63
5.3.6 Recognition and reward .............................................................................. 64
5.3.7 Financial Incentives .................................................................................. 65
5.4 Level of satisfaction with motivational strategies and staff retention enhancement ................................................................. 66
5.4.1 Employees’ level of satisfaction with existing motivational strategies .......... 66
5.4.2 Staff retention enhancement ...................................................................... 69
5.5 Challenges facing staff retention in Mafia DC .............................................. 72

CHAPTER SIX .................................................................................................. 76
SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND POLICY
IMPLICATIONS .............................................................................................. 76
6.0 Introduction ................................................................................................. 76
6.1 Summary ..................................................................................................... 76
6.2 Conclusions ................................................................................................. 78
6.3 Recommendations and Policy implications ................................................. 80
6.3.1 Recommendations .................................................................................. 80
6.3.2 Policy Implication .................................................................................. 82
6.4 Areas for further studies ............................................................................. 82
REFERENCES .................................................................................................. 83
APPENDICES .................................................................................................. 86
APPENDIX I .................................................................................................... 86
APPENDIX II ................................................................................................... 87
APPENDIX III .................................................................................................. 93
APPENDIX IV .................................................................................................. 98
APPENDIX V .................................................................................................... 99
APPENDIX VI .................................................................................................. 100
LIST OF TABLE

Table 2.1 Operationalization of the variables ..........................................................21
Table 3.1; Population of workers in Mafia DC ..........................................................24
Table 3.2 Tabular sample size from Mafia DC .........................................................27
Table 4.1 Respondents position/title........................................................................33
Table 4.2; Level of education....................................................................................33
Table 4.3 Length of service.......................................................................................34
Table 4.4 Employees trend showing employees who reported and left in each year from 2011/12 to 2015/16 in Mafia DC. .................................................................35
Table 4.5 Status of staff retention in Mafia DC for the past five years;..................35
Table 4.6 Motivational strategies ..............................................................................38
Table 4.7 Employees’ level of satisfaction with motivational strategies...............50
Table 4.8; Summary of employees’ satisfaction level with the motivational strategies in Mafia DC...........................................................................................................53
Table 4.9 Employees’ opinion on staying in Mafia DC ...........................................53
LIST OF FIGURE

Figure 2.1 The organizations Talent Management Model ........................................ 11
Figure 2.2; Conceptual framework model ................................................................ 21
CHAPTER ONE
PROBLEM SETTING

1.0 Introduction
This chapter consists of the information on the following themes; background of the study, statement of the problem, general and specific research objectives, research questions, significance, limitation and delimitation of the study.

1.1 Background of the study
Motivation is an inner desire of an individual to accomplish something due to the diverse needs. It is a continuous process meaning that, fulfilling one need or desire does not mark the end, rather marks the start point of another need thus creating a continuous chain. In any organization, an employee possesses his/her own desired objective in which he/she tends to strive to achieve. Failure to that, leads to dissatisfaction but when one attains the planned objectives he or she becomes satisfied and thus becomes motivated to stay longer with the organization (Kondalkar, 2007).

Staff retention is the implementation of integrated strategies or systems designed to increase workplace production and service provision by developing some improved ways of attracting, developing, retaining and utilizing human resources with the purpose of meeting both current and future needs. When effectively implemented, staff retention results to prevention of organizational loss both of skills and financial resources; thus it should be given a high consideration for better organizational performance (Lockwood, 2006).

Employing new employees is harder than retaining the employees who are already in the organization and thus making the retention of staffs more essential in any organization mainly for better provisions of quality goods and services to the public by both public and private sectors. Thus, for an organization to realize its goals, appropriate and motivational strategies for both recruitment and retention are to be kept in place mainly for enhanced performance. Despite the fact that, these are kept in place by different organizations, still some of the employees tend to choose to leave the organizations indicating that each individual in the organization is motivated differently to stay with or to leave the organization due to their diverse needs (Bidisha & Baruah, 2013).
Tanzanian government has made some reforms to their pay and incentives system which is well explained in the context of macro-economic reforms that started in 1980s to 1990s. It adopted pay reform as an integral component of Public Service Reform Program (PSRP) in 1994 with the goal that goes beyond salaries by ensuring the development of appropriate and adequate competitive remuneration levels to allow public service to attract and retain the desired staff. The second phase of the implementation started from 1999 to date with its major priority in enhancing pay in order to capacitate the public service to attract, retain and adequately motivate personnel with required skills.

Through DFID in FICD - LGAs report, 2014 it is stated that, majority of staffs allocated in non-disadvantaged LGAs were highly satisfied with their working areas compared with those working in disadvantaged areas by indicating that, 23% of respondents in disadvantaged were not satisfied compared to 18% in non-disadvantaged LGAs. The study went further hence assessing the highest rated factors that could positively influence employees’ satisfaction hence retention including hardship allowances 85%, access to electricity and water 75% and availability of land and staff housing 60%.

For staff retention purposes, it is stipulated in the FICD - LGAs report, 2014 conducted by Department for International Development (DFID) whereby one of the recommendation made was that, the government would enable and support local level and deployment to address intra-LGAs inequality by facilitating and incentivizing local actions so as to improve distribution, retention and motivation in hard to reach areas starting up with disadvantaged LGAs and then followed out more widely. This had to be under the leadership of PO-PSM comprising of development of local strategies for improvement of staff distribution and motivation and the introduction of special grants to understaffed LGAs to support the implementation of their strategies with recurrent and development component.

It was clearly stated that, access to special grants would be provided to only those LGAs that would fulfill the basic pre-conditions of the existence of a strategy that
meets certain standards something which most of the LGAs have not being able to implement thus unable to access the special grants for staffs retention strategies.

1.2 Statement of the problem

Tanzanian Government distributed its economy through different local government authorities and it faces many challenges as far as workplace motivational strategies aiding to staff retention is concerned. This is due to the fact that, public service climate is not conducive for motivating the employees as it is indicated by poor living conditions, lack or poor implementation of career development programs, lack of adequate working conditions, very low salaries, and limited training and development opportunities due to budget constraints (Jackson, 2014).

Patricia (2002) stated that, Staff retention in Tanzania has been a very difficult task especially in areas hard to reach due to different inequalities that tend to exist such as motivational strategies. This is due to; social economic, environmental development, globalization and technological advancement. By reforming its pay and incentives system, Tanzania allows public service to attract and retain the desired staffs so as to enhance the Tanzanian LGAs in the whole process of retaining their staff soon after the employment (PSPI-Policy, 2010).

Gering and Conner (2002) stipulated that, literatures and best practices indicate that, the employees would be motivated to stay long with the organization provided that, the employers treat them as valued contributors through developing them, offering competitive compensation plans and increased benefits in securing the employees’ loyalty in the organization. Despite the fact that, all these are done by Tanzania LGAs but still they are experiencing employees’ shortage and high turnover rates due to staff retention failures.

Some LGAs in Tanzania receive new employees and after a very short period of time, some of them tend to leave the organization due to absenteeism and transfers. For example, in the financial year 2014/15, Mafia DC received a total number of 105 employees which is almost 43% out of 242 intended employees thus making up a total number of 740 employees, whereas; out of them, four (4) of which is almost (1%) left the organization by resignation, twenty two (22) of them which is almost 3% left the
organization due to absenteeism while fifty six (56) of them which is almost 8% left due to transfers (Mafia DC yearly report, 2014/15).

However, some studies related to staff retention have been conducted such as that of Michael and Crispen (2009), Eric et.al (2014) in Africa and that of Dorice (2013) and Jackson (2014) in Tanzania whereby, they mostly dealt with identifying different factors influencing staffs retention including motivational factors with regards to Human Resources practices. The practices included supportive management, training and development, career development, compensation and performance appraisal.

Tanzanian government through the DFID in FICD - LGAs report, 2014 intended at reducing the problem of staff retention failure in disadvantaged areas by introducing a special grant to understaffed LGAs to support the implementation of their strategies including the staff retention. It was concluded that, the access to the special grant would be provided to only those LGAs that would fulfill basic pre-conditions, such as the existence of a strategy that meets certain standards. Unfortunately many LGAs have not initiated this effort by not having any local strategy for staff retention with an umbrella of financial shortage (FICD - LGAs report, 2014).

Hence, this study intends to assess some of motivational strategies that would aid to staff retention so as to identify correct actions to be taken to reduce the problem of staff retention failure in Mafia District Council as it is among the 11LGAs that were researched as one of hard to reach area due to its geographical difficulties whereas up to date, no any initiative that have been kept in place as a strategy for staff retention.

1.3 Objectives of the study
The study comprised both general and specific objectives.

1.3.1 General objective
The general objective of this study was to assess the motivational strategies and staff retention in Mafia DC.

1.3.2 Specific objectives
The study aimed at attaining the following specific objectives;

i. To examine staff retention status in Mafia DC.
ii. To examine motivational strategies applied in Mafia DC.
iii. To examine staff satisfaction with motivational strategies in Mafia DC
iv. To identify challenges facing staff retention in Mafia DC.

1.4 Research Questions
This study intended to answer the following research questions;
i. How is staff retention status in Mafia DC?
ii. To what extent are motivational strategies applied in Mafia DC?
iii. To what extent are staffs satisfied with motivational strategies in Mafia DC?
iv. What are the challenges facing staff retention in Mafia DC?

1.5 Significance of the study
This study will lead to the following underlying importance;
i. Enabling the decision makers and administrative leaders in developing and putting in place the appropriate motivational strategies for staff retention in Mafia DC.

ii. Provides information to those individuals scholars who admire to conduct research on similar study.

iii. A researcher acquired more knowledge on issues concerning motivational strategies that would aid to staff retention in areas hard to reach as well as meeting the academic requirements.

1.6 Limitations of the study
The major limitation to this study was that, it could not be generalized to other similar organizations in Tanzania because of its geographical location by being an Island and thus limited the resources availability.

Fund constraint was one of the limitations to this study whereby, a researcher needed funds for data collection activities such as; transport, analysis and compilation of the whole work. Apart from that, some employees feared to disclose the information to the researcher hence leading to many bureaus since some officials thought that,
disclosing such information to the researcher would result to negative repercussions thus becoming responsible for such consequences.

Inadequate time and poor employees’ commitment were the limitations to the study due to the fact that, respondent workers had to accomplish their daily assigned duties before attempting the questionnaires thus consuming much of the researcher’s time in waiting for them to provide the necessary information.

1.7 Delimitation of the study
These limitations were handled by the researcher by picking the small sample size of 100 respondents out of 844 employees for this study in order to fulfill the envisioned goal in time with the available resources. The researcher had to ask questions and provide some necessary explanations to the respondents on the importance of the study assuring them on the confidentiality of their information provided. For the case of financial constraint the researcher had to use personal savings and proper utilization of time to meet the intended deadline.

1.8 Definition of key terms
The study was composed of three key terms that are necessary to be defined, these terms are; motivational strategies, staff retention and job satisfaction.

1.8.1 Motivational strategies
According to Michael (2006) the word ‘motivation’ is defined as the process of influencing employees to behave in a certain way towards achieving the organizational goals. Thus, motivational strategies are the mechanisms through which the employees are influenced to remain with the entire organization provided that, they are satisfied and committed hence being able to attain both personal and organizational goals.

For this study, motivational strategies are the mechanisms to which the organization intends to apply so as to make sure that, the right employees are motivated to join and work with the organization due to the services provided to them in terms of outputs due to their daily inputs. These involves the provision of adequate living condition, ensuring supportive working environment, provision of training and development
opportunities, ensuring consultation and communication, recognition and financial Incentives.

1.8.2 Retention
According to Lockwood (2006) it is defined as the process whereby the management tends to implement some integrated strategies and systems designed to improve the whole process of attracting, developing, retaining and utilizing the available human resource with the required skills to meet both current and future needs. Through this, they will not intend to leave the entire organization to other organizations (Hausknetch et al, 2008).

For this study, the implementation of the right or appropriate strategies leads to employees’ satisfaction and hence leading to high commitment to continue working with the organization due to the implemented motivational strategies and thus brings about staff retention.

1.8.3 Job satisfaction
Green and Boron (2000) defined job satisfaction as the individual attitudes towards jobs and work environment whereby a person with positive attitude about the job and work environment is said to be highly satisfied while the one with negative attitude is said to be dissatisfied (Bakuwa et al, 2013).

Thus, for the employees’ satisfaction, some strategies are to be implemented to suit both organization and individual employees’ objectives such as; recognition, training, assigning some necessary responsibilities, provision of appropriate compensation, supervision, organizational policy and supportive working environment.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
This chapter covers three sub-sections which are theoretical literature review, empirical literature review and conceptual frame work on the idea of motivational strategies and staff retention.

2.1 Theoretical Literature Review
This is an evaluative part which covers a review of various literatures related to the study. It gives the review by describing, summarizing, evaluating and clarifying the literatures hence providing a theoretical base for the study. These include staff motivation, retention and the relevant model, Tanzania policy relating on motivational strategies and staff retention and the underlying theories.

2.1.1 Motivation
It is defined by Kondalkar (2007) as the inner burning passion caused by needs, wants and desires which causes an individual to apply or to use his physical and mental energy to achieve the intended objectives or goals. An inner burning passion of an individual activates an individual to act or to behave in a manner that will enable him to fulfill his/her desires. Failure to that tends to bring about the disequilibrium hence causing an individual to act or behave in a different manner so as to meet the desires or to bring about the equilibrium.

It is caused after the anticipated perceived value from the action and there must be unsatisfied needs whereby a person tend to remain disturbed until when his/her needs and desires are reached is when the satisfaction arises hence bringing the desired equilibrium in his/her behavior. It is stated that, in order for an individual to be motivated, positive motivation can be induced through both monetary incentives such as pay, allowances and bonuses and non-monetary incentives such as certificates for excellence, recognition award, status and job enrichment (Kondalkar, 2007).

According to Michael (2006) it is defined as the process whereby, staffs are influenced to behave in a certain way towards achieving the organizational goals. It is divided into two types;
(a) **Intrinsic motivation**

This type involves self generated factors (motivators) that influence employees to act in certain behavior toward a particular direction. It includes; work itself, recognition, responsibility and achievement whereby; collectively are also known as motivators hence promote job satisfaction.

Kondalkar (2007) stated that, these are set of job conditions with the primary purpose of building strong motivation and job satisfaction. They have positive effect on work morale, productivity and overall efficiency of the organization. For example, when a person is provided with more challenging work and after applying his knowledge and by being more and fully responsible hence accomplishing the assigned task, it is where now a manager has to recognize him for the performance attained thus causing about satisfaction to the respective person leading to being motivated to stay longer with the organization.

(b) **Extrinsic motivation**

This type is concerned with what is done to or for the employees to motivate them. It includes; organizational/administrative policy, supervision, compensation, working environment and interpersonal relationship whereby; collectively are also known as hygiene factors hence prevent dissatisfaction because when present do not motivate in a strong way but when absent they bring about dissatisfaction. Kondalkar (2007) described that, these are some job conditions that operates primarily to dissatisfy employees whenever these conditions are absent. For example, employer and employee entering into contract of service marks the beginning of obligations and duties for both of them such as an employer has to make sure that the employee is provided with conducive working environment for him to work more efficiently and effectively and failure to that, causes the employee to become demoralized hence becoming attracted to other organizations with appropriate working environments.

The existences of both intrinsic and extrinsic motivation in the entire organization tend to lead job satisfaction and commitment thus leading to staff retention in the organization (Eric et al., 2012).
2.1.2 Retention

According to Lockwood, (2006), it is defined as the process whereby the management tends to implement some integrated strategies and systems designed to improve the whole process of attracting the skilled personnel, developing, retaining and utilizing the available human resource with the required skills to meet both current and future needs. This is done through different activities such as training and development, appraising, rewards and supportive management (Hausknetch et al, 2008).

Employees have different personalities and thus they possess different needs and different perceptions thus they are motivated differently. This is to say that, if employees acquire what they desire in terms of their needs and personalities they become satisfied and hence motivated but if they are not able to fulfill their individual needs it is where now they tend to strive to seek for another job or the very same job in different organizations to which they think they will be able to attain their individual goals and at the same time the organizational goal as well.

According to Andrew (2012) it is stated through the organization Talent Management Model that, a major strategy of staffing in any organization is to retain the valuable employees. This can be attained through any aspect of talent management of which they contribute to staff retention as elaborated in figure 2.1;
Andrew (2012), explained the model as follows;

(a) **Awareness of legal aspects**: Managers and human resource specialists in any organization should understand and keep in mind the major provisions of the existing laws whenever they make organizational decisions. This ensures fair treatment of the staffs thus ensuring labour retention in the organization. It acts as extrinsic motivation as the organizational policies (living condition and supportive working conditions), rules and regulations are formulated in favor of employees thus motivating them to stay longer with the entire organization.

(b) **Strategic human resource and talent management**: Managers and human resource specialists should use strategic human resource in predicting on what types of people and how many will be needed to conduct the work of the organization. Proper plans ensures good and appropriate results for staffs and hence become motivated to stay longer with the organization. This is one of the intrinsic motivation.
since that, works/jobs are plans with regards of the organizational objectives, employees’ qualifications in accordance of the technological or global change whereby it then leads into job satisfaction.

(c) **Recruitment and selection:** Attracting the right job candidates with the right skills to fit the job openings and proper selection of the employees to fill the vacant posts ensures staff retention due to the fact that, the employees will fit well to the organization and to the work hence improving the retention process due to job satisfaction thus enabling the employees to be highly motivated to continue working with the organization.

(d) **Orientation, training and development:** During the arrival of the new employees in the organization, proper orientation enables them to become familiar to the organizational rules and regulation and other staffs as well thus enhancing staff retention in the organization. Through employee training and development, they become more secured to the organization as the result of updating their skills in accordance of work requirements. When people or employees are well trained on how to do the work, it is where they become highly productive hence leading to satisfaction and thus become awarded in accordance of their performance so as to meet their personal needs.

(e) **Performance evaluation:** This is the process whereby the performances of the employees are evaluated through consultation and communication so as to determine as to whether the employees should be rewarded by being recognized, praised or promoted. Through appraising the employees is where now areas for improvement are identified, provision of performance feedback and providing the employees with the chance to express their ambitions, hopes and concern hence enhancing career development and thus, it acts as intrinsic motivation for them to stay.

(f) **Compensation** - Good compensation and appropriate incentives, tend to attract and retain valued employees in general in any organization particularly during a labour shortage since that it is one of the extrinsic motivator whereby, when employees are equitably compensated, it is where now they are motivated to continue working with the entire organization and thus reducing the chance of moving to other organizations with better payments.
2.1.3 Tanzania policy relating to motivational strategies on staff retention

In Tanzania government, the issues of motivational strategies and staff retention are postulated in the Public Service Pay and Incentive (PSPI) Policy of October, 2010 whereby it ensures the competitiveness of the public service pay. This is done by making better payment relative to labour market comparators and improving working conditions together with ensuring that all pay are adjusted in consistent with the Medium Term Expenditure Framework (MTEF).

The government ensures equal pay for equal value of work across the public service, enhances and strengthens the capacity of the public servants to manage programs and projects. It also aims at designing and developing an appropriate incentive scheme to attract and staff retention allocated in underserved areas together with improving the organizational environment and strengthening human resource.

The policy states that, the government should have a systematic approach to incorporate non-pay incentives into public service compensation structure due to the fact that, the employment perception ranked three top forces for motivational for public servants which are non-financial incentives. These are; Improved working tools and budgets, improved management and more training (URT PSPI, 2010).

2.1.4 Theories underlying the study.

It involves two theories which are equity and two factor theory as follows;

(a) Equity theory of motivation

This theory was developed by Stacy Adam in the 1960s basing on the postulate that, an employee is motivated due to the degree of the equity/justice in the organization. This is due to the perception on the relationship between outcomes (i.e. what an employee gets from a job and organization for such as salary, promotions and recognition) and the inputs (what employee contributes to a job and organization such as efforts, experience, education and competence).

The employees tend to make comparison with their fellow employees from the same organization and sometimes from the external organizations and when obtained ratios becomes identical they become motivated hence becomes more engaged and committed to the organization. But for the different ratios, tensions is created for those with low ratio thus starting to search for means of attaining higher ratio like others.
from within the organization and sometimes are forced to quit the job to other organizations to satisfy their needs (Re’em, 2011).

According to Greeberg and Baron (2003) as cited in Re’em (2011), it is postulated that, not only that, managers should demonstrate fairness in the whole process of managing the human resource for the retaining purpose hence improving the performance.

Thus, this theory is appropriate in demonstrating on how employees are motivated to remain with the organizations when are treated equally and fairly throughout the organization. This is to say that, when employees of the same qualifications of the same job in or outside the organization realizes the presence of equity in terms of promotions, recognitions and compensation in the mode of service or production it is when they become satisfied and hence motivated to continue working with the same organization.

(b) Two factor theory

This was found by psychologist Frederick Herzberg in 1959 by postulating that, there are two factors for motivation including the intrinsic factors that involves; advancement, recognition and achievement whereas, collectively are also known as motivators or satisfiers since are work related factors and thus promotes job satisfaction. The second is extrinsic factors whereby, involves; supervision, pay, company policy and working conditions whereas, collectively are termed as dissatisfies thus prevents dissatisfaction to the organization (Dessler, 2013)

These two factors are completely different from the other, thus the presence of one not necessarily cause the absence of the other. The most factors for motivation are the intrinsic factors and not the extrinsic ones since that, when job is highly enriched it is where the outcomes are achieved. Elimination of dissatisfaction factors does not cause satisfaction but rather it causes no dissatisfaction thus leading to no peace and happiness while the elimination of factors that hinders satisfaction does not cause dissatisfaction bur rather it causes no satisfaction (Robbins, 2013).

For this study, since the geographical locations are different, there are other environments with very poor infrastructures as well as the high diversity of human
needs in the organizations thus demanding for both higher concentration on intrinsic factors and extrinsic factors to motivate and enable them to perform the assigned tasks hence making the employees more committed and retained in the organization.

2.1.5 Motivational strategies and staff retention
According to Lehman (2008) it is postulated that, strategies for any organization to improve its staff retention will highly depend on the thorough study and analysis of factors that tend to be motivational to the existing employees considering on the organizational structures and staffing types. After identifying the requirements it is when one can either decide to improve staff retention practicing either or all of these or any other aspects depending on the identified factors to that particular organization such as; improving the living and working conditions, provisions of non-monetary incentives and provision of financial incentives. All these can be achieved through the following:

(a) High employees’ involvement (consultation and communication)
This is the process whereby the management tends to make sure that, employees work as a team in the organization aiming at encouraging a greater level of trust and communication between employers and employees. It involves employees’ empowerment, information circulation, staffs association, staffs surveys or self managed teams and provision of feedback. Managers should be committed to people by using proper leadership style to help individuals succeed in their tasks and they should willingly spend their time and energy working with and directing people in the assigned tasks (Kenneth & Dewey, 2006).

Leadership styles (Supportive working condition)
According to Dubrin, (2012) it is defined as the typical pattern of behavior in which a leader applies to influence the intended group of people to perform a given task or to achieve the intended objectives. They are of two groups which are; participative leadership style which involve group members in making decisions assuming that, the leader does not have all answers and the second group is Autocratic leadership style whereby; a leader retains all the authority for him/herself hence making the decisions by themselves hoping for the compliment by the members.
(b) **Human Resources (training and development)**

Through this, management is able to plan for human resource, match the skills with the assigned tasks for better performance due to proper integration of organizational strategic planning enabling the proper allocation of funds for personnel and career development plans. When this is properly handled, it contributes much on retention of workers due to the fact that, people will be secured in terms of job security and will be recognized due to good performance. Some of the organizations fail to retain their staffs because of poor plans of the resources needed (Michael, 2007).

Opportunity for growth is the main desire for many employees in the developing technology thus they admire more in developing their skills and abilities hence developing their career thus, management should put into consideration the intention of developing their employees through trainings and developing career planning process in the organization. This will ensure the employees autonomy and job security as well hence bringing about staff retention (Michael, 2007).

**Reward and commitment practices (recognition and financial incentives).**

Management should develop a reward system that will accommodate both financial and non financial rewards so as to recognize achievement due to the fact, people in the same organization, performing the same tasks tend to have different personalities and different perceptions and thus are differently motivated to stay with that particular organization, for instance, money is not always a motivator. This can be achieved through improving the organizational policies and practices thus incorporating in the culture that will value and reward employees. Through this, poor paid salaries can be supplemented via provision of allowances such as hardship allowances so as to enhance the living condition (Dale, 2003).

**2.1.6 Staff satisfaction with motivational strategies**

This is the attitude of employees toward job and work in general whereby it can either be negative attitude leading to dissatisfaction and positive leading to satisfaction. Satisfaction arises when the employees’ needs are met and whenever are not met, leads to dissatisfaction. By managers being sensitive to adequate living condition, supportive working conditions, needs of employees acquiring new skills and development as they require, valuing their employees and supportive management the
level of employees’ satisfaction tend to increase and the retention rate increases in that particular organization (Eric et al, 2012).

2.1.7 Challenges facing staff retention

Staff retention is faced with different challenges thus hindering its effectiveness in many organizations in Tanzania including both private and public sectors. These are explained as follows;

(a) Geographical location

Some of the areas are located in remote areas while others are near to the urban areas where there is availability of all the basic necessities for living conditions such as water, electricity, health, education, roads and all the communication infrastructures. Many people prefer to work in areas where they are able to acquire those needs mainly for themselves and their families as well and failure to that, they are then prompted to search for other jobs or the very same jobs available in other organizations (Lehman et al., 2008).

(b) Local environment

This involves the entire general living environment in which the employees tend to exercise different daily activities. It must ensure high security for the employees and their families as well by provision of staff accommodation and accessible in terms of transport infrastructures so as to allow circulation of different activities apart from employment after work hours. Some areas become a challenge for employees such as living in island prohibit circulation of daily community activities for those who are not used with an Island life especially when it comes to transport by moving from interior to the inferior of the Island. This remains a challenge in the whole process of retaining staffs that are not familiar to these areas (Lehman et al, 2008).

(c) Individual challenges

These involves those challenges which are associated with person’s personal characteristics such as age, gender and marital status whereby the individuals decision impact may change persons’ life and career growth as well. For example, one has to move out from the organization due to family problem or matters such as sickness and
spouse and failure to move can result to negative stresses to an individual (Lehman et al, 2008).

(d) National environment
This involves the challenges that result from the national status such as the poor salary for the employees since that there is no way out an individual manager can rise the salary since that, it depends to national income in term of the economy. Inadequate fund for training and development and unequal training and development opportunities due to staff shortage in most areas tend to cause most of young employees who wish to develop their career to quit the job and search for more alternatives (Lufunyo, 2015).

(e) Work related factors
This involves all the challenges that are associated with work environment due to lack of talent management through which there are no leaders with necessary leadership skills that are needed in staff retention by being unable to hold subordinates accountable for meeting targets, unable to delegate and encourage subordinates and inadequate collaborative skill (Lufunyo, 2015).

2.2 Empirical Literature Review
It involves information from previous studies conducted in and outside Tanzania relating to staff retention. Through literature review, explanations and logical connections between the researchers are provided hence enabling the identification of the existing gap for better conduction of this study. The following are the different studies in Tanzania relating to staff retention;

In 2013, Dorice conducted a study on “the influence of motivation on employee retention in public organizations” with case study in Tanzania Ports of Authority. The study revealed that, motivation is very vital to the staff retention basing on the factors such as; job security, salaries, responsibilities and working environment which had so much impact on the staff retention in the organization. Thus, by ensuring job security for the employees, availability of adequate salaries that satisfied the diverse needs of the employees, ensuring responsibilities to the qualified staffs and creation of encouraging working environment, the employees were motivated to continue
working with the organization for longer time hence enabling the realization of the organizational goals.

In the year 2014, lecturer Muhoho at Tengeru Institute of community development (TICD), Arusha conducted a research on “Assessment of factors influencing employee retention in Tanzania’s work organizations”. The study revealed that, staff retention is hindered by low salaries, benefit and organizational psychological factors thus recommending for, management to review the remuneration schemes for better retention mechanism. This shows that, for the employees to be motivated to stay with the organization, extrinsic factors were to be highly considered basing on compensation (Muhoho, 2014).

According to different studies in the world, motivational strategies differ due to the nature and the geographical location of the organization. Those differences are to be linked with motivational theories so as to determine what exactly motivates employees to be committed to the organization hence enabling them to enjoy staying longer in the organization. The following are the studies outside Tanzania relating to the present study;

In 2012, the related study on “An Effectiveness of Human Resource Management Practices on Employee Retention in Institute of Higher learning” was conducted by Eric and other four members from the Faculty of Business and Finance in Tunku Abdul Rahman University allocated in Kampar, in Malaysia. They stated that, employee are successful motivated to perform well if provided with sufficient guidance through training and development, appraised through effective performance standards and equal compensated due to what one contributes to the organization. The results of the study indicated that, in Malaysia university Y the training, compensation and appraisal are the most fundamentals for staff retention compared to empowerment which is less fundamental (Hong et al, 2012).

According to Chipunza and Samuel’s study on “Employee retention and turnover: Using motivational variables as a panacea” in 2009 in South Africa, it is stated that, employees turn over occurs as a result of employees leaving their jobs in which they must be replaced thus, managers should reduce the frequencies at which the
employees leaves the organization. The study revealed that, staffs in both public and private sectors were motivated to stay in their respective organizations through the combination of intrinsic and extrinsic motivational factors such as training and development, challenging and interesting work, freedom for innovative thinking and job security (Chipunza& Samuel, 2009).

At general level, these two studies did concluded that, employees in those respective organizations are motivated by training and development, compensation, appraisal, challenging work, freedom of innovative thinking and job security. This it is according to their work areas whereby, retaining of employees differs from one organization to another due to different reasons and one being a national economy or national development.

2.3 Conceptual framework of the study
It gives the relationship between the independent and dependent variables. In this study, the independent variables that were used as the key determinants of dependent variable which was staff retention were adequate living conditions, supportive working conditions, opportunities for training and development, recognition, consultation and communication and financial incentives (Andrew, 2012). This is elaborated through figure 2.2.
2.3.1 Operationalization of the variables

This explains on how do independent and dependent variable operate in the organization thus leading to attainment of the organization objectives by employees becoming satisfied and hence retained in the organization. Sung and Ashton (2005), proclaimed that, in order for the organization to improve employees’ performance, they should increase their engagement and retention. This is shown through table 2.1.

### Table 2.1 Operationalization of the variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicators/Operationalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate living conditions</td>
<td>The availability of quality staff houses, schools, hospitals, water and transport facilities.</td>
</tr>
<tr>
<td>Supportive working conditions</td>
<td>Leadership styles, quality offices, appropriate working facilities</td>
</tr>
<tr>
<td>Opportunities for training and</td>
<td>Opportunities for training programs, promoted staffs and trained staffs</td>
</tr>
<tr>
<td>development</td>
<td></td>
</tr>
<tr>
<td>Consultation and communication</td>
<td>Socialization meetings, grievances procedures, counseling services, feedback provisions</td>
</tr>
<tr>
<td>Recognition</td>
<td>Rewards for good performers and recognition for superior performers</td>
</tr>
<tr>
<td>Financial Incentives</td>
<td>Housing, transport and hardship allowances</td>
</tr>
<tr>
<td>Satisfaction /dissatisfaction</td>
<td>Stay / Leave (Retention)</td>
</tr>
</tbody>
</table>

Source: Field study, 2017
2.4 Synthesis for the Research Gap

Conclusions drawn from the previous studies, both at general level and in Tanzania, marked a starting point for this study to be conducted. As for the General studies related to motivational strategies and staff retention, revealed that, since the studies were conducted in areas that already had a preferable condition economically, having enough and good quality infrastructures and most of the organizations were well equipped thus they had to focus mostly on work related activities so as to motivate the workforce through intrinsic motivators and very little focus on extrinsic factors so as to retain them. Thus, more researches were to be conducted so as to obtain the appropriate motivational strategies that would aid to staff retention in areas hard to reach. This initiated the study to be conducted at Mafia DC so as to analyse on which motivational strategies that would mostly be appropriate for staff retention.
CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction
This chapter describes the methodological approaches that were used during the study including the; research design, study area, targeted population, sample size and sampling procedures, data collection methods and data analysis techniques.

3.1 Research design
According to Kothari (2004) it is defined as the arrangement of conditions that are used for data collection and analysis intending to combine the relevance of research purpose with economy in procedure. It influences the decisions on the research questions regarding the ‘what, where, when and how’ for better results. Through this, a researcher was able to facilitate smooth sailing of the various research operations thus leading to research efficiency by obtaining much information with minimal expenditure of efforts, time and money.

According to White (2009), there are four (4) types of research design i.e. experimental, longitudinal, cross-sectional and case study designs. For this study, Case study design was employed whereby, it is an inquiry that intends to focus on describing, understanding, predicting and controlling the individual including process, animal, person, household, organization, group, industry, culture or nationality. It enabled the researcher to come up with viable and specific findings focusing on a particular case as a unit under investigation across a variety of characteristics. It allows the combination of both primary and secondary data collection methods through both qualitative and quantitative techniques via interviews, questionnaires and documentary reviews (Woodside, 2010).

3.2 Study area or research area
The study was conducted at Mafia District Council located in South Eastern part of Coast region. Geographically it is an Island in Indian Ocean mainly at the South Eastern part of Dar es Salaam Region about 195 Kms away. Its total area is 972 km² whereby 407km² is covered by dry land and 565km² is under water. It is comprised of other 7 small Islands namely Jibondo, Chole, Juani, Bwejuu, Mbarakuni, Shungimbili
and Nyororo whereby, Mbarakuni, Shungimbili and Nyororo are temporarily habitant for fishermen.

For the case of Administration, Mafia District is divided into two divisions, which are south and north division involving eight wards, twenty three villages and one hundred and thirty six hamlets (“Vitongoji”). The major role of Mafia DC is to administer the provision of social, economic, political and cultural needs to the society.

According to 2012 population and housing census report, Mafia District had a population of 46,438 inhabitants comprising of 23,484 females and 22,954 males, whereby the annual increase over the previous ten years was about 1.5 percent.

3.3 Population of the study
The population of the study comprised 844 employees from six (6) departments with extension staffs as illustrated through Table 3.1.

Table 3.1; Population of workers in Mafia DC

<table>
<thead>
<tr>
<th>Head/Department</th>
<th>Number of employees</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>HODs</td>
<td>16</td>
<td>1.90</td>
</tr>
<tr>
<td>Administration general</td>
<td>54</td>
<td>6.40</td>
</tr>
<tr>
<td>P/Education</td>
<td>390</td>
<td>46.21</td>
</tr>
<tr>
<td>S/Education</td>
<td>152</td>
<td>18.01</td>
</tr>
<tr>
<td>Agriculture &amp; cooperation</td>
<td>32</td>
<td>3.79</td>
</tr>
<tr>
<td>Health</td>
<td>192</td>
<td>22.75</td>
</tr>
<tr>
<td>Livestock &amp; Fishery</td>
<td>8</td>
<td>0.94</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>844</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field data, 2017.

3.4 Sample size
According to Nachmias (2008) as cited in Philemon (2011), the determination of the sample size, must be at a certain proportion often set at five percent (5%) of the intended population. Thus, for this study, 100 employees out of 844 intended total populations from six departments with extension workers were taken as a sample size.
The involved departments were; administration, health, primary and secondary education, Agriculture and cooperation and Livestock and fisheries.

According to Rwegoshora (2006), Sampling procedures are of two basic types, which are probability sampling whereby, every unity of a population has an equal chance of being selected for sample and non-probability where every unity does not get equal chance of being selected. The study employed non-probability sampling purposefully by involving head of departments and units while probability sampling procedure was used through stratified sampling method to collect information from all cadres in all departments of the targeted population.

(a) Purposive or judgmental sampling

This is the process whereby the sample unit is deliberately selected in accordance of researchers’ judgment that, the selected sample is appropriate for the given study. It is upon the researchers’ subjective judgments concerning who to be involved due to different reasonable consideration hence ensuring better results (Krishnaswami & Ranganatham).

Purposive sampling was used to collect data from 13 head of departments and 3 head of units in Mafia DC thus making up a total of 16 sample sizes from the targeted population. The main reason for this choice was that, head of departments and units were the ones who were highly involved in the Council Management Team hence assisted the researcher with appropriate answers on the existing motivational strategies and the challenges faced and thus led to better results on how to solve the problem of staff retention in Mafia DC.

(b) Stratified sampling

According to Krishnaswami and Ranganatham (2013), it is defined as the process whereby, the targeted population is arranged into homogeneous strata in terms of service provision under each department. It may also involve arranging the strata due to ages, gender, education and designation. For this study, six strata with the total number of employees at each stratum were formulated. The number of employees
involved in the sampling unit was selected proportionally from each stratum so as to ensure a representativeness of each department in data collection.

This was done proportionally by selecting the desired number of persons from each stratum (department) by drawing each sample according to the number of persons in that stratum ensuring that, large samples were derived from large strata and smaller samples from smaller strata in accordance of the employees’ work attendance on that particular day (De Vos et al, 2005).

According to Krishnaswami and Ranganatham (2013), the method of proportional allocation was used to obtain the sizes of the samples from each stratum in accordance of the total number of employees existing under each department. It states that;

\[
n_{i} = n * P \text{ whereas; } n_{i} = \text{Stratum or department (Administration general, primary and secondary education, agriculture and cooperation, health and livestock and fisheries)}
\]

\[
n = \text{Sample size required which was 100}
\]

\[
P = \text{Proportion of population included in stratum (Number of employees in stratum/Population size which was 844 – 16 head of departments = 828)}.
\]

\[
N_{i} = \text{Population size which was 844 divided into six stratum (54, 390, 152, 32,192 &8).}
\]
Calculation for each department/stratum

(i) Administration general
\[ n_1 = n^*P \]
\[ = 100 \left( \frac{54}{828} \right) \]
\[ n_1 = 6.5 \sim 7 \]

(ii) Primary education
\[ n_2 = n^*P \]
\[ = 100 \left( \frac{390}{828} \right) \]
\[ n_2 = 47.1 \sim 47 \]

(iii) Secondary education
\[ n_3 = n^*P \]
\[ = 100 \left( \frac{152}{828} \right) \]
\[ n_3 = 18.4 \sim 18 \]

(iv) Agriculture and cooperative
\[ n_4 = n^*P \]
\[ = 100 \left( \frac{32}{828} \right) \]
\[ n_4 = 3.9 \sim 4 \]

(v) Health
\[ n_5 = n^*P \]
\[ = 100 \left( \frac{192}{828} \right) \]
\[ n_5 = 23.2 \sim 23 \]

(vi) Livestock and fisheries
\[ n_6 = n^*P \]
\[ = 100 \left( \frac{8}{828} \right) \]
\[ n_6 = 0.9 \sim \]

The sample size from Mafia Dc is illustrated through table 3.2

Table 3.2 Tabular sample size from Mafia DC

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of employees (N_i)</th>
<th>Sample unit (n_i)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration general</td>
<td>54</td>
<td>7</td>
</tr>
<tr>
<td>P/Education</td>
<td>390</td>
<td>47</td>
</tr>
<tr>
<td>S/Education</td>
<td>152</td>
<td>18</td>
</tr>
<tr>
<td>Agriculture &amp; coop</td>
<td>32</td>
<td>4</td>
</tr>
<tr>
<td>Health</td>
<td>192</td>
<td>23</td>
</tr>
<tr>
<td>Livestock &amp; Fishery</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>828</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data, 2017.
3.6 Data collection methods

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. It involves primary and secondary methods whereby, for this study, both methods were used (Bhattacherjee, 2012).

3.6.1 Primary data collection methods

According to Bhattacherjee (2012), are defined as the methods used to collect fresh data for the first time and thus becoming the original in character whereby for this study, interviews, questionnaires and observation were applied.

a) Interviews

This is the process of data collection that involves the presentation of oral – verbal stimuli and reply in terms of oral – verbal responses so as to obtain primary data from the respondents. For this study, face to face semi-structured interviews were administered to 16 head of departments and unit sections (HODs) in lieu of their availability in order to solicit information regarding the current situation of staff retention in Mafia DC (Kothari, 2004).

This method was the most appropriate for the head of departments due to the fact that, they were the ones involved in management decision making thus enabled the researcher to obtain the necessary information concerning staff retention strategies such as current status and challenges that hinders the effective implementation of motivational strategies on staff retention whereby, it would be difficult to obtain such information from other employees in the lower position in the organization.

b) Questionnaires

Bhattacherjee (2012) defines a questionnaire as a series of written questions in which a researcher supplies to the respondents requesting their response. Questionnaires were delivered by hand by the researcher to the selected respondents from Mafia DC departments and unit sections for them to complete them and then were re-collected later.
The questionnaires were provided to 84 normal employees from the selected departments to which each individual was able to fill the questionnaires at their most appropriate time thus avoiding the interference with their daily activities. This provided them with time for more communication among themselves and the researcher as well hence obtaining better results for the study.

(c) **Observation**
This is one of the primary data collection methods which involve the process of seeing with purpose by studying the role holders’ actions hence noting the time and how they do them. It is more useful for routine administration or manual responsibilities but rarely applied due to maximum consumption of time up to accurate results (Armstrong, 2006).

The researcher used this method to observe and collect the appropriate data from the event associated with the study in Mafia DC whereby; the living (transport, healthy services and staff houses) and working conditions (buildings / offices and working facilities) were observed without asking any question to any one in accordance of their suitability to the employees.

Its significance is that, it eliminates the information biasness since the collected data were real information which was not affected by past behaviours or future intention. It is also an independent method that does not need cooperation with the respondents and thus prevents the delay that might be caused by the respondents (Gupta, 2011).

3.6.2 **Secondary data collection methods**
According to Kothari (2004), are defined as the methods used to collect data that have already been collected by someone else and passed through the statistical process. It involved:

**Documentary sources**

This is the process whereby the researcher tends to obtain data from relevant documents and reports from the area of the study (Kothari, 2004). For this study, the researcher had to review council quarterly reports for the year 2011/12, 2012/13,
2013/14, 2014/15 and 2015/16 so as to determine the status and the trend of staff retention in Mafia DC.

3.7 Data analysis
According to Kothari (2005), it is defined as the computation of various percentages, derivatives and coefficients by applying well defined statistical formulae. The relationships or differences supporting or conflicting with original or new hypotheses was subjected to statistical tests of significance to determine with what validity data can lead to conclusion. Data can be analyzed in different ways by researchers depending on the data types and variables of interest, the actual distribution of the variables, and the number of cases whereby; it can be through qualitative or quantitative data analysis methods. Both qualitative and quantitative data analysis methods were used for this study.

3.7.1 Quantitative data analysis methods
It involves the use of descriptive statistics such as tables, percentages and other numerical expression in data presentation. The quantitative information obtained from questionnaires and documentary review was analyzed by using computer program package whereby; A Statistical Package for Social Scientists (SPSS) was used to derive, frequencies, percentages, tables and charts (Kothari, 2005).

3.7.2 Qualitative data analysis methods
It involves factual and logical interpretation, comparison and explanation of study findings. The researcher narrated the findings in words especially the data that were obtained through interview, questionnaires and general observations in which were subjected to content analysis. This was done by re-examining the verbatim transcription, hence reducing and compressing them without losing their key messages organizing and summarizing the collected data into descriptive data and finally, the researcher concluded (Miles &Huberman, 1994).

3.8 Validity and reliability
Validity of the study refers to the quality that the methods used in research are true intending to answer the research questions, and reliability refers to the degree of
consistence within which instances are assigned to the same category by the different observers or by the same but in different occasions.

To ensure validity, there was multiple sources of data (Triangular of methods) whereby, more than one methods of data collection were used accompanied with pre-testing of questionnaires and interviews before the actual data collection so as to determine their validity, reliability, clarity and relevant of the study objectives. This strategy did not only increase the depth of exploring, but also enhanced accuracy. Triangular of persons on the other hand, ensured that, data on particular issues were obtained from different respondents.

3.9 Ethical Considerations
This study involved collecting data from and about people; it adhered to ethical and professional codes of conduct to safeguard the rights of the participants and enhanced trustworthiness of the findings. Ethical issues that were observed were such as; obtaining permission to collect information from the organization, ensuring voluntary participation of the respondents, informed consent and anonymity.

Confidentiality was observed by assuring the respondents that, the collected information would be used only for study purpose and confidentially treated and all the participants were identified by their designations and not by their names.
CHAPTER FOUR
PRESENTATION OF FINDINGS

4.0 Introduction
This chapter presents research findings in accordance of the research general objective which was to assess the suggested motivational strategies and staff retention accompanied with the specific objectives which were; examining staff retention status, examining motivational strategies applied in Mafia DC, examining staff satisfaction level with the motivational strategies and identifying the challenges facing staff retention in Mafia DC.

4.1 Respondents’ personal information
It was categorized into three parts which were; position/title, level of education and the length of service with Mafia DC.

4.1.1 Respondents position/Title
The researcher was interested to know the respondents position so as to examine how each individual at a very specific position could be motivated so as to come up with correct strategies that could be motivational for staff retention by including all of the existing positions in Mafia DC basing on the representation of eighty four respondents who were not head of departments and units. Thus, the respondents were classified into five categories that are; supportive staffs which were 11% of them, assistant officers which were 28% of them, officers which were 32% of them, senior officers which were 17% of them and principle officers which were 12% of them. This is illustrated through table 4.1
Table 4.1 Respondents position/title

<table>
<thead>
<tr>
<th>Position/title</th>
<th>Sample unit</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supportive staffs (secretaries, watchmen, office attendants and drivers).</td>
<td>9</td>
<td>11</td>
</tr>
<tr>
<td>Assistant officers (certificates and diploma holders).</td>
<td>24</td>
<td>28</td>
</tr>
<tr>
<td>Officers (bachelor degree holders)</td>
<td>27</td>
<td>32</td>
</tr>
<tr>
<td>Senior officers (have worked for nine years and above)</td>
<td>14</td>
<td>17</td>
</tr>
<tr>
<td>Principle officers (have worked for twelve years and above)</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>84</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, (2017)

4.1.2 Level of Education
The respondents’ level of education included three categories whereby, those with certificate education were 8.3% of them, diploma education were 25% of them and bachelor degree/PHD education were 66.7% of them. This is illustrated through table 4.2.

Table 4.2; Level of education

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate holders</td>
<td>7</td>
<td>8.3</td>
</tr>
<tr>
<td>Diploma holders</td>
<td>21</td>
<td>25</td>
</tr>
<tr>
<td>Bachelor degree/ PHD holders</td>
<td>56</td>
<td>66.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>84</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source; Field data, 2017

4.1.3 Respondents length of service
The respondents’ length of service was divided into three categories which are; those who had stayed for one to five years were 16.7% of them, those who had stayed for six to ten years were 50% of them and those who had stayed for more than ten years which were 33.3% of them. This is illustrated through table 4.3.
Table 4.3 Length of service

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>14</td>
<td>16.7</td>
</tr>
<tr>
<td>6-10 years</td>
<td>42</td>
<td>50.0</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>28</td>
<td>33.3</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>100</td>
</tr>
</tbody>
</table>

Source; Field data, 2017

4.2.0 Examining staff retention status /trend in Mafia DC
This was the first specific study objective whereby it was answered mainly by using qualitative data analysis through the interview conducted to the sixteen HODs and reviewing the five years quarterly reports starting from 2011/12 to 2015/16.

4.2.1 Statistics showing employees who reported and left Mafia DC for five years
The research findings showed that, at the end of the year 2011/12, three employees resigned, eighteen employees were absentees, twenty four employees were transferred to other areas and seventy seven job applicants were posted to Mafia DC but only forty four of them reported. At the end of the year 2012/13, none employee resigned, twenty one employees were absentees, thirty eight employees were transferred to other places and one hundred and four job applicants were posted to Mafia DC but only twenty two of them reported. At the end of the year 2013/14, one employee resigned, twelve employees were absentees, forty two were transferred to other areas and one hundred and seventy two job applicants were posted to Mafia DC but only eighty nine of them reported. At the end of the year 2014/15, four employees resigned, twenty two employees were absentees, fifty six were transferred to other areas and two hundred and forty two job applicants were posted to Mafia DC but only one hundred and five of them reported. At the end of the year 2015/16, four employees resigned, thirty seven employees were absentees, sixty four were transferred to other areas and one hundred and thirty nine job applicants were posted to Mafia DC but none of them reported.

The findings revealed that, most of employees left the organization through transfers followed by absenteeism and few of them resigned while most of the employees
seemed not to report to their work station (Mafia DC) when they were posted by the government via recruitment secretariat as it is illustrated through table 4.4.

**Table 4.4 Employees trend showing employees who reported and left in each year from 2011/12 to 2015/16 in Mafia DC.**

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Total staffs</th>
<th>Staffs resigned</th>
<th>Absentees</th>
<th>Transfers</th>
<th>To be recruited</th>
<th>Reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011/2012</td>
<td>599</td>
<td>3</td>
<td>18</td>
<td>24</td>
<td>77</td>
<td>48</td>
</tr>
<tr>
<td>2012/2013</td>
<td>612</td>
<td>0</td>
<td>21</td>
<td>38</td>
<td>104</td>
<td>22</td>
</tr>
<tr>
<td>2013/2014</td>
<td>719</td>
<td>1</td>
<td>12</td>
<td>42</td>
<td>172</td>
<td>89</td>
</tr>
<tr>
<td>2014/2015</td>
<td>740</td>
<td>4</td>
<td>22</td>
<td>56</td>
<td>242</td>
<td>105</td>
</tr>
<tr>
<td>2015/2016</td>
<td>895</td>
<td>4</td>
<td>37</td>
<td>64</td>
<td>139</td>
<td>0</td>
</tr>
</tbody>
</table>

Source; Field data, 2017

**4.2.2 Staff retention status in Mafia DC for 5 years**

The finding shows that, the total number of employees who left Mafia DC at the end of the year due to different reasons such as; absenteeism, resignation and transfers were; 8% of the total employees for the year 2011/12, 10% of the total employees for the year 2012/13, 8% of the total employees for the year 2013/14, 11% of the total employees for the year 2014/15 and 12% of the total employees for the year 2015/16. This is illustrated through table 4.5.

**Table 4.5 Status of staff retention in Mafia DC for the past five years;**

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Total staffs</th>
<th>Staffs remained</th>
<th>Staffs left</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011/2012</td>
<td>599</td>
<td>554</td>
<td>45</td>
<td>8</td>
</tr>
<tr>
<td>2012/2013</td>
<td>612</td>
<td>553</td>
<td>59</td>
<td>10</td>
</tr>
<tr>
<td>2013/2014</td>
<td>719</td>
<td>664</td>
<td>55</td>
<td>8</td>
</tr>
<tr>
<td>2014/2015</td>
<td>740</td>
<td>658</td>
<td>82</td>
<td>11</td>
</tr>
<tr>
<td>2015/2016</td>
<td>895</td>
<td>790</td>
<td>105</td>
<td>12</td>
</tr>
</tbody>
</table>

Source; Field data, 2017
4.3.0 Examining motivational strategies applied in Mafia DC

This was the second specific research objective whereby; the researcher had to examine the applied motivational strategies in accordance of respondents’ views on extent to which they agree or disagree that those strategies would aid to staff retention. The motivational strategies with respondents who strongly agreed with the frequencies of 50% or above were the ones considered to be more motivational toward staff retention due to this study in Mafia DC.

HODs were asked as to whether they had some identified motivational strategies for staff retention whereby, they answered that, Mafia DC had no any identified motivational strategy for staff retention to date hence leading to staff retention failure. The reason behind this was shortage of fund hence failure to provide timely payments on employees’ legal allowances and benefits as stipulated in standing orders of 2009. They explained that, although Mafia DC lacked specific strategies for staff retention, it had been trying to retain the employees through some efforts as follows:

Allocation of staffs with houses to live through the available few houses as it is stated in standing orders for public service, of 2009 section J2 that; some employees are entitled with houses or house allowance. In Mafia DC, it was observed that, all heads of departments were allocated with houses to live as their entitlements while some of other few employees at the lower positions were provided with the small houses to stay in which were to pay house taxes /bills at the end of every month.

Paying the legal entitlements to employees such as; leave allowances, transfer costs, subsistence allowances during first appointment and medical examination. Mafia DC through the management had tried to pay those entitlement but not timely all the time due to the little available funds from revenue collection through own source.

Mafia DC tends to capacitate the existing departments and units through the provision of working facilities such as computers, printers and stationeries. The provision of these facilities is not sufficient to cover all the departments and units in the whole district because of the few available financial resources since they normally depend on revenue collections from fishing and few farm products such as coconuts and cashew nuts.
Training opportunities to the needy employees is one of the efforts that have been used by Mafia DC as a retention mechanism to which employees were planned to go for trainings. These plans were unfortunately not fully implemented because the council was not able to cover the tuition fees and sometimes due to staff shortage, some employees were not permitted to attend off the job training hence leading to staff demoralization.

Thus, from these efforts, the researcher came up with six motivational strategies which were thought to be motivational and thus would aid to staff retention and were somehow practiced in Mafia DC so as to be examined as to which strategies would be strong on staff retention. Those strategies include; provision of adequate living condition, supportive working environment, opportunities for training and development, consultation and communication, recognition and financial incentives.

The questionnaires were distributed to the eighty four employees/respondents who were neither head of departments nor units whereby; the results with respondents who strongly agreed were as follows; Staff houses 57.1%, transport 50.0%, education 35.7%, health services 63.1%, water services 39.3%, leadership 27.4%, work environment 39.3%, career development 41.7%, advancements 33.3%, consultation and communication 16.7%, recognition on good performance 16.7%, recognition for superior performance 25%, transport allowance 67.9% and hardship allowance 72.6%. This is illustrated through table 4.6
Table 4.6 Motivational strategies

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Items</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provision of adequate living condition</td>
<td>(a) Staff houses</td>
<td>48</td>
<td>30</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>(b) Transport</td>
<td>42</td>
<td>34</td>
<td>4</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>(c) Education</td>
<td>30</td>
<td>47</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>(d) Health services</td>
<td>53</td>
<td>27</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>(e) Water services</td>
<td>33</td>
<td>28</td>
<td>20</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2. Supportive working environment</td>
<td>(a) Leadership</td>
<td>23</td>
<td>37</td>
<td>11</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>(b) Work environment</td>
<td>33</td>
<td>35</td>
<td>7</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>3. Training and development</td>
<td>(a) Career development</td>
<td>35</td>
<td>28</td>
<td>14</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>(b) Advancements</td>
<td>28</td>
<td>37</td>
<td>5</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>4. Consultation and communication</td>
<td>Consultation and communication</td>
<td>14</td>
<td>42</td>
<td>21</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>5. Recognition and Rewards</td>
<td>(a) Good performance</td>
<td>14</td>
<td>49</td>
<td>14</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>(b) Superior performance</td>
<td>21</td>
<td>42</td>
<td>7</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>6. Financial Incentives</td>
<td>(a) Transport allowance</td>
<td>57</td>
<td>20</td>
<td>2</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>(b) Hardship allowance</td>
<td>61</td>
<td>10</td>
<td>6</td>
<td>5</td>
<td>2</td>
</tr>
</tbody>
</table>

Source; Field Data, 2017

4.3.1 Provision of adequate living condition

In order for employees to be motivated to stay with the organization, the employer(s) must ensure the provision of adequate living conditions through good living houses,
availability of good transport facilities (road and sea), and accessibility of good education for both adults and children, accessibility to good health and water services.

(i) Provision of staff houses

The researcher was interested to know the situation of staff houses in Mafia DC whereby, through the review done in staff accommodation file; it was observed that, apart from HODs, only 8% of eight hundred and forty seven employees were allocated with living houses and the remaining seven hundred and sixty three had to search houses for living on their own costs since that, no staff houses to accommodate all of the available staffs.

It was observed that, shortage of staff houses in Mafia DC; forced some of the employees to rent houses to stay to which some of them are not of good quality since that, some are muddy constructed with no electricity. For example, the houses of better quality are very few and are mainly at Kilindoni town which is about 55kms away from the northern part (Bweni) of Mafia DC.

The study aimed at examining as to whether the provision of staff houses would motivate employees to stay longer in Mafia DC whereby from table 4.6, the findings revealed that; 57.1% of the respondents strongly agreed, 35.7% of them agreed, 3.6% of them were uncertain, 2.4% of them disagreed and 1.2% of them strongly disagreed with the notion. The result indicates that, 92.8% of the respondents agreed while 3.6% of the respondents did not agree with the notion and only 3.6% were not sure of what to decide.

(ii) Availability of good transport facilities (roads, air and sea)

Through the interviewed HODs and general observation; it was revealed that, there are two major means of transport to connect services from main land (Dar es Salaam) to Mafia District which are; Air ways (via air planes with only three companies which are; Auric, Coastal and Tropical) and Sea ways (via sea vessels such as dhows and wooden boats). By reviewing the personal files of the employees in Mafia DC, most of their places of domicile are outside Mafia Island and thus most of them are not used to the Island life styles especially sea transport.
Three respondents who were assistant officers (Extension officers) explained that, internal transport via main roads is not a greater problem but the main problem arises when the employees are posted to the interior areas which are islets within Mafia Island such as; Bwejuu, Jibondo, Juani, Jojo and Chole. At these areas, no roads and people living in those areas depend more on Footpaths and Sea vessels (wood boats) to which they have to pay around Tshs.500 to 1000 per one person.

Actually, more than half of the respondents explained through the open structured questions that, sea passengers from Nyamisati (Rufiji) to Mafia Island suffer a lot during windy seasons and the transport facilities are very scarce whereby; currently there are only two wooden boats that are well functioning in which during windy season, the passengers are forced to sleep beside Nyamisati beach for three to five days waiting for wind stoppage.

The study aimed at examining as to whether the provision of good transport facilities (roads, air and sea) in Mafia DC would motivate employees and hence would like to stay longer whereby; from table 4.6 the results revealed that, 50.0% of the respondents strongly agreed, 40.5% of them agreed, 4.8% of them were uncertain, 3.6% of them disagreed and 1.2% of them strongly disagreed with the notion. The results revealed that, almost 90.5% of the respondents agreed while 4.8% of the respondents disagreed with the notion and only 4.8% of the respondents were not sure of what to decide.

(iii) Accessibility of good education for both adults and children

Through the interview conducted to HODs and documentary reviews it was discovered that; Mafia DC have thirty two primary schools whereby two of them are private schools and the rest are government schools of which private schools tend to perform better than the governments’ schools since that, are well equipped in terms of working facilities and workforce. It has only six secondary schools with few teachers in which there were shortage of science and mathematics teachers and poorly equipped science laboratories which led to mass failures and demoralized teachers.

Through the open structured question in questionnaires, four respondents who had worked with Mafia DC for five years and above explained that; they had the intention
of developing their career but they were demoralized because there are no colleges for adult education in Mafia DC except only Kitomondo secondary school which is a centre for secondary education repeaters and Kiegeani Vocational training centre.

The study aimed at examining as to whether the accessibility of good education for both adults and children would be a motivational strategy on staff retention if applied in Mafia DC whereby; from table 4.6 the results revealed that; 35.7% of the respondents strongly agreed, 56% of them agreed, 3.6% of them were uncertain, 1.2% of them disagreed and 3.6% of them strongly disagreed with the notion. The results revealed that, almost 91.7% of the respondents agreed while 4.8% of the respondents disagreed with the notion and only 3.6% of the respondents were not sure of what to decide.

(iv) **Accessibility to good health services**

The process of examining the provision of health services was done through the interviewed respondents and the general observation. One of the HODs explained that; Mafia DC had only one hospital, sixteen government dispensaries and two private dispensaries and had no health centre.

By reviewing the District Personal Emolument; it was revealed that, Mafia DC is highly faced with health staff shortage and poor working facilities. It was also discovered that, most of health staffs when are posted to Mafia DC by the recruitment secretariat of Tanzania, they always quit to other places.

Three HODs, explained that, most of the employees in their departments had applied for transfer from Mafia DC to other places in Tanzania. The provided reasons were such as sickness problems for themselves or their relatives and thus they wanted to be close to areas in which they will be able to obtain good health services. Some of the employees had health insurances but several times have been forced to purchase some medicine in cash due to drug shortage in government centers in Mafia DC.

The study aimed at examining as to whether the accessibility to good health services would motivate the employees and hence be retained in Mafia DC whereby; through table 4.6 it revealed that, 63.1% of the respondents strongly agreed, 32.1% of them
agreed, 2.4% of them were uncertain, 1.2% of them disagreed and 1.2% of them strongly disagreed with the notion. The results revealed that, almost 95.2% of the respondents agreed while 2.4% of the respondents disagreed with the notion and only 2.4% of the respondents were not sure of what to decide.

(v) **Availability of water services**

One of the HODs explained that, in Mafia DC, water is the most critical factor due to the fact that, there are no major river flows except the existence of natural ponds and springs in some areas in the main island. The most method used in supplying water in Mafia DC was utilizing the underground sources through shallow wells and bore holes. Fresh water is scarce in small islets of Mafia especially in Chole, Juani, Jibondo and Bwejuu as they do not have fresh water underground (IRG, 2008).

It was explained that, Mafia DC through water departments’ staffs ensures the availability of water for domestic uses by constructing one to five bore holes in every village by using the available fund to which are used together with the traditional wells as well. Currently, Mafia DC has five natural water springs, eleven water ponds and one hundred and sixty seven wells (Mafia DC Annual Report, 2016).

The study aimed at examining as to whether the provision of water services would motivate the employees to continue working with Mafia DC whereby, through table 4.6, the results were; 39.3% of the respondents strongly agreed, 33.3% of them agreed, 23.8% of them were uncertain, 1.2% of them disagreed and 3.6% of them strongly disagreed with the notion. The results revealed that, almost 72.6% of the respondents agreed while 4.8% of the respondents disagreed with the notion and only 23.8% of the respondents were uncertain.

4.3.2 **Supportive working environment**

Due to this study, supportive working environment involved the leadership styles and encouraging working environment on their influence towards employees’ motivation and thus continuing working with the same employer or deciding to quit to another employer. Examining the applicability of supportive working environment as a motivational strategy was conducted as follows;
(i) Leadership styles

The study aimed at examining the leadership styles so as to obtain the respondents’ views as to whether would influence retention of the staffs in Mafia DC. It was observed that, the type of leadership style applied in Mafia DC was autocratic leadership to which the decisions are normally done at the top level involving the HODs and very rarely the employees at the lower level were involved in decision making.

Some of the respondents said that, some of the HODs were just acting on those posts hence lacked some leadership skills since that, they were still new to the public service and highly needed to be coached on the leadership skills for them to be more competent on retention skills.

The researcher was interested to examine as to whether the leadership styles would play part in motivating the employees to stay in Mafia DC whereby, the result through table 4.6 revealed that, 27.4% of the respondents strongly agreed, 44.0% of them agreed, 13.1% of them were uncertain, 6.0% of them disagreed and 9.5% of them strongly disagreed with the notion. The results revealed that, almost 71.4% of the respondents agreed while 15.5% of the respondents disagreed with the notion and only 13.1% of the respondents were uncertain.

(ii) Encouraging work environment

This involved the availability of working facilities such as attractive office buildings, computers, office chairs, tables, stationeries, printers and photocopy machines whereby; most of the HODs explained that, Mafia DC is one of the districts with shortage of staffs and working facilities as well. The few available facilities were observed to be in a very poor condition thus cannot sustain the operation of daily activities. For example, there are only two photocopy machines in the whole district. This is the same for the printers whereby, it was observed that, only six departments owned printers in which were shared by the remaining departments in the council.
The researcher was interested to examine the notion that, by developing an encouraging work environment would motivate the employees and thus becoming retained in Mafia DC whereby; from table 4.6 it revealed that, only 39.3% of the respondents strongly agreed, 41.7% of them agreed, 8.3% of them were uncertain, 7.1% of them disagreed and 3.6% of them strongly disagreed. This indicates that, almost 81.0% of the respondents agreed while 10.7% of the respondents disagreed with the notion and only 8.3% of the respondents were uncertain.

4.3.3 Opportunities for training and development

The respondents were asked to indicate if they thought that the provision of the opportunities for training and development would motivate the employees to the extent that they would be retained in Mafia DC. Under this strategy two activities were examined which were; career development activities and advancement opportunities such as promotions.

(i) Career development

It was observed that, Mafia DC had a well designed training program to which most of the employees were included in it. Being in a training program was not necessarily that, all of the intended employees would go for training due to staff shortage and budget cut of the district. For example, for the year 2015/16, one hundred and ninety two employees were planned to go for off-the-job training, but when it came to the implementation, only sixty four employees were able to attend the training as it was planned. The reason behind this was that, most of the employees who applied for training were incapable of paying the training fees and were hoping to be sponsored by their employer in which was not attained due to fund shortage of the council.

One HOD explained that, being unable to sponsor their employees on off-the-job training was not the end of career development opportunities for some of the employees since that, through the available fund, Mafia DC had tried to conduct on the job training through sponsoring some short courses to twenty three VEOs for the year 2016/17, two supportive staffs and four officers.
Thus, the respondents were supposed to indicate as to whether the provision of trainings (career development) in Mafia DC would motivate the employees to continue working with the organization. From table 4.6, the results were that; only 41.7% of the respondents strongly agreed, 33.3% of them agreed, 16.7% of them were uncertain, 3.6% of them disagreed and 4.8% of them strongly disagreed. This indicates that, almost 75.0% of the respondents agreed while 8.4% of the respondents disagreed with the notion and only 16.7% of the respondents were uncertain.

(ii) **Advancement opportunities**

This involves employees promotions from lower level after meeting the qualifications in terms skills, education and experience whereby; Some of the respondents complained that, they had stayed for many years without being promoted to which they were provided with the reason of reaching the end position (bar) in which were supposed to go for further education in order for them to be qualified to be promoted into higher positions. By reviewing the employees’ record forms, it was discovered that, most of the qualified employees were promoted into higher position at the very right time and with the appropriate salary change.

Thus, the respondents were supposed to indicate as to whether the provision of advancement opportunities (promotions) in Mafia DC would motivate the employees to continue working with the organization. From table 4.6, the results were that; only 33.3% of the respondent strongly agreed, 44.0% of them agreed, 6.0% of them were uncertain, 10.7% of them disagreed and 6.0% of them strongly disagreed. This indicates that, almost 77.3% of the respondents agreed while 16.7% of the respondents disagreed with the notion and only 6.0% of the respondents were uncertain.

### 4.3.4 Consultation and communication

This was examined by ensuring the availability of socialization, participative management and enhanced communication. For the case of opportunities for the employees to socialize themselves at work place, HODs were asked as whether they did allow their employees to socialize among themselves whereby all of them said that, employees were allowed to join any workers trade union in which they were allowed to participate in case of any meeting or occasion.
Opportunities for employees to socialize with their employer was measured by asking the HODs as to how many meetings do they have to conduct by involving their subordinates in their respective departments and units whereby; the answers were that, five HODs said that; they had no permanent time table for meeting their subordinates since that, it would be held at any time in every month (once per month), six HODs said that they tend to have a departmental meeting once per month with a very specific time table while five HODs said that, they usually meet with their subordinates once in every week.

One of the HODs was asked to explain on how they deal with grievances whereby the answer was that; they had placed suggestion boxes in the Administration block and in each ward whereby, three people were appointed to open those boxes and pick those suggestions/ grievances. After picking them they collectively had to open them and post them to Council Management Team for further discussion whereby, each HOD had to be assigned with the grievance related to his/her respective department or unit.

They were also asked as to whether they had a participative management to which the subordinates were able to communicate on the objectives formulation and implementation. five HODs said that, they normally conduct that through the process of filling up the OPRAS forms while the remaining HODs had no enough time to sit with their subordinates to decide on what is to be done except that, they were just assigned work to do with the available resources for the time assigned only.

The researcher was interested to examine as to whether the availability of consultation and communication would be one of the motivational strategies on staff retention in Mafia DC. From table 4.6, only 16.7% of the respondent strongly agreed, 50.0% of them agreed, 25.0% of them were uncertain, 0% of them disagreed and 8.3% of them strongly disagreed. This indicates that, almost 56.7% of the respondents agreed while 8.3% of the respondents disagreed with the notion and only 25.0% of the respondents were uncertain.
4.3.5 Recognition and rewards

The study aimed at examining as whether the recognition for good performance and reward for superior performance would motivate the employees hence be retained in Mafia DC.

(i) **Recognition for good performance**

This involved the recognition of the employees who tend to perform well in their assigned duties. Most of the respondents complained that, they were not recognized in cases of their good performance whereby, they were to wait until the celebrations of National workers’ day in which the recognition to all good performers was very rarely done.

Three HODs explained that, most of the time, the management failed to recognize their employees simply because of congestion of many activities whereby; most of good performers are recognized too late and thus causes some demoralization to them. One of them added that, most of good performers are recognized on May Day celebrations by providing them with recognition letters and certificates.

Thus, the respondents were supposed to indicate as to whether the recognition of employees who were good performers in Mafia DC would motivate them to continue working with the organization. From table 4.6, the results were that; only 16.7% of the respondent strongly agreed, 58.3% of them agreed, 16.7% of them were uncertain, 6.0% of them disagreed and 2.4% of them strongly disagreed. This indicates that, almost 75.0% of the respondents agreed while 8.4% of the respondents disagreed with the notion and only 16.7% of the respondents were uncertain.

(ii) **Reward for superior performance**

HODs were asked as to whether they did reward the employees in case of superior performance to which they replied that; good performers were announced during May Day (1st May in every year) whereby they were awarded with certificates and Tshs.100, 000/= each while the overall best performer (superior performer) was announced on the very same day and awarded with certificate accompanies with
Tshs.300, 000/= . Thus, it was observed that, there was no any reward done in Mafia DC departments and units except during May Day.

The study aimed at examining as to whether the employees would be motivated and hence retained in Mafia DC if there was an award for superior performers whereby, the results from table 4.6 revealed that, only 25.0% of the respondent strongly agreed, 50.0% of them agreed, 8.3% of them were uncertain, 10.7% of them disagreed and 6% of them strongly disagreed. This indicates that, almost 75.0% of the respondents agreed while 8.3% of the respondents disagreed with the notion and only 16.7% of the respondents were uncertain.

4.3.6 Financial Incentives
The researcher was interested to examine as to whether the provision of financial incentives to employees such as; Transport allowances and hardship allowances by the management would motivate the employees so as to make them retained in Mafia DC.

(i) Transport allowance
The HODs were to explain on the provision of transport allowances in Mafia DC whereby; they explained that, the employees were provided with transport allowances at different circumstances such as; during the employees’ first appointment, travel for medical treatment, travel on duty, travel on leave (normally paid once in two years) and on termination of the contract as stated in standing orders for public service, of 2009 section J2.

They continued explaining that; Mafia DC is currently faced with many employees with unpaid transport allowance arrears and there is no even a single sign to pay them due to shortage of fund. Others had three to four years arrears mainly for transport allowances due to unpaid leaves, travel for medical treatment, and travel on duties or for studies.

Thus the study aimed at obtaining the respondents’ views on the fact that; if the employees in Mafia DC were provided with transport allowances they would be motivated and hence retained whereby; from table 4.6, the results were as follows; 67.9% of the respondents strongly agreed, 23.8% of the respondents agreed, 2.4% of
the respondents were uncertain (undecided), 4.8% of the respondents disagreed and 1.2% of the respondents strongly disagreed. This indicates that, almost 91.7% of the respondents agreed while 6.0% of the respondents disagreed with the notion and only 2.4% of the respondents were uncertain.

(ii) Hardship allowance

Through the interview conducted to HODs; it was revealed that, there was no provision of hardship allowance in Mafia DC. It was observed that, hardship allowance seems to be very important mainly in Mafia DC because, it is one of the areas that are hard to reach by being an island and most of the public servants or employees are from the main land. When it comes to the issue of transport, there are no good facilities for sea transport which is the most affordable by many people in Mafia.

The study aimed at examining as to whether the provision of hardship allowances to the employees by Mafia DC would at list motivate them to stay longer and hence be retained. From table 4.6, the results were as follows: 72.6% of the respondents strongly agreed, 11.9% of the respondents agreed, 7.1% of the respondents were uncertain (undecided), 6.0% of the respondents disagreed and 2.4% of the respondents strongly disagreed on the fact this fact. This indicates that, almost 84.5% of the respondents agreed while 8.4% of the respondents disagreed with the notion and only 7.1% of the respondents were uncertain.

4.4 Level of satisfaction with the motivational strategies and staff retention enhancement

This was the third specific objective of the study aiming at examining the employees’ level of satisfaction with the existing motivational strategies which were; the provisions of adequate living condition, supportive working environment, well trained and developed staffs, consultation and communication, employees’ recognition and right financial incentives accompanied by staff retention enhancement.
4.4.1 Employees’ level of satisfaction with motivational strategies

The study aimed at examining the extent to which the employees were satisfied /dissatisfied by the motivational strategies applied in Mafia DC. The satisfied employees would be highly motivated to stay with the organization while the dissatisfied may decide to quit to other organizations seeking for maximum satisfaction. Through this; the researcher was able to identify the efforts in which were to be made so as to make most of the competent staff more satisfied and thus would stay longer with the organization. The results are illustrated through table 4.7.

Table 4.7 Employees’ level of satisfaction with motivational strategies

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Strongly satisfied</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Dissatisfied</th>
<th>Strongly dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provision of adequate living condition</td>
<td>3 3.6%</td>
<td>7 8.3%</td>
<td>10 11.9%</td>
<td>26 31.0%</td>
<td>38 45.2%</td>
</tr>
<tr>
<td>2. Supportive working environment</td>
<td>1 1.2%</td>
<td>1 1.2%</td>
<td>21 25.0%</td>
<td>33 39.3%</td>
<td>28 33.3%</td>
</tr>
<tr>
<td>3. Training and development</td>
<td>2 2.4%</td>
<td>3 3.6%</td>
<td>22 26.2%</td>
<td>37 44.0%</td>
<td>20 23.8%</td>
</tr>
<tr>
<td>4. Consultation and communication</td>
<td>2 2.4%</td>
<td>4 4.8%</td>
<td>38 45.2%</td>
<td>25 29.8%</td>
<td>15 17.9%</td>
</tr>
<tr>
<td>5. Recognition</td>
<td>3 3.6%</td>
<td>4 4.8%</td>
<td>47 56.0%</td>
<td>19 22.6%</td>
<td>11 13.1%</td>
</tr>
<tr>
<td>6. Financial Incentives</td>
<td>3 3.6%</td>
<td>5 6.0%</td>
<td>10 11.9%</td>
<td>42 50.0%</td>
<td>24 28.6%</td>
</tr>
</tbody>
</table>

Source; Field Data, 2017

(i) Provision of adequate living conditions at Mafia DC

From table 4.7 above, the results were as follows; 3.6% of the respondents said, they were strongly satisfied supported by 8.3% who said that, they were satisfied, 11.9% said that, they were neutral, 31.0% of the respondents said that, they were dissatisfied supported by 45.2% respondents who said they were strongly dissatisfied. The result indicates that, only 11.9% of the respondents were satisfied while 76.2% of the respondents were dissatisfied with this strategy and the rest 11.9% were neutral.
(ii) Supportive work environment

From table 4.7, the respondents were to rate their level of satisfaction on supportive work environment whereby the results were, 1.2% of respondents said that, they were strongly satisfied, 1.2% of the respondents were satisfied, 25.0% of the respondents were neutral, 39.3% of the respondents were dissatisfied supported by 33.3% of the respondents who were strongly dissatisfied. The result indicates that, only 2.4% of the respondents were satisfied while 72.6% of the respondents were dissatisfied with this strategy and the rest 25.0% were neutral.

(iii) Opportunities for training and development satisfaction level of employees

From table 4.7, it was examined by making the employees rate their level of satisfaction whereby; 2.4% of respondents were strongly satisfied, 3.6% of the respondents were satisfied, 26.2% of the respondents were neutral, 44.0% of the respondents were dissatisfied supported by 23.8% of the respondents who were strongly dissatisfied. The findings indicate that, only 6.0% of the respondents were satisfied while 67.8% of the respondents were dissatisfied with this strategy and the rest 26.2% were neutral.

(iv) Consultation and communication satisfaction level

From table 4.7, it was revealed that; only 2.4% of respondents were strongly satisfied supported by 4.8% of the respondents who were satisfied, 45.2% of the respondents were neutral, 29.8% of the respondents were dissatisfied supported by 17.9% of the respondents who were strongly dissatisfied indicating that, only 7.2% of the respondents were satisfied while 47.7% of the respondents were dissatisfied with this strategy and the rest 45.2% were neutral.

(v) Employees satisfaction level on recognition

From table 4.7, the following results were observed; 3.6% of respondents were strongly satisfied supported by 4.8% of the respondents who were satisfied, 56.0% of the respondents neutral and 22.6% of the respondents were dissatisfied supported by 13.1% of the respondents who were strongly dissatisfied indicating that, only 8.4% of
the respondents were satisfied while 35.7% of the respondents were dissatisfied with this strategy and the rest 56.0% were neutral.

(vi) **Satisfaction level on Financial Incentives**

From table 4.7, financial satisfaction level was examined and the following are the results whereby; 3.6% of respondents were strongly satisfied supported by 6% of the respondents who were satisfied while 11.9% of the respondents were neutral and 50% of the respondents were dissatisfied supported by 28.6% of the respondents who were strongly dissatisfied indicating that, only 9.6% of the respondents were satisfied while 78.6% of the respondents were dissatisfied with this strategy and the rest 11.9% were neutral.

Thus, the obtained result revealed that, the most strategies to which maximum efforts were required so as to improve the employees motivations to stay with Mafia DC due to the high dissatisfaction level of the employees were ranked as from the higher level to lower level of dissatisfaction as follows; financial incentives with 9.6% of the respondents who were satisfied, 78.6% of the respondents who were dissatisfied and 11.9% of respondents were neutral, provision of living conditions with 11.9% of the respondents who were satisfied, 76.2% of the respondents who were dissatisfied and 11.9% of respondents were neutral, supportive working environment with 2.4% of the respondents who were satisfied, 72.6% of the respondents who were dissatisfied and 25.0% of respondents were neutral, training and development opportunities with 6.0% of the respondents who were satisfied, 67.8% of the respondents who were dissatisfied and 26.2% of respondents were neutral, consultation and communication with 7.2% of the respondents who were satisfied, 47.7% of the respondents who were dissatisfied and 45.2% of respondents were neutral and the last one was the recognition with 8.4% of the respondents who were satisfied, 35.7% of the respondents who were dissatisfied and 56.0% of respondents were neutral. The summary of the satisfaction level of the employees on the six motivational strategies is illustrated through table 4.8.
Table 4.8; Summary of employees’ satisfaction level with the motivational strategies in Mafia DC

<table>
<thead>
<tr>
<th>Motivational strategies</th>
<th>Satisfaction level (%)</th>
<th>Neutral (%)</th>
<th>Dissatisfaction level (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial incentives</td>
<td>9.6</td>
<td>11.9</td>
<td>78.6</td>
</tr>
<tr>
<td>provision of living conditions</td>
<td>11.9</td>
<td>11.9</td>
<td>76.2</td>
</tr>
<tr>
<td>supportive working environment</td>
<td>2.4</td>
<td>25.0</td>
<td>72.6</td>
</tr>
<tr>
<td>Training and development opportunities</td>
<td>6.0</td>
<td>26.2</td>
<td>67.8</td>
</tr>
<tr>
<td>Consultation and communication</td>
<td>7.2</td>
<td>45.2</td>
<td>47.7</td>
</tr>
<tr>
<td>Recognition</td>
<td>8.4</td>
<td>56</td>
<td>35.7</td>
</tr>
</tbody>
</table>

Source; Field Data, 2017

4.4.2 Staff retention enhancement

The respondents through both structured and unstructured questionnaires were asked to provide their opinions and the underlying reasons as to whether they liked to stay in Mafia DC whereby; they were to answer ‘yes’ or ‘no’. The result revealed that, 8.3% of the respondents said ‘yes’ while and 91.7% said ‘no. This is illustrated through table 4.9.

Table 4.9 Employees’ opinion on staying in Mafia DC

<table>
<thead>
<tr>
<th>Option</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>7</td>
<td>8.3</td>
</tr>
<tr>
<td>No</td>
<td>77</td>
<td>91.7</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source; Field Data, 2017

From table 4.9, the reasons provided by 8.3% of the respondents who said ‘yes’ that, they like to stay working in Mafia DC were such as; place of domicile, seniority, achievement and recognition and appreciation. The reasons provided by 91.7% of the respondents who replied ‘no’ that, they did not like to stay in Mafia DC were such as; poor living conditions, searching for green pastures, poor transport facilities, unattractive working environment, management failure to sponsor their employees on trainings, in adequate recognitions of employees’ performance and inappropriate financial incentives.

4.5 Identifying challenges facing staff retention in Mafia DC.

This was the fourth specific objective of the study which was answered qualitatively by the sixteen (16) HODs who were from the thirteen (13) departments and three (3) units. They identified several challenges in which they were faced with, thus making a retention process so difficult. Such challenges were; geographical location of Mafia
DC, poor transport facilities (Sea transport), shortage of fund, top management poor cooperation with the LGAs, employees’ tediousness, fixed salary to all public servants in LGAs, fixed budget set up by top management, poor cooperation from societal members, unattractive working environment, employees’ stubborn behaviors and employees’ personal needs.
CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.0 Introduction
This chapter presents discussion of the research findings analyzed in chapter four on assessing the suggested motivational strategies and staff retention guided by specific objectives which were; examining staff retention status, examining motivational strategies applied in Mafia DC, examining staff satisfaction with the motivational strategies and identifying the challenges facing staff retention in Mafia DC due to the information obtained from the respondents.

5.1 Respondents’ personal Information
Respondents’ personal information was guided by three parts including; job position/title, level of education and length of service with Mafia DC.

5.1.1 Respondents job position
The researcher was interested to know the respondents’ job position basing on their titles such as; supportive staffs (personal secretaries, watchmen, drivers and office attendants), assistant officers, officers, senior officers and principle officers so as to avoid the imbalances of the collected information or data. This is because, in any organization, every individual in his/her position possesses own desires to accomplish and thus everyone is motivated by different strategies in order for one to continue working with the organization. Mixing the respondents from different positions brings about the accuracy of the information from different position because, in order for the employees to be retained in an organization, one has to motivate them in the accordance of their desires.

5.1.2 Respondents’ level of education
The researcher was interested with the educational level of the respondents so as to obtain mixed data from different perspectives such as certificate, diploma, bachelor/Masters/ PHD holders mainly for more accurate data in which when analyzed would be easily understood and translated into better results. This was most suitable in obtaining the qualitative data in which the researcher had to translate the respondents’
opinion and ideas into a logical interpretation. For this study, most employees are university leavers having bachelor degrees or masters or PHDs in which some of them are self actualized and thus they are not motivated by provision of training and development anymore but with other motivational strategies such as provision of appropriate compensation, recognition and adequate living conditions.

5.1.3 Respondents’ length of service with Mafia DC
Respondents’ length of service was divided into three parts whereby, the study indicates that, most of the respondents had stayed with Mafia DC for a period of six years and above. This shows that, most of the employees would like to work in other places in Tanzania if are provided with that opportunities. Job rotation could be applied so as to remove the employees’ tediousness hence would increase their working morale in Mafia DC. This was proved by some of the employees who had applied for transfers from Mafia DC to other areas showing with evidence that, they had worked there for many years (more than six years and above) and thus were interested to be transferred so as to remove the work environment boredom.

5.2 Examining staff retention status /trend in Mafia DC
Through the interview conducted to sixteen HODs and the review of quarterly reports in Mafia DC, the statistics showing employees who reported, left and those who remained with Mafia DC at the end of each year consecutively for five years were obtained.

5.2.1 Statistics showing employees who reported and left Mafia DC
It is shown that, for the past five years (2011/12 – 2015/16), a good number of employees were assigned to work in Mafia DC so as to fill the vacant positions, but very few of them reported. This indicates that, some applicants, after being assigned to work in Mafia DC, they preferred going somewhere else rather than Mafia DC. Among the few who reported to Mafia DC, some of them, left due to absenteeism, resignation and transfers.

**Absenteeism** is defined as the action that involves the practice of staying away from work without any good reason and without employers’ concern or permission. This
was mainly due to personal or health reasons to which led to some of the employees quitting the employment for good (Bateman & McAdam, 2006).

For example, for the case of the absentees, DHRO was asked to explain as to what circumstances were those employees found to be absent. He said that, most of employees reported at work station as usual but when they were permitted to go back to their home places for their luggage, they never returned to work. The same applied to others who were just permitted to go back to their home places mainly for the family problems and medical treatments; they never returned.

It was also observed that, several employees were away from the duty station with the reason of personal problems whereby, they made a phone call to the employer complaining that, they were not able to meet the deadlines to report at their work station because it was windy season and there was no sea transport due to an order from responsible higher authority and they had no enough fund to take air transport, hence they quitted from the job through absenteeism.

**Resignation** is the practice whereby an employee abstain him/herself from the job. The reasons for resignation could be due to personal reasons including joining another organization with the purpose of obtaining better salaries, better working environment, availability of socio-economic services and career development. During the conduction of this study, it was observed that, two employees applied for study leave, unfortunately, they were not permitted due to shortage of staffs to which they immediately decided to resign from their jobs.

**Employee transfer** is defined under the Government standing orders of 2009 section D.55 as the process whereby employees are transferred from one station to another or transfer of employees from one organization to another under the very same job. This could be due to organizational reasons such as underperformance of employees and employees’ normal rotation or personal reasons such as; family problems and sickness. It was observed that, some employees are transferred by the government while some of them are transferred due to their own requests which involve some procedures to be followed by both employee and employer.
The study findings revealed that, most of employees left the organization through transfers where by HODs from two departments complained that, sometimes, it was so hard to retain staffs who requested for transfer permit to other work areas with access to good health facilities due to their health problems since that, there were no enough health facilities and health specialists in Mafia DC.

One HOD explained that, most of the vacant posts remained unfilled due to the fact that, many job applicants were posted to work in Mafia DC but very few of them reported while most of them never reported as it is shown in table 4.4. The reason behind this could be due to the geographical location of Mafia DC being an Island and many people from the main land are not used to island areas due to the means of transport used in those areas (sea transport).

The same HOD added by saying that; if the means of transport would be improved to better standards (availability of secured sea vessels such as speed boats and well constructed jetty), many job applicants would at least be interested to respond to their posts in Mafia DC whenever they are posted.

5.2.2 Staff retention status in Mafia DC for 5 years

From the reviewed reports for the past five years, it is shown that, the number of employees who left the organization seems to increase yearly despite the short fall in 2013/2014 indicating that, some efforts are to be made so as to reduce the number of employees who seem to leave the organization through resignation, absenteeism and transfers by developing some appropriate motivational strategies that would aid to their satisfaction and hence leading to staff retention.

5.3 Examining motivational strategies applied in Mafia DC

This aimed at answering the second specific research question whereby six suggested motivational strategies practiced in Mafia DC were examined so as to come up with strong motivational strategies that would aid to staff retention in accordance of employees’ opinion. Those strategies included; provision of adequate living condition, supportive working environment, opportunities for training and development, consultation and communication, recognition and financial incentives.
5.3.1 Provision of adequate living condition

Provision of adequate living condition was guided by five items which were; provision of staff houses, an availability of good transport facilities (road and sea), accessibility of good education services, accessibility to good health and water services.

(i) Provision of staff houses

From the study, it is shown that, provision of staff houses would motivate the employees to stay longer with Mafia DC indicating that; staff houses are mostly desired by many employees. In reaction to staff houses shortage problem, government should consider the employees in Mafia DC by providing them with house allowance. It is not must for the allowance to be of greater amount, but at least a little amount of it in accordance of the employees’ position level. This would at least reduce the pain incurred on other costs of living in Mafia DC.

Most of the employees except HODs (entitled with house to live or house allowance) had to seek houses to stay on their own costs due to the fact that, the available houses were not enough. This made them demoralized due to the fact that, they were charged with high prices compared to the low salaries paid to them by the government and sometimes the management was unable to pay even subsistence allowances to the newly employed staffs on time thus causing them to be discouraged due to high costs of living including payments of house rents and purchasing of other domestic uses to which are usually sold at double prices compared to the main land due to sea transport charges. As the consequence, most of the employees decide to quit and search for employment elsewhere.

(ii) Availability of good transport facilities (roads and sea)

The availability of good transport facilities in Mafia DC would play a greater part in motivating the employees to continue working with the organization. Mafia DC is an Island in the southern part of the Indian Ocean to which major means of transport is sea and air transport to which most of the people prefer to use sea ways because it is cheap compared to air ways which is so expensive. For example; for the transport fair per person through air ways currently is around Tsh.145, 000/ for only one route and
by sea ways is around Tshs.20, 000/= from Mafia to Dar es salaam (Mafia – Nyamisati – Rufiji Tshs.14, 500/= and Tsh.5, 500/= from Nyamisati to Mbagala-Dar es salaam).

Most of the employees in Mafia DC are from the main land and are not used to the Island life especially sea transport using those medium wooden boats and sometimes are forced to use dhows in case of very important journey at windy season. The facilities used for sea transport are so threatening since are not safe and is the only affordable alternative that can be used for private journeys for most of public servants. During windy seasons (Northern and Southern winds), these wooden boats starts their routes from Nyamisati to Mafia during the midnights around 2:00 a.m and 3:00 p.m so as to avoid sea accidents that might be caused by strong winds.

By improving the transport facilities in Mafia DC, employees would be able to communicate with their relatives and other people within and outside the district and hence enabling the exchange of ideas on how to tackle life defies for both personal and community development and hence would motivate more of the staffs to continue working with Mafia DC. Two main roads were discovered in Mafia DC, which were; from Kilindoni port to Utende which is a paved road /tarmac grade level and from Kilindoni to Bweni which is an unpaved /gravel grade level.

(iii) **Accessibility of good education services**

Mafia DC have some schools which are not well equipped with shortage of staffs especially science teachers. Most people would like to provide their children with good education to which Mafia DC is lacking. Not only that, but also, it lacks some Institutions for adult education to which it becomes so difficult for career development to the needy employees and thus some of the employees would like to shift to areas to which they can develop their career through part time or full involvement in college or university studies.

In order to ensure accessibility of good education services to both adults and children, Mafia DC has to possess enough primary and secondary schools accompanied with colleges or universities with well equipped with the appropriate working facilities and
qualified staffs in which will motivate some of the employees who would like to develop their carriers.

(iv) **Accessibility to good health services**
Mafia DC is highly experienced with shortage of healthy staffs and the available working facilities are not of good condition and thus, these problems cause many employees to shift to the areas with good health services through transfers, resignation and absenteeism. It has been a hard task for the management to retain those employees due to its incapability in ensuring the availability of working facilities and health specialist due to the fixed government salary scales and a fixed allocation of government budget to all LGAs.
Thus, provision of good health services by employing the right number of qualified health staffs with facilitation of appropriate working instruments through Mafia DC and the government is highly required so as to retain the employees with sickness problems (for themselves, family and relatives) to continue working with Mafia DC.

(v) **Availability of water services**
The finding shows that, water is not a very critical problem to the employees in some areas while in other areas it was very critical problem. The council had tried to ensure the provision of clean water to the employees through construction of boreholes and shallow wells to which the employees were required to use the underground water for domestic use.

5.3.2 **Supportive working environment**
Due to this study, supportive working environment involved the leadership styles and encouraging working environment on their influence towards employees’ motivation and thus continuing working with the same employer or deciding to quit to another employer.

(i) **Leadership styles**
In Mafia DC, most of the leadership style used by most HODs is autocratic whereby; the decisions are normally done at the top level and very rarely at the lower level. This shows that, leadership was not a motivational strategies in which could lead into staff
retention. It was discovered that, some of the HODs were just acting on those posts hence lacked some leadership skills since that, they were still new to the public service and highly needed to be coached on the leadership skills for them to be more competent on leadership skills and more successful on staff retention skills.

(ii) Encouraging work environment

Work environment is the place where one attends to perform a certain duty or is the place of work. These may involve offices, working facilities and socialization. The findings indicates that, less than half of the employees strongly agreed that if working environment would be encouraging, they would be motivated to work with Mafia DC hence become retained while more than half of the respondents were to be motivated by other strategies. Encouraging environment can be ensured by ensuring the availability of working facilities such as computers, office chairs, tables, stationeries, printers and photocopies accompanied with well constructed offices.

Unhealthy working environment in Mafia District is another reason for demoralization to some employees due to the fact that, Mafia DC started operating its activities since colonial rule in 1955. Since then up to date, the Administration block remained the same, thus it is very old and at any time its wooden floor at the upper block might fall down due to the old age and hence may cause some damage or even death to some employees who are working in those offices (masjara, solicitor, procurement unit, audit unit and Finance department). Also, it was observed that, some of the extension officers in Administration, agriculture, livestock, health, primary and secondary education do not have working offices nor residents in areas in which are posted to provide services.

5.3.4 Opportunities for training and development

Due to this study, under this strategy two activities were examined which were; career development activities and advancement opportunities such as promotion.
(i) **Career development**

Career development for employee enhances productivity to the organization, competence and professional development to the employer. Employees with this desire when provided with opportunity they are automatically motivated to stay with that particular organization or employer due to the attainment of personal ambition. Employees without desires to go for training if provided with the opportunity, it won’t sound much for them. The organization should have a well planned training program which is implementable and attainable by incorporating both off the job training and on the job training.

Mafia DC had a well planned training program in which they just amended it whenever there was a special need to do so. This training program was not well implemented due to fund and staff shortage hence, had to sponsor some of their employees on off-the-job training so as to motivate and encourage them to stay.

(ii) **Advancement opportunities**

Training and development opportunities are involved in advancement opportunities to which, the qualified employees are promoted to higher levels in rank with salary increments. Employees in many LGAs are normally promoted after every three years whereby some of the employees or cadres are to attend some of the special training before being promoted to higher rank.

These ranks depend with the cadre or department whereby; there are other ranks which require an employee to have some special training before being promoted to those ranks such as; human resource and finance departments. Thus, employers should be aware of the employees to be considered for special training before being promoted mainly for motivational purpose of the employees for the study findings indicates that, there were much complains from the employees because of staying under the same level for a long time.

**5.3.5 Consultation and communication**

For this study, consultation and communication in an organization involved opportunities for the employees to socialize among themselves, with management,
grievance and complaint procedures, counseling services, participative management and effective communication. When these are not present in an organization, some people may decide to quit thinking that they are not valued or they are ignored by the organization.

The employees in Mafia DC were allowed to join any workers trade union in which they were allowed to participate in case of any meeting or occasion. Worker trade union in Mafia DC include; Tanzania Local Government Workers’ Union (TALGWU), Tanzania Teachers’ Trade Union/ Chama cha Walimu Tanzania (TTU/CWT) and Trade Union of Government and Health Employees (TUGHE).

Through those meetings, HODs are able to recognize staffs with personal problems and thus they tend to provide some counseling services to the employees in order to solve problems in question. This tends to motivate the subordinates as they feel valued and respected as well. Also, at these meetings is where all the employees in their respective departments becomes aware of what is to be done by whom and when, hence enabling the attainment of the organizational objectives.

5.3.6 Recognition and reward

The study aimed at examining the recognition for good performance and reward for superior performance in Mafia DC.

(i) Recognition for good performance

This involves the employers recognizing their good performers within the organization by attaining the intended objectives at the planned period of time. This could be done through appreciation letters or word of mouth whereby it was observed that, there was no appropriate recognition of employees with good performance and thus leading to demoralization to some of the employees. Recognition of the employees makes them feel valued and respected and hence become motivated to continue working with the entire organization.

(ii) Reward for superior performance

This involves, rewarding the employees who tend to perform more than others by attaining the intended organizational objectives at the planned time period and with the available resources. Most of the employees complained that, they were good
performers of the organization but very rarely were appreciated by the management. This is due to the fact that, recognition and reward were done only once in a year and that was on May Day celebrations due to shortage of fund and other resources.

However, it should be noted that, recognition of a good performer is not a must for him/her to be awarded with money or other gifts; it can just be done simply by providing them with appreciation letters or even orally.

5.3.7 Financial Incentives

The provision of financial incentives to employees such as; Transport allowances and hardship allowances by the management were examined as to whether would motivate the employees so as to make them retained in Mafia DC.

(i) Transport allowance

Mafia DC tends to pay the employees transport allowance as stipulated in standing orders for public service, of 2009 section J2. They normally face problems when allocating transport allowance to the employees because, the available fund cannot accommodate all the employees at once whereby; due to the LGAs ministries current directives, every LGA has to pay annual leaves by using funds from own source (internal revenue collection). The amount of collected fund from internal sources of revenue is very little compared to the total number of employees who had to go for annual leave yearly provided that, greater numbers of employees are from Tanzania main land and the fair authorized for the employees in Mafia DC is Air transport.

For example, the approved budget for Mafia DC for the year 2016/17 was Tshs.918,011,000/= while the collected revenues from internal sources was just Tshs.700,000,000/= to which 60% of it was allocated to development projects, 20% of it was allocated to the villages development, 10% of it was allocated to women and youth development fund and the remaining was 10% to which was not even enough to operate even daily office operations. Thus for this case, Mafia DC is currently faced with many employees with unpaid transport allowance arrears which results to creation of debts for the council and the government as well.
(ii) Hardship allowance

According to Rohwerder (2015), it is an allowance provided to those employees working in areas with challenging environment to sustain their living in those areas. Mafia DC being an Island, it has some challenging environment because; sometimes it may take some days without travel routes especially during the strong winds. Hardship allowances would help the employees in several aspects in sustaining under those hardships, since it is well known that, the salary structures are fixed to all workers in LGAs without considering those areas which are easily reached and those which are hard to reach like Mafia.

For example, sometimes it may take three to six days without travel routes either to or from Mafia due to strong winds. During those periods, commodities are very scarce and are sold at very high prices because are to be transported from the main land under high transport costs whereby, not all people could afford it.

5.4 Level of satisfaction with motivational strategies and staff retention enhancement

This was the third specific objective of the study whereby the employees’ level of satisfaction on the motivational strategies were examined so as to be aware on which strategies were to be improved so as to make the employees more satisfied and hence more retained in Mafia DC.

5.4.1 Employees’ level of satisfaction with existing motivational strategies

By examining the level of satisfaction, the employer would be aware on what could be done so as to make the employees more satisfied through the applied motivational strategy in the organization. The examined strategies were; adequate living condition, supportive working environment, training and development opportunities to staffs, consultation and communication, recognition and provision of financial incentives.

(i) Provision of adequate living conditions at Mafia DC

The study findings indicates that, majority of the employees were not satisfied with the provision of adequate living conditions because most of them said that, living condition could be improved by the provision of staff houses for living, transport
facilities and health services so as to be satisfied and hence stay longer with Mafia DC.

This was supported by the open question through the questionnaire whereby most of the respondents said that they don’t like to stay at Mafia DC elaborating the reasons behind such as those of poor living conditions whereby, most of them insisted on improving the living standards in Mafia DC, transport facilities including both internal and external transport, health services and provision of staff houses.

For external transport, they said that, sea travel was too much risky whereby people were not so sure to reach safely at their destinations whenever they travelled by boats and dhows. They suggested to be provided with the recognized and well standard boats for their safeties when travelling through the sea.

(ii) Supportive work environment

This involves attractive working environment through provision of good working facilities, well constructed offices with all the necessary equipments and healthy working environment. Few of the respondents complained that, they had no well organized working offices since that, there were no enough working facilities and sometimes, they had to shift to other offices during work hours to seek for the necessary facilities such as chairs, computers, photocopy machines and printers.

Mafia DC administration block was too old and most of the extension officers had no offices such as WEOs, livestock and agricultural field officers. They thought that, if the offices would be modified and the extension officers would have permanent offices to which they report daily, most of them would be motivated to stay in Mafia indicating that, they were not satisfied with the current working environment situation.

(iii) Opportunities for training and development satisfaction level of employees

The organization should ensure the provision of training and development opportunities so as to make more use of the available human resources in accordance of economic, global and technological change. In Mafia DC opportunities for training and development are not the organizational priority because, very few of the employees were sponsored by the council at the time for training due to fund shortage
and most of the employees were not provided with the study leave due to the problem of staff shortage.

The availability of opportunities for training and development should be considered so as to make the employees more competent on their daily tasks due to the current changing of technology and globalization for better achievement of the organization. This can be done by planning to sponsor on the job training through short courses to more employees hence would lead to satisfaction by the employees due to being successful on goal attainment at both organizational and individual level.

(iv) Consultation and communication satisfaction level

According to Europos (2010), it involved the process of making the employees able to socialize among themselves and the management as well whereby; the objectives are well communicated from top management to lower level through normal daily activities. For example, one of the HODs said that, the formulation of Mafia DCs’ workers SaccoSS group involving both employees and employers had brought about knowing each other and thus able to socialize.

Participative management in LGAs sometimes is very hard to implement as many objectives are formulated at the top level and implemented at the lower level through their respective departments. For the employees to be satisfied, lower level leaders are to be involved in the objective formulation so as to become good implementers through their respective departments.

Departmental or social meetings involving top management leaders and their subordinates would enable them to socialize hence, being able to understand peoples’ personal needs and thus taking the right measures before the problem multiplies and cause problem to both an individual and other employees as well. For example, filling of OPRAS forms was done by employees on their own without the leaders’ supervision whereby it led to objective implementation failures. They proposed that, OPRAS forms should be filled under the presence and guidance of their leaders since most of the employees don’t even understand on how to fill those forms.
(v) **Employees satisfaction level on recognition**

Mafia DC management tend to recognize their employees only once per year which is on May Day only indicating that, they are not satisfied with the current situation of employees’ recognition. It should be understood that, employees are highly satisfied through different techniques in accordance of their preference. Thus, the management should not wait for May Day only for them to recognize their best performers or superior performers. Rather, when an employee performs well at work, should be appreciated and recognized right on the sport by their employers even by simple ways such as word of mouth or written document.

(vi) **Satisfaction level on Financial Incentives**

This involved the provision of transport and hardship allowances to the employees living in some areas in Mafia DC whereby; some of them are islets within Mafia Island. The lives within these areas are so hard due to high costs of living and the means of transport are so scaring due to the fact that, most of the employees are from the main land and thus are not used to sea travels.

Not only that, but also, transport facilities in these areas are not trusted due to the fact that, they are wooden boats with/ without engines and dhows indicating that, employees are not satisfied with the financial incentives provided in Mafia DC. Provision of hardship allowance to these employees would help them in sustaining their lives since that; things/commodities are sold at very high rates compared to the main land.

5.4.2 **Staff retention enhancement**

This study aims at obtaining the most strong motivational strategies that would aid at staff retention basing on respondents opinion whereby, through the open and closed questionnaires, the respondents were to provide their opinion accompanied with the reasons as to whether they liked to stay at Mafia DC or not whereby; very few of the respondents said ‘Yes’ while most of the respondents said “No”

The reasons provided by who would to like stay in Mafia DC were as follows;

**Place of domicile**, whereby, having established a permanent life in Mafia DC, it was
so difficult to shift to another area. It is obvious that, most anybody would like staying near their families so as to ensure good care and supervision to their children’s growth and other close relatives and the establishment of other income generating activities. This tends to reduce the unnecessary costs that might be incurred when one has to stay far away from his/her place of domicile.

**Seniority** whereby; staying for many years in public service at Mafia DC and being in old age thus, were approaching the retiring age to which it could be a disturbance for them to start a new life at a new work station and thus they preferred to remain in Mafia DC. Researcher’s views could be that, some of them were also interested to remain with Mafia DC with the expectation of being appointed to higher positions by the higher authorities.

**Achievement** whereby; having already attained the general objectives in ones’ life no more new development needed due to self actualization. Most of those with an intention to stay were already at bar positions thus, they were no further promotions for them hence if they were posted to other places they would just continue with the same ranks in terms of positions and salaries as well.

**Recognition and appreciation by the employer** whereby; some of them were well recognized by their head of departments as well as being appreciated by the societal members hence they were motivated to stay in Mafia DC. This is because they were fully engaged with the organization and thus, they were highly committed in their job.

Apart from that, most of the employees do not like to stay in Mafia DC by being on transit, thus they were to move out at any time through absenteeism, resignation or transfers due to the following:

**Poor living conditions** discouraged most of the employees because, the area is highly concentrated with very local life starting from the means of transport, in which they are still under the wooden boats and dhows, the availability of domestic commodities is very low since that, all major activities are centered at one place which is Kilindoni and most of the commodities are purchased from Dar es salaam city. Actually, the living houses at the interior parts are poorly constructed since are muddy walled and
the provided health services are poor due to health staff shortage and poor health working facilities.

**Searching for green pastures**, due to fact that, the costs of living in Mafia DC are very high compared to the low salaries earned from the government. It was observed that, most of the lower cadres apart from subsistence allowance provided to them during the first appointment and annual leave allowances; they were not exposed to any allowance that could probably enhance their living in Mafia DC such as hardship allowances.

**Length of service** was another reason provided by the respondents with the intention to leave to other areas whereby, they said that, they had worked with Mafia DC for more than 5 years and whenever they applied for a transfer permit they were not provided with it because of avoiding the gape or open vacant that would be left behind because many job applicants never reports at all after being posted at Mafia DC.

Due to a slight observation, most of the employees who had stayed with Mafia DC for a longer time were too demoralized and they preferred to be posted to other areas to which they were not given chance to do so due to the experienced staff shortage.

**Unattractive working environment** was another reason for some of the employees leaving Mafia DC due to the fact that, the working environment was not so friendly because, some of them had no permanent working offices while the available offices were poorly constructed and was too old lacking enough working facilities. For example, due to the observation, it was noticed that, the present administration block was the one built since the colonial period (1955) and among the 8 wards; only two wards possess ward offices for executive officers.

**Management failure** in sponsoring their staffs even on short courses, it was revealed that, among the employees who were in training; most of them were not sponsored by the council management but were self sponsored. The management should ensure that, the employees are able to develop their career as time passes due to different global changes.
Inadequate recognition of employees’ performance was another reason provided by those employees with the intention to leave Mafia DC. Most of the employees tend to be motivated to continue working with the organization provided that, his/her efforts are recognized at the very right time. This could be done either verbally or written accompanied by awards. They explained that, most of the time, the management leaders did not play well their parts in recognizing their good performers. The only thing that was done was recognition of the best and superior performers on the celebration of workers’ day (May Day) by awarding them with certificates and some amount of money.

Inappropriate financial incentives were another reason provided by the employees with the intention to leave due to the fact that, Mafia DC is an Island and the provision of services depend more on the nearby city which is Dar es Salaam. Not only that, but also, other working areas are allocated in the most interior parts which are also islets within Mafia Island leading to hardships in transportation to both internal and external for the case of provision of social services. Thus, most of employees proposed that; provision of hardship and transport allowances would at least help them to reduce the hardships they were facing so as to ensure better access to social, political and economic services in Mafia DC and thus would stay longer with the organization.

They were also asked to provide their opinion to be done so as to make them stay in Mafia DC whereby; they said that, living standards improvement, provision of hardship allowance, employees’ rotation, attractive work environment, employee training sponsorship both on-the-job and off-the-job training, management support, recognition and appropriate incentives would enhance their working morale and thus retained in Mafia DC.

5.5 Challenges facing staff retention in Mafia DC

The identified challenges were;

Geographical location of Mafia DC whereby, it is an Island within Indian Ocean located at the South Eastern part of Dar es Salaam Region about 195²Kms away. HODs explained that, it has been a challenge towards staff retention due to the fact that, most of the employees who are posted to work in Mafia DC are mainly from the
main land. Several times after reporting for the first time, most of the newly employees tend to apply for days off so as to go and pick their belongings and their families but they never turn back.

**Poor transport facilities (Sea transport);** due to the fact that, the means of transport used in Mafia DC is mainly sea transport whereby the facilities used are wooden boats and dhows to which passengers have to travel from Dar es Salaam to Mafia and from Mafia to Dar es Salaam. All of the 16 HODs said that, transportation to and from these areas at windy seasons is so tedious as there is no accurate transport facilities while the Mafia DC management alone cannot afford in purchasing the better means of transport and thus becoming so difficult to retain the employees who have to travel from one place to another due to different activities. **Top management poor cooperation with the LGAs** during employees’ transfers whereby; about three quarters of HODs complained about the higher authorities’ decisions on staff transfers from Mafia DC to other working areas or LGAs without the concern of their respective HODs. The transfer letters for some employees were written directly from the higher authorities whereby; the lower authorities were restricted from withholding those letters mainly for their concern and thus, had to proceed with the necessary procedures without questioning which is contrary to what is stipulated in the standing orders for public service of 2009 section D.55 that, after the consultation of relevant employers’ consideration is when the permanent secretary shall make transfer decisions of public servants.

**Shortage of fund whereby;** all of the 16 HODs said that, shortage of fund is the main challenge in Mafia DC since that, the most source of fund is from revenue collected from fishing activities and small farming on crops like coconut and fruits only. The collected income is very low compared to daily operations of Mafia DC and thus failure to pay on time the transport allowances on leaves, transfers, death of public servants and subsistence allowance on first appointment, on duty, on medical treatments and acting allowances.

**Fixed salary** to all public servants in LGAs whereby, the management in Mafia DC has been facing a great challenge towards staff retention due to the fact that, the salaries are fixed to all employees with the same rank in public service. In the process
of retaining the superior performers or specialists on special tasks such as healthy and consultants’ services, more costs are being incurred by the organization in place of payments to such people so as to motivate them. Some of these people are attracted to other organizations with the same tasks with better remunerations compared to that of public service and thus become so hard to retain them.

**Fixed budget set up by top management;** this has been a great challenge to Mafia DC management in the whole process of staff retention since that, after the budget has been approved by the government, there is no room of amending it in case of retention purpose and the payment policy does not talk straight about retention of staffs. HODs complained that, Mafia DC budget allocation never corresponded to the living standard of Mafia due to the fact that, most of goods and services are taken from Dar es Salaam as it is the nearby town. Thus, they proposed that, during budget set up by top management authorities, Mafia DC should not be considered at the same rates as other LGAs which are easily reachable with better living standards to which the staffs are easily retained.

**Poor cooperation from societal members;** whereby, some of the societal members, tend to intimidate some of the employees especially teachers and health workers. For example, two members of HODs said that, for the year 2016/17 two cases were reported whereby, two employees (teachers) were bewitched due to their punishments to the pupils whereby they had to be transferred to other working areas outside Mafia DC.

**Employees’ tediousness** whereby, most of the HODs complained that, most of the employees in their departments lacked working morale due to the fact that, they have stayed in the same area for longer period of time. They admired to shift to other areas in which they could experience new work environments so as to exchange the way of doing things and thus increase the chances for career development, competent and experience hence increase the organizational performance for the LGAs. This was supported by the findings through table 4.4 about length of service whereby, it is shown that, 42 (50.0%) of the respondents had stayed in Mafia DC for more than 6 years. Due to this challenge it became so difficult for the management to retain such
employee whenever they applied for transfer permit otherwise they tend to resign or leave without employer’s permit.

Employees’ stubborn behaviors have been great challenges towards staff retention in Mafia DC whereby, four (4) HODs said that, some of the employees are so stubborn on their bad behaviors such as theft, absenteeism and drunkenness. Despite the fact that, the employees who are affected by such behaviors are been warned but they never change their behaviors and as the result some of them are either terminated voluntarily by themselves or involuntarily by their employer.

Employees’ personal needs was another challenge proposed by all 16 HODs whereby, most of employees applied for transfer permit due to their personal demands such as; following their spouse, sickness and other family problems to which became so hard for the management in retaining those employees with such applications.

Thus, these are the main challenges for which Mafia DC management was facing in the whole process of staff retention since the applied strategies were not motivational; therefore, in order to overcome them, both internal and external interventions are highly needed.
CHAPTER SIX
SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND POLICY
IMPLICATIONS

6.0 Introduction
This chapter involves the summary of the study findings, conclusions, recommendations, policy implications and it addresses the area of further studies due to the research findings in accordance to research objectives.

6.1 Summary
The study was guided by four specific objectives which were; examining staff retention status, examining motivational strategies applied in Mafia DC, examining staffs’ satisfaction level with the motivational strategies and identifying challenges facing staff retention in Mafia DC.

Chapter two explained on theoretical and empirical literature review whereby different aspects concerning staff retention including Tanzania policy on staff retention were explained. Different studies relating to staff retention from Tanzania, South Africa and Malaysia were reviewed mainly for gape determination and for better findings.

Research methodology was explained in chapter three whereby, case study research design was used to obtain research findings from Mafia District Council. The targeted population was eight hundred and forty four employees from six departments with extension staffs which were; administration general, primary education, secondary education, agriculture, health and livestock. The targeted sample size was a hundred respondents whereby, sixteen of them were purposeful sampled as they were the HODs from thirteen departments and three units in the council while eighty four respondents were obtained through a stratified sampling method.

For this study, both primary and secondary data collection methods were used to collect data from the respondents whereby both qualitative and quantitative data were analysed by using descriptive statistics and interpreted through tables and bar charts in percentages which were derived from a Statistical Package for Social Scientist.
Presentation of research findings was presented in chapter four whereby; the staff retention status in Mafia DC for five years was identified and the number of employees who left the organization was at an increasing trend. After examining the six motivational strategies in Mafia DC, the following were the results showing the percentage of respondents who strongly agreed only;

The first strategy was provision of adequate living condition which was guided by five items which were; staff houses (57.1%), transport facilities (50%), education services (35.7%), health services (63.1) and water services (39.3%). The second strategy supportive work environment and was guided by two items which were; leadership styles (27.4%) and work environment (39.3%). The third strategy was training and development opportunities guided by two items which were; career development (41.7%) and advancement opportunities (33.3%). The fourth strategy was consultation and communication (16.7%). The fifth strategy was employees’ recognition and was guided by two items which were; recognition for good performance (16.7%) and recognition for superior performance (25%) and the sixth strategy was financial incentives and was guided by two items which were; transport allowance (67.9%) and hardship allowance (72.6%).

The findings indicated that, the strong motivational strategies for staff retention were two which are; provision of adequate living condition (staff houses with 57.1%, transport facilities with 50.0% and health services with 63.1%) and financial incentives (hardship allowance with 72.6% and transport allowance with 67.9%).

The findings showed that, most of the employees were dissatisfied with the existing motivational strategies starting with financial incentives with 78.6%, living condition with 76.2%, supportive working environment with 72.6%, training and development opportunities with 67.8%, consultation and communication with 47.7% and recognition with 35.7. This was proved by 91.7% of the respondents who said that, they don’t like to stay in Mafia DC while only 8.3% of the respondents liked to stay in Mafia DC.

The discussion of the findings were presented on chapter five where by the strategies with the 50% or above were selected by the researcher to be strong motivational
strategies due to this study. The discussion involved explanations on how the employees were being retained and the challenges faced by the management during the retention process. Most of the employees would prefer some measures to be taken so as to improve the employees’ living standards, health services and assurance of appropriate financial incentives.

The summary, conclusion, recommendations and policy implications were presented in chapter six whereby; the whole study findings were summarized and concluded in relation to research objectives.

The study findings were presented in six chapters which involved the introductory, literature review, research methodology, presentation of the findings, discussion of the findings and lastly, summary of the study, conclusions, recommendations and policy implications.

6.2 Conclusions
Basing on the study findings, it shows that, staff retention in Mafia DC fails due to different reasons to which some measures are to be taken so as to reduce that failure or eradicate it completely. All of the examined six motivational strategies could be used to solve the existing problem but the aim was to obtain the strongest motivational strategies which when applied in Mafia DC in accordance of respondents’ opinion, the employees would be motivated to continue working with Mafia DC. The identified strong motivational strategies that would aid to staff retention were two of them which are; provision of adequate living condition basing on ensuring the availability of staff houses, transport facilities and health services while the second strong strategy identified was provision of financial incentives basing on transport and hardship allowances. Due to the satisfaction level of the employees with the strategies, supportive working environment could be also aid to staff retention.

Provision of adequate living condition involves the availability of staff houses due to the fact that, most of houses built in Mafia are very few and not well constructed, especially for the case of employees who were assigned to work in the interior part of Mafia Island. Provision of staff houses would reduce the costs that were incurred by
the employees due to house rent and other needs since the cost of living in Mafia is very high.

Enhancing the transport facilities for both internal and external transport would motivate most of the employees and hence become retained in Mafia DC. This is because; the means of transport in Mafia DC are mainly of two types which are air transport and sea transport. It is shown that, sea transport is the most preferable transport because it is affordable by most people in Mafia compared to Air transport which is the most expensive and affordable by few people in Mafia. The facilities for sea transport are very few and of very low quality compared to air transport.

Improvement on health services in Mafia DC would help in staff retention due to the fact that, the available hospital and dispensaries have poor working conditions and lack of modern working facilities. For example, the employees with health insurance become so demoralised due to the fact that, most of the time, there are no enough medicine at the district hospital and lack of insurance pharmacy that necessitates insurance patients to use cash in order to get medicine. Health services improvement must be accompanied with the availability of health specialists and other health employees in Mafia DC so as to ensure quality health services.

Provision of appropriate financial incentives such as transport and hardship allowances would enhance the living of employees in Mafia district council due to the fact that, most of the employees become so demoralised due to very high standard of living in Mafia DC while at the same time, the salaries remains very low. Thus, if transport allowances are paid to them on time, the employees will be able to sustain their lives in Mafia. This allowance may be provided to them mainly on medical examination, leave payments, transport on duty, and transport allowance on first appointment.

Hardship allowances are mostly preferred to employees in Mafia DC simply because of the higher living standards and the unfavourable transport facilities which cause most of the commodities to be sold at double prices.
6.3 Recommendations and Policy implications

This involves the researcher’s opinion and suggestions made to different authorities towards the application of motivational strategies and staff retention. The different authorities to which the recommendations are made were; the government of Tanzania, Ministry of Health, Ministry of Infrastructure and Development, Tanzanian Ports Authority (TPA), Recruitment secretariat, President’s Office –Public Service Management and Mafia DC.

6.3.1 Recommendations

Mafia DC management should take some necessary measures so as to make the employees stay in Mafia by planning for and applying the specific motivational strategies by aligning the organizational objectives with the employees’ objectives hence ensuring the well being of the employees through the following:

Plan and budget for staff houses so as to ensure that, all the needy employees in the interior areas are well accommodated in terms of well constructed houses for living. For the employees who will be allocated with houses for living but legally are not entitled with house provision as stipulated in public service standing orders of 2009 section L.34, they will have to make monthly payments through their salaries. Apart from that, those who won’t have chance to be allocated with houses for living they might be provided with some house allowances (even if it is just small amount of it) in accordance to their positions in the organization.

Mafia DC should plan for modern staff houses construction for Ward executive officers since that, it would be of high motivation to most employees especially to those departments with extension officers such as village executive officers, agricultural and livestock field officers since that, WEOs are in a very good position to coordinate the activities done by other employees to the community.

The construction of jetty at Kilindoni and Nyamisati harbours by the ministry of infrastructure and development in collaboration with Tanzanian Port Authority so as to enhance economic activities relying on transport system which is affordable to the majority. Improving the transport infrastructures both internal and external in Mafia DC will lead to economic growth through creation of employment opportunities to
most of the people in Mafia involving Mafia DC staffs who can work as part times after work hours.

Purchasing secured sea transport facilities by the government of Tanzania such as speed boats that are insured for peoples’ safety and security. Some efforts must be made so as to end up the use of local made wooden sea boats which are not safe for the passengers during the windy seasons. The secured transport facilities can be used in external transport that is from Mafia to Nyamisati and internal transport from Mafia Island to other small islets in Mafia such as Bwejuu, Jibondo, Chole and Juani.

Provision of good health services whereby; the Ministry of Health in collaboration with Mafia DC should ensure well constructed hospital and dispensaries equipped with all working facilities. Apart from well equipped hospital and dispensaries, they should make sure that, the problem of staff shortage is solved by assigning the qualified staffs to the vacant posts. Also, necessary measures are to be taken so as to ensure the available pharmacies are able to receive patients with health insurance.

Addressing the problem of geographical imbalance in the distribution of workers by the recruitment secretariat of Tanzania whereby, Mafia DC should be given higher priority compared to other areas or LGAs. Also, a thorough geographical orientation should be made to the job applicants before posting the employees to areas with shortage of staffs so as to prevent early absenteeism and resignation due to challenges of geographical locations.

Provision of some extra payments to public servants by the government of Tanzania through its circulars such as; hardship allowance for the employees living in hard to reach areas such as in Mafia DC so as to enhance their living. This will assist the management in the whole process of staff retention in Mafia DC.

Identification of the LGAs that are hard to reach should be made by the government of Tanzania so as to develop some techniques that will empower the management under respective LGAs with the necessary resources to attract and retain employees in Mafia DC through the recognised government policy.
Public servants rotation should be practiced whereby; the Presidents’ Office Local Government Authorities and PO – PSM have to consider those employees who have stayed at one post for a long period of time by transferring them to other work station in Tanzania so as to motivate them. The transfer procedures for public servants should be followed and adhered to by both ministries and the higher responsible authorities. The study findings indicates that, most of employees in Mafia DC had stayed at the same work station for a long period of time whereby; those who had stayed for 6 up to 10 years were 50% and those who had stayed for 10 years and above were 33%.

6.3.2 Policy Implication
The following policy implications of the findings for Mafia DC in this study were identified;

Human resource recruitment policy should have a comprehensive plan for staff retention. The application of appropriate motivational strategies for staff retention will enable the experienced and competent employees to remain with the organization and hence increases the performance due to the attainment of the organizational objectives and reduction of unnecessary costs. Failure to put in place the appropriate motivational retention strategies would result to retention failures.

Involvement of extrinsic motivators in organizational policy formulation such as supervision, compensation, working environment, interpersonal relationships so as to prevent dissatisfaction for the employees, would result to better practice on staff retention since that, financial incentives are the most appropriate strategies for staff retention.

6.4 Areas for further studies
Some researchers are to conduct more studies on the influence of living conditions on staff retention basing on provision of staff houses, transport and health services while other studies are to be conducted so as to determine the contribution of financial incentives on staff retention.

However, more studies are to be conducted by other researchers to determine the contribution of organizational policies to staff retention.
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APPENDICES
APPENDIX I
RESEARCHER’S INTERVIEW GUIDE QUESTIONS FOR HEAD OF DEPARTMENTS AND UNITS IN MAFIA DISTRICT COUNCIL

1. Do you face staff retention problem in your department?

2. If the answer is yes, ask him/her to explain how

3. Do you have any statistics showing employees who report and leave?

4. How do you react on staff retention failure?

5. Do you have any motivational strategies aiding to staff retention?

6. Ask him/her to mention some of the existing motivational strategies that aid on staff retention.

7. Ask him/her if the employees’ get satisfied with the existing motivational strategies if any.

8. If no motivational strategies for staffs retention, ask him/her on how have they been retaining their staffs.

9. Ask how he/she sees the trend of staffs leaving the organization through resigning and transferring.

10. Ask him/her to provide some challenges faced during the process of staff retention.
APPENDIX II

A SAMPLE QUESTIONNAIRE TO BE FILLED BY RESPONDENTS SELECTED FROM DEPARTMENTS AT MAFIA DISTRICT COUNCIL ON A RESEARCH TITLED “Motivational strategies and staff retention”

The responses will enhance the practice of Staff retention in Local Government Authorities in Tanzania. The provided information will be treated confidentially and names will not be disclosed to the final study report.

A. Personal Information

1. Position/Title .................................................................

2. Level of education [ ]
   I. Certificate
   II. Collage
   III. University

3. How long have you been working in this Council? [ ]
   I. 1 – 5 years
   II. 6 – 10 years
   III. More than 10 years

B. Examining motivational strategies applied in Mafia DC

The following are suggested six (6) motivational strategies that are developed to retain staffs in LGA’s. Please, indicate with ‘x’ the extent to which you agree / disagree that these strategies will aid to retaining staffs in Mafia DC.
1. Provision of adequate living condition

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2. Supportive working environment at Mafia DC

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2. Supportive working environment at Mafia DC
### 3. Opportunities for Training and Development at Mafia DC

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<td>3.2 Advancement opportunities (promotions)</td>
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4. **Consultation and communication**

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If others, please indicate

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5. **Recognition**

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<td>5.2 Rewards for superior performance at Mafia DC</td>
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If others, please indicate

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6. Financial Incentives

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If others, please indicate

C. Employees’ Level of satisfaction with existing motivational strategies

<table>
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<tr>
<th>C.1 Provision of adequate living conditions at Mafia DC</th>
<th>Excellent</th>
<th>Very good</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
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<tr>
<td>C.3 Opportunities for training and development at Mafia DC</td>
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<tr>
<td>C.4 Consultation and communication at Mafia DC</td>
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<td>C.5 Recognition at Mafia DC</td>
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<td>C.6 Financial incentives at Mafia DC</td>
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</table>
D. Staff retention enhancement in Mafia DC

1. Do you like to stay at Mafia DC?
   
   (a) Yes ...................  (b) No ...................

   If ‘yes’ why do you like to stay at Mafia DC?
   
   ...........................................................................................
   ...........................................................................................
   ................................

   If ‘no’ why don’t you like to stay at Mafia DC?
   
   ...........................................................................................
   ...........................................................................................
   ................................

2. What do you think will motivate you to stay at Mafia DC?

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

Thank you for your cooperation
A SAMPLE QUESTIONNAIRE TO BE FILLED BY RESPONDENTS SELECTED FROM DEPARTMENTS AT MAFIA DISTRICT COUNCIL ON A RESEARCH TITLED “Motivational strategies and staff retention in Mafia District Council, Tanzania”

The responses will enhance the practice of staff retention in Local Government Authorities in Tanzania and the provided information will be treated confidentially and names will not be disclosed to the final study report.

A: Personal Information

1. Position/Title ..............................................

2. Level of education [ ]
   (i) Certificate .................................1        (iii) College.........................2
   (ii) University .................................3

3. How long have you been working in this Council? [ ]
   (i) 1 – 5 years .................................1      (iii) More than 10 years ..........3
   (ii) 6 – 10 years ..............................2

B: Examining motivational strategies applied in Mafia DC

The following are suggested six (6) motivational strategies that can be used to retain staffs in LGA’s. Please, indicate with ‘x’ the extent to which you agree / disagree that these strategies will aid to staffs retention in Mafia DC

1. Provision of adequate living condition
   (1.1) Provision of staff houses
      (a) Strongly agree ......................1    (d) Disagree .................................4
      (b) Agree .................................2    (e) strongly disagree ..................5.
      (c) Uncertain ..............................3

1.2 Availability of good transport facilities (roads and sea)
1.3 Accessibility of good education for both adults and children
(a) Strongly agree ……………..1 (d) Disagree ………………………..4
(b) Agree ………………………2 (e) strongly disagree ……………...5.
(c) Uncertain …………………..3

1.4 Accessibility to good health services
(a) Strongly agree ……………..1 (d) Disagree ………………………..4
(b) Agree ………………………2 (e) strongly disagree ……………...5.
(c) Uncertain …………………..3

1.5 Availability of water services
(a) Strongly agree ……………..1 (d) Disagree ………………………..4
(b) Agree ………………………2 (e) strongly disagree ……………...5.
(c) Uncertain …………………..3

2. Supportive working environment
2.1 Leadership styles at Mafia DC
(a) Strongly agree ……………..1 (d) Disagree ………………………..4
(b) Agree ………………………2 (e) strongly disagree ……………...5.
(c) Uncertain …………………..3

2.2 Encouraging working environment at Mafia DC.
(a) Strongly agree ……………..1 (d) Disagree ………………………..4
(b) Agree ………………………2 (e) strongly disagree ……………...5.
(c) Uncertain …………………..3

3. Opportunities for training and development
3.1 Career development opportunities at Mafia DC
(a) Strongly agree ……………..1 (d) Disagree ………………………..4
(b) Agree .....................2  (e) strongly disagree ..................5.
(c) Uncertain ...................3

3.2 Advancement opportunities (promotions) at Mafia DC
(a) Strongly agree .............1  (d) Disagree .........................4
(b) Agree .......................2  (e) strongly disagree ................5.
(c) Uncertain ....................3

4.0 Consultation and communication
4.1 Participative management at Mafia DC
(a) Strongly agree .............1  (d) Disagree .........................4
(b) Agree .......................2  (e) strongly disagree ................5.
(c) Uncertain ....................3

5.0 Recognition
5.1 Recognition of good performance at Mafia DC
(a) Strongly agree .............1  (d) Disagree .........................4
(b) Agree .......................2  (e) strongly disagree ................5.
(c) Uncertain ....................3

5.2 Rewards for superior performance at Mafia DC
(a) Strongly agree .............1  (d) Disagree .........................4
(b) Agree .......................2  (e) strongly disagree ................5.
(c) Uncertain ....................3

6.0 Financial Incentives
6.1 Transport allowances at Mafia DC
(a) Strongly agree .............1  (d) Disagree .........................4
(b) Agree .......................2  (e) strongly disagree ................5.
(c) Uncertain ....................3
6.2 Hardship allowances at Mafia DC

(a) Strongly agree ……………..1 (d) Disagree ……………………….4
(b) Agree ……………………..2 (e) strongly disagree ……………5.
(c) Uncertain …………………3

C: Employees’ Level of satisfaction with motivational strategies

C.1 Provision of adequate living conditions at Mafia DC

(a) Excellent ……………….1 (d) Fair………………………..4
(b) Very good………………2 (e) Poor ………………………..5
(c) Good ……………………3

C.2 Supportive working environment at Mafia DC

(a) Excellent ……………….1 (d) Fair………………………..4
(b) Very good………………2 (e) Poor ………………………..5
(c) Good ……………………3

C.3 Opportunities for training and development at Mafia DC

(a) Excellent ……………….1 (d) Fair………………………..4
(b) Very good………………2 (e) Poor ………………………..5
(c) Good ……………………3

C.4 Consultation and Communication at Mafia DC

(a) Excellent ……………….1 (d) Fair………………………..4
(b) Very good………………2 (e) Poor ………………………..5
(c) Good ……………………3

C.5 Recognition of employees at Mafia DC

(a) Excellent ……………….1 (d) Fair………………………..4
(b) Very good………………2 (e) Poor ………………………..5
(c) Good ……………………3
(d)
C.6 Financial Incentives

(a) Excellent ..................1  (d) Fair.............................4
(b) Very good.................2  (e) Poor .............................5
(c) Good ........................3

D: Staff retention enhancement in Mafia DC

Do you like to stay at Mafia DC?

(a) Yes .........................1
(b) No ..........................2
APPENDIX IV

FORMATION OF MAFIA DISTRICT COUNCIL

In Tanzania, District Councils were established under the Act no.7 of 1982 whereby, Local Government Authorities (LGAs’) were officially introduced in 1984. During the early periods after Independency, there were three groups of local governments. The second group was created under the Act no.333 of 1953 and among those was Mafia District Council (MDC) which started in 1955. Mafia Island politically is governed from the mainland despite the fact that, it is a part of Tanzanian Archipelago together with Unguja, Pemba and Lathan Island.
APPENDIX V

Mafia District Map
APPENDIX VI

TIME SCHEDULE

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<tr>
<th>Time Frame</th>
<th>Activity</th>
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<tr>
<td>April-May, 2016</td>
<td>Preparation of research topic</td>
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<tr>
<td>July-September, 2016</td>
<td>Proposal writing and presentation to the panel</td>
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<tr>
<td>October – November, 2016</td>
<td>Pilot study and Data collection</td>
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<tr>
<td>December, 2016</td>
<td>First draft Report writing</td>
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<td>January-February, 2017</td>
<td>Editing</td>
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<td>March, 2017</td>
<td>Editing and Submission</td>
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PROPOSED BUDGET

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<td>Travel and transport</td>
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<td>Administrative cost</td>
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<td><strong>Total</strong></td>
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