

**THE ROLE OF MOTIVATION ON LABOUR TURNOVER:
THE CASE OF DAR ES SALAAM WATER AND SEWERAGE
CORPORATION (DAWASCO)**

**THE ROLE OF MOTIVATION ON LABOUR TURNOVER:
THE CASE OF DAR ES SALAAM WATER AND SEWERAGE
CORPORATION (DAWASCO)**

**By
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**A Dissertation Submitted to Mzumbe University Dar es Salaam Campus in
Partial Fulfilment of the Requirement for the Award of Degree of Master
Science in Accounting and Finance (MSc. A&F) of Mzumbe University**

2014

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “**The Role of Motivation on Labour Turnover: The Case of Dar es salaam Water and Sewerage Corporation (DAWASCO)** in partial fulfillment of the requirements for the Master degree of Accounting and Finance (MSc. A&F) of Mzumbe University..

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DEDICATION

To my husband Chomete Abdallah, my mother Appolonia Edward, and my brother Fridolin who have been with me hand to hand in their mind through my studies. May Almighty God pay them abundantly!

LIST OF ABRIVIATIONS

%	-	Percentage symbol
=	-	Equal to
DAWASCO	-	Dar es salaam Water and Sewerage Corporation
DIRM	-	Directorate of Investment and Resources Mobilization
FTC	-	Full Technician Course
ICN	-	International Council for Nurses
LT	-	Labour turnover
Mgt	-	Management
NHIF	-	National Health Insurance Fund
Orgn	-	Organization
PIP	-	Performance Improvement Plan
PJSS	-	Principal ship Job Satisfaction Survey
SPSS	-	Statistical Package for Social Sciences.
UK	-	United Kingdom
USA	-	United States of America.

ABSTRACT

This study set out to understanding the role of motivation on labour turnover, a case of Dar es salaam Water and Sewerage Corporation. (DAWASCO), Nine theories of Job Motivation were consulted supported with a good number of empirical studies on the subject matter. The study addressed on factors that lead to job dissatisfaction and hence influence labour turnover, examines the current incentives offered and the employees perception on the present status of general motivation packages provided. It also tried to identify the main shortfalls in the current motivation packages that influence labour turnover.

Both primary and secondary data were collected for the study. The study sample comprised of 120 respondents in which the study managed to meet only 100 respondents to collect the needed primary data. The data collected included personal characteristics of the respondents, perception of respondents towards the problem to justify its existence, causes of job dissatisfaction, examining the root causes through pointing out the level of satisfaction on the current motivation packages. The documentary review was also used to collect other useful secondary data.

The main tools used in collecting these data were the structured questionnaires. Data analysis was performed using the Statistical Package for Social Sciences (SPSS).

The study findings showed that inadequate motivation packages paid to the employees including low salary were the main source of job dissatisfaction that led to labour turnover in DAWASCO. Other factors that also played an important role are poor working conditions, inequitable compensation, lack or limited opportunities for staff career advancement, lack of recognition by the Management, unfair treatment in promotion and training, and lack of equity in compensation. Recommendations given include increase salary to be competitive, equitable compensation, improving motivation packages, improving working conditions, establishing efficient and effective human resource department to deal effectively with employees' affairs.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

This chapter covers the general information of the study. It contains the background of the organization, background of the problem, statement of the problem, objectives of the study, scope of the study, research questions, delimitation of the study, significance of the study, limitations of the study, and organization of the report.

1.2 Background of the Problem

Over the last two decades of awareness of managerial issues, the issue of employee turnover still exists in most of the organization throughout the world. Even in the highly developed industrial nations, the rate of employee turnover is still very high. The level of performance or the ability of work done by the staff will only be achieved if the employees satisfied by the internal environment of an organization. Employee turnover in organization is one of the main issues that extensively affect the overall performance of an organization. The reason that why DAWASCO organization had been chosen, is because in its ratio of turnover is high. The research study is being conducted to check out the extent the employee satisfaction may affect labour turnover on organization.

Various studies show that employee turnover negatively affect the overall efficiency of the organization. If proper action is taken on employee workload, work stress, salary, job satisfaction, and work to family conflict, the turnover ratio alternatively decreases and organization performance will enhance. Derek (2006) found a positive relationship between employee turnover and organization efficiency, and concluded that there is insignificant negative relationship between employee turnover and organizational performance.

The reason that why, this research topic was selected because in DAWASCO environment most of the workers are not satisfied with their jobs and most of them

are quiet their jobs when they find relatively better job than that one. The reason is not that they are not competent but there are few factors the effect the environment, it is imperative for organization to retain staff and ensure their effectiveness. Organizations are always established to achieve specific goals (Katz and Kahn, 1978) and such goals are tied to various degrees on staff motivation, retention, and efficiency among other things.

Employing staff is important in any organization but their relation and productivity is even the most important. In DAWASCO today, instead of providing the means by which workers are encouraged (motivated) and retained for effective performance, workers are deprived of their physiological needs through salary insecurity, delay in the payment of salaries and facing benefits and this have consequences in their productivity and motivation. Therefore I found that there is need to examine the effects of motivational factors that would ensure workers efficiency and retention as well as service effectiveness.

Productivity is very important issue for an industry or organization. There are several factors on which productivity of an organization mostly depends upon. Employee's turnover is one of them which is considered to be one of the challenging issues in business nowadays. The impact of turnover has received considerable attention by senior management, human resources professionals and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally. The purpose of this research is therefore, to find out The objective of these case studies were to find out the actual reasons of turnover, its negative effects and possible recommendations that could be helpful to DAWASCO for their productivity

Today's competitive business world, it is considered to be an important task to manage employee turnover for any organization. Naturally people want diversities in his/her everyday life; seeks for new and challenging jobs and good.

1.3 Background of Organization

Dar es salaam Water and Sewerage Corporation (DAWASCO), a state owned Corporation, entered into a Lease Agreement with DAWASA to operate the water supply and sewerage services in the Dawasa service area that include Dar es Salaam and part of Kibaha and Bagamoyo in Coast Region. At the same time, Dawasa that was formed under the Dawasa Act of 2001 remained responsible for strategic planning, asset management and implementation of capital works. Dawasa operation area has a total population of 4,592,454 people while the current served area of the utility has a population of 2,860,149. The current percentage population coverage is 40.7%. The utility draws water from River Ruvu through upper Ruvu and lower Ruvu located in Mlandizi and Bagamoyo respectively, river Mzinga located in Dar es salaam and through thirty boreholes located in various areas within the service area. Only 25% of the total customers receive 24hrs water supply. The utility has a sewerage system with a sewer line of 199 km and sewerage treatment through 8 waste stabilization ponds. The average daily flow into the ponds is 1,6716m³/day (609,915 m³/year).The Dar es Salaam Water and Sewerage Corporation (DAWASCO) - with a staff of about 930)

1.4 Statement of the Problem

Though DAWASCO Management has been doing various efforts to recruit trained personnel now and then, still fails to create conducive environment for employees' retention. This study has tried to find out the effects of motivation on labour turnover. The study has addressed the problem as to why labour turn over is still persistent despite of the potential business environment DAWASCOenjoys.

The route itself hasn't very much smooth in favour of the Operator despite of the recorded progress when viewed from the inception. Things have been not very much going well due to numerous reasons, one being the trained labour turnover. Most employees perceive unfairness and violation of their expectation by management and hence exhibit poor commitment to organizational goals, which in turn is the loss of morale of work. This leads to frustrations and thus looking for other employer(s) with good motivation schemes. This has been the case happening to the trained ones

with University degree and the like. It is not only that, but under this circumstance, an employee who is not motivated before his/her departure, the performance of the same has increasingly declining and hence lowers the expected organizational performance.

Despite the remarkable growth situation of the DAWASCO in terms of supply network expansion and thus increase in customer base, still there has been experiencing labour turnover to the frustration of its mission of providing clients with better services in country consistently and satisfactorily. It seems that these employees lack job satisfaction, among other decisions, decide to quit their jobs. “Satisfied employee is less likely than the dissatisfied counterpart to quit the job over a given period satisfied tends to stay and dissatisfied are most likely to leave. Those actively dissatisfied are the most likely to leave” (Ogan and Bateman, 1991).

This signifies a problem of failure to handle the employees accordingly due to lack of motivation; such as in terms of promotion, remuneration, incentives, working conditions, training and development, being the constituents of motivation thus facilitating labour turnover. Therefore, this study has worked out on the drawbacks of motivation which results on labour turn over.

This study was set out to investigate the motivational factors that affects labour turnover with particular reference to DAWASCO.

1.5 Objectives of the Study

1.5.1 The Main Objective

The main objective of this study is to investigate into the motivation factors that affect labor turnover in the Dar es salaam Water and Sewerage Corporation (DAWASCO)

1.5.2 Specific Objectives

- (i) To examine factors that lead to either job satisfaction or dissatisfaction in DAWASCO.
- (ii) To examine the weaknesses in the incentives offered to DAWASCO employees that enhance labour turnover.
- (iii) To identify the shortfalls in the motivation packages provided by DAWASCO and how they influence labour turnover

1.6 General Question

What are the roles of motivation on labour turnover?

1.6.1 Specific Questions

- (i) What are the factors that lead to job satisfaction or dissatisfaction in DAWASCO?
- (ii) What are the types of incentives offered as motivation to DAWASCO employees?
- (iii) What are the shortfalls in the motivation packages provided by DAWASCO lead to influence labour turnover?

1.7 Scope of the Study

The study focused to cover only Dar es salaam Water and Sewerage Corporation (DAWASCO) as the only provider of water supply and sewerage Services in Dar es Salaam city and parts of Coast region. The Corporation is responsible for the management, Operation, and maintenance of water supply and waste water disposal services. DAWASCO has put up strategy aimed at improving its services to its clients in Dar es salaam, Kibaha and Bagamoyo

1.8 Significance of the Study

It is evident that for a study to be of value, should answer the problem posed. The significance of the study is spinning around the fact that there is a gap that needs to be filled with information. The study uncovers what influences labour turnover in DAWASCO despite the present motivational packages.

Furthermore it is important to study the relationships between different variables that are behind the labour turnover problem and give advice to DAWASCO Management and new knowledge to other scholars accordingly.

The study focused on the internal management aspects and their effects in relation to employee dissatisfaction, which may lead to quit the job. The management skills are required to run the job. The management skills required to run the Corporation whether being a public or private institution. The Manager of the same has to face challenges in problem solving and making valuable decisions that range from planning, organizing, leading, staffing, operations, controlling, recruitment, training and curbing labour turnover problem.

Generally, it is expected that through this study, DAWASCO is going to benefit in minimizing if not total elimination the costs involved in endless hiring new employees. In a nut shell, other benefits from this study will be as follows;-

- (i) To identify the past research gaps.
- (ii) To add new input to the body of existing knowledge.
- (iii) To give lesson for DAWASCO through the findings.
- (iv) To the academic community, this study will be put in the University Libraries for students and other scholars to use it for further researches in related topics.
- (v) To enable the researcher accomplish Msc. A&F degree course as it is a partial fulfillment of the requirements for the award of the same.

1.9 Limitations of the Study

Limitations that were encountered in the conduct of the study included (but are not restricted to) the following: Financial and time constraints were the major problems that confronted the study. Financial resources for the study were scarce. The respondents hide under the excuse of lack of time to avoid answering the questions. Management had not documented the package that had been put in place to motivate its employees. The high number of respondents required a longer time to administer and retrieve the questionnaire. In some instances respondents misplaced the

questionnaire that was given to them and they had to be replaced. Some respondents took the questions and did not return them. It was also not easy to get information from key personalities especially, at the management level of the organization.

1.10 Delimitation of the Study

The researcher limited this research to only one water utility despite there are fifteen water utilities in Tanzania which may be having same problem facing DAWASCO, so as to defeat the limitation of time and financial resources explained above. Due to the large number of potential participants in the study population, the population involved in the current study focused only on employees from three departments such as technical, commercial and Finance and administration. In order to assure manageability of the collected data, the questionnaire contains many multiple-choice items while only one question was open-ended response.

1.11 Organization of the Report

This paper is organized in five chapters. Chapter one is an introduction of the study which consists of the background of the problem, research problem, research objectives, research questions, significant of the study, delimitation of the study and organization of the study.

Chapter two consists of Literature review which is a body of theoretical bases of the study, empirical studies, and conceptual framework. It is important chapter as it shows how other scholars/ authors say about matter on study. Chapter three is about research methodology. This chapter presents details of the methodological approach to this study it involves Study Area, Research Design, Population of the Study, Sampling techniques, Methods of Data Collection and Data Analysis

Chapter four is the presentation and discussion of findings basing on the research objectives. Chapter five covers summary, conclusion and recommendations. This chapter presents the conclusion and recommendations based on the research findings which are discussed and analyzed in Chapter Four. It is divided into three parts; the first part will give conclusion in summary form as deduced from the study findings,

the second part will give recommendations on various issues discussed in the entire study work and the third part is about the need for further researches on the posed problem identified in chapter one. The last pages of this paper are of references and appendices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explains about theoretical and empirical bases of the related studies; conceptual framework and measures of variables. It is important chapter as it shows how other scholars/ authors say about matter on study. The first part dealt with the conceptual or theoretical framework with the objective of explaining various theories developed by other scholars and researchers in supporting this study. The second part mainly dealt with empirical studies or reviews whose aim was to identify the study gaps that needed to be filled.

2.2 Definition of Key Terms

2.2.1 Motivation

Motivation - is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals. The word “Motivation” has further been defined very differently by various theorists. According to Kreitner (1995), Motivation is a psychological process that gives behavior purpose and direction. It is a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian& Lindner, 1995).

Motivation is a term that has been disarmed for so long in relation to employees. It is a catalyst to enhance efficiency through job satisfaction. There are various concepts developed by scholars. Similarly are the definitions. For instance, Motivation is defined as “a psychological process that gives behavior purpose and direction (Kreitner 1995)

Again another scholar defined motivation as “a predisposition to behave in a purposive manner to achieves specific unmet needs (Buford, Bedeian, Lindner, 1995); is an internal drive to satisfy an unsatisfied need (Higgins, 1994). Gupta in his remarks argued that in order to motivate workers for the organizational goal,

managers must determine the motives or needs of workers and provide an environment in which appropriate incentives are available for the satisfaction of their needs (Gupta, 1990:510).

Therefore, what can be deduced from these concepts is that motivation to the job leads to job satisfaction and job satisfaction leads to efficiency. For this matter, you can't talk of job motivations without touching employees' job satisfaction. It is this fact that facilitates the inner willingness of an individual to make judgment of whether to quit a job or not.

The process of motivation always operates within the framework of individual's perception of the situation and not by external condition only (Kapur, 2004). Thus in his view, this theorist advocated that it is very important understanding basic human needs and aspirations since are pre-requisites before one begins any motivational efforts. According to Scott, "Motivation is a process of stimulating people action to accomplish desired goal" Motivation has three distinct features namely;

- (i) It results from a felt need. Motivation triggers behavior impelling a person to action.
- (ii) It is goal directed. Motivation is a driving state that channels behavior into a specific course, which is fulfillment of a felt need.
- (iii) It sustains behavior in progress. It persists until the satisfaction or reduction of a need state occurs.

Again, it is of vital significance to quote the words of Allen. "Poorly motivated people can nullify the soundest organization". In this case, an employee who is not satisfied by the job will always not work hard for the benefit of the organization before he/she decides to quit that job.

"The level of motivation varies between individuals and with individuals at different times (Mullins, 205:472)

2.2.2 Labor Turnover

Labour Turnover is the voluntary and involuntary permanent withdrawal from an organization (Robbins, 2007). Labour turnover occurs when people quit their jobs (Moorhead and Griffin, 1995).

2.3 Theoretical Review

This is the foundation on which the entire research work is based. It is a logically developed, described, and elaborated network of associations among the variables deemed relevant to the problem situation and identified through such processes as interviews, observations and literature survey. Experience and intuition also guide in developing the theoretical frame work (Sekaran, 2006).

2.3.1 Job Satisfaction

Due to the fact that you cannot talk of job motivation and separate with job satisfaction; therefore, is of great importance to become conversant with the term “Job satisfaction”. According to the Oxford Advanced Learners Dictionary (2005); satisfaction means the good feeling that somebody has when he has achieved something or when something that somebody wanted to happen does happen or something that gives somebody this feeling. Therefore, job satisfaction refers to how well a job provides fulfillment of a need or want, or how well it services as a source or means of enjoyment’ (Webster’s Dictionary 1986).

Other sociologists argued that in their Model of Met Expectations, “job satisfaction” is reinforced by the state that employees have individual sets of expectations, which are met. When those expectations are unmet, it results into dissatisfaction that leads to turnover, absenteeism and other unproductive actions. The organizations having motivated employees have much greater scope and are ready for adaptation, innovation, change and expansion (Porter and Steers, 1973).

According to Robbins (1993), the term job satisfaction can be defined as a positive feeling about one’s job resulting from an evaluation of its characteristics. A person

with a high level of job satisfaction holds positive feeling about the job, while a person who is dissatisfied holds negative feelings about the job”, (Robbins 2007)

Other theorists defined Job satisfaction as “an altitude that reflects the extent an individual is gratified by fulfilled in his or her work” (Moorhead and Griffin, 1995).

2.3.2 Labour Turnover

Turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment (Abbasi and Hollman, 2000). It is also defined by Price (1977); as the ratio of the number of organizational members who have left during the period being considered and the average number of people in that Organization during the period.

Maertz and Champion (1998) defined turnover as the characteristic of a given company or industry, relative to the rate at which an employer gains and losses staff. Employee turnover can either be voluntary or involuntary. Involuntary turnover referred to the dismissal of employees while voluntary turnover occurs when employees resign on their own will.

“Turnover is the voluntary and involuntary permanent withdrawal from and organization” (Robbins, 2007), “Turnover occurs when employees quit their jobs”, (Moorhead and Griffin, 1995), usually the highest rate of labour turnover tends to be among those who have recently joined a business. Longer-serving employees are more likely to stay, mainly because they become used to the work and the business and have an established relationship with those around them.

Generally higher labour turnover has both the positive and negative implications to both the employers and individuals. However, in most cases labour turnover is considered unhealthy to the organizations especially on costs grounds.

Broadly speaking there are two major perceptions towards the labour turnover. One perception considers the act as tonic while the other one consider toxic i.e. the act is perceived positive and negative respectively. “Turnover is construed to have both the

positive and negative effects to an organization be it of business or service oriented as well as to an individual i.e. employee, However, some researchers have increasingly dealt with how to manage it such that less attention has been to consequences of turnover” (Munishi, 1993). Proponents of labour turnover argue that the act is beneficial to both an organization and an individual worker who quit a job. Munishi (1993:43) justifies.

However, labour turnover does not just create costs. Some level of labour turnover is important to bring new ideas, skills and enthusiasm to the labour force. A “natural” level of labour turnover can be a way in which a business can slowly reduce its workforce without having to resort to redundancies (this is often referred to as” natural wastage).

On the other hand, critics of turnover like Flamboltz, Mobey, Staw, Mowday and Steers are against this act mainly on costs grounds. While discussing critics of these scholars, Munishi (1993:43) argued.

“A high turnover rate results in increased recruiting, selection, and training costs”, (Robbins 2007) “An organization usually incurs costs in replacing persons who have quit, but turnover that involves especially productive people is even more costly” (Moorhead and Griffin, 1995). “For instance, the cost for a typical Information-Technology Company in the United States to replace a Programmer or Systems Analyst has been put at \$ 34,100. In addition, a high rate of turnover can disrupt the efficient running of an organization when knowledgeable and experienced personnel leave and replacements must be found and prepared to assume position of responsibility” (Robbins 2007). High rates of labour turnover are expensive in terms of additional recruitment costs; lost production costs, increased costs of training replacement employees; loss of know-how and customer goodwill; potential loss of sales (e.g. if there is high turnover amongst the sales force), and damage that may be done to morale and productivity (an intangible cost).

Herman (1980), explained employee retention as that situation which involves being sensitive to people’s needs and demonstrating the various strategies in the

environmental, relationship, support, growth and compensation. For the case of DAWASCO, this situation has failed to take place and hence facilitate the turnover problem of its human labour. This justifies the study to have value.

2.4 Relationship between Motivation & Labour Turnover

Usually there are close relations between motivation & labour turnover. In most cases low job rate of job satisfaction or job dissatisfaction causes labour turnover “Satisfaction and Turnover- are also negatively related but the correlation is stronger” Robbins (1993). He further suggests that, “The importance of high job satisfaction, presents the pro-satisfaction argument. Employees, who have high satisfaction have fewer absences, are less-street outside the job. High satisfaction, therefore, provides benefit to employees and to society”

Under such situation, Ogan and Bateman (1991) maintained, “Empirical studies have firmly established that the satisfied employee is less likely than the dissatisfied counterpart to quit the job over a given period. The actual strength of the relationship between satisfaction and turnover varies considerably from one organization to another Satisfied tend to stay and dissatisfied are the most likely to leave. Those activity dissatisfied are the most likely to leave” In the same course, “there are consequences when employees like their jobs, and there are consequences when employees dislike their jobs. One theoretical framework-the exit-voice-loyalty-neglect framework – is helpful in understanding the consequences of dissatisfaction, (Robbins, 2007) In this case exit as synonym to labour turnover refers to dissatisfaction expressed through behavior directed toward leaving the organization, including looking for a new position as well as resigning.

Job satisfaction and labour turnover differ along these lines:

- (i) Job satisfaction is more of a response to a specific job or various facts of the job while labour turnover is a response to job satisfaction.
- (ii) Job satisfaction is independent variable to labour turnover while the latter is dependent variable to the former. Impliedly, motivation is the same. That is labour turnover is a result response to job satisfaction.

It is the interest of many organizations to retain their employees and minimize turnover. One way of averting turnover is to understand the extent of satisfaction the employees have to both their jobs and their organization

The approaches understanding motivation differ because many individual theorists have developed their own views and theories of motivation. They approach motivation from different starting points, with different ideas in mind and from different backgrounds.

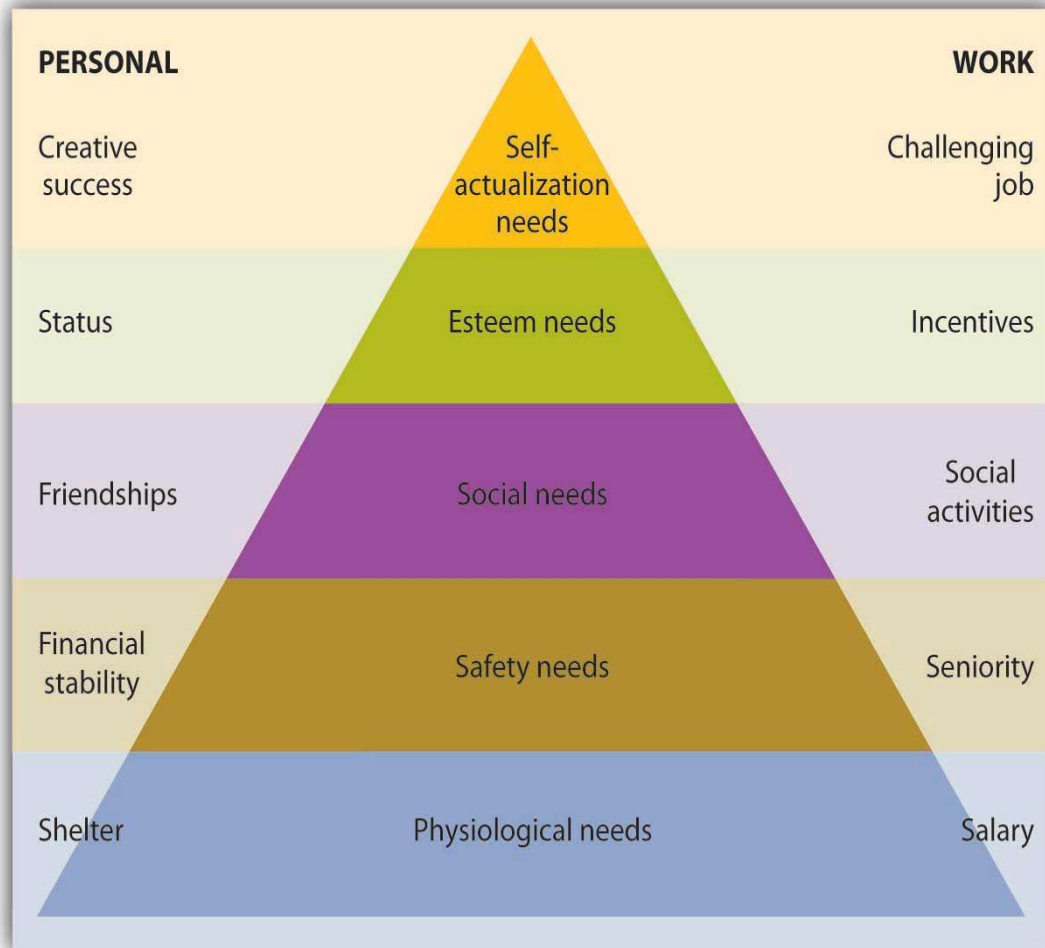
2.5 Theories of Job Motivation

There are a good number of theories concerning the job motivation. But for the matter of convenience, in this study only nine theories was taken into consideration. Each of these theories is discussed in the subsequent sub-section below.

2.5.1 Maslow's Hierarchy of Needs Theory

As according to Maslow (1943), human needs can be arranged into five levels of needs. He suggested that there is a fairly definite order to human needs and until the more basic needs are adequately fulfilled, a person will not strive to meet higher order needs. Starting from the lowest level and the first to be satisfied, these needs are physiological needs safety needs, social needs, esteem needs and self actualization Needs.

Figure 2.1: Maslow's Hierarchy of Needs



Source: Cited in http://en.wikipedia.org/wiki/maslow's_hierarchy_of_needs.
[retrieved on June, 2014](#)

It is argued that a fulfilled need does not motivate but research has shown that satisfying self actualization needs increase motivation (Glassman, 1978; Heneman et al, 1980; Davies et al., 1990)

Maslows' model provides a rich and comprehensive view of human needs. However, research in under developed countries indicated the fact that workers give top priority to lower – order needs and expect Managers to take care of these.

Despite the societal popularity, Manslow's Model has been criticized on several grounds. It has been so generalized and thus become an unstable theory as it is

difficult to interpret and operationally its concepts. For example, what does dominance of a given need mean? What is the time span for the unfolding of the hierarchy? Another critique is lack of clear evidence to show that human needs are exactly grouped into five categories, putting them into neat water-tight compartments. The model is based more on wishes of what man should be rather than what he actually is. It also criticized the theory on the issue of the need hierarchy to follow the sequence postulated by Maslow. Sometimes all the needs simultaneously an individual's behaviour at any time is glided by multiplicity of motives, through one of them may be most powerful. Thus Maslow's theory fails to explain this phenomena's of multiple motivation in a clear way. However, this theory will be useful to the study.

2.5.2 Skinner's Theory

Some researchers (Kneitner, 1989; Winslow, 1990) have indicated that skinner overemphasized the importance of external outcomes such as pay and promotion, ignored the role of internal outcomes such as feeling of accomplishment and recognition. Skinner indicated that what an organization appears to reward is the behaviour that will be seen as the model for success. He advised Managers to state which behaviour will be rewarded and which won't and hence the rewards to individual performance.

In the view of this study, the theory failed to consider the importance of individual needs, expectations and values.

2.5.3 Achievement Motivation Theory

David C. McClelland studied deeply to establish this theory. He argued that achievement, power and affiliation are three important needs that help to understand human motivation in organizational setting.

There are employees in the organization who always need to dominate, influence and control people in order to be satisfied in their job. Power speaks about the ability to manipulate or control the activities of others to suit one's own purpose. People of this

kind of needing for power look for positions of leadership and if they fail to meet their desire, they become disappointed and hence dissatisfied with the job.

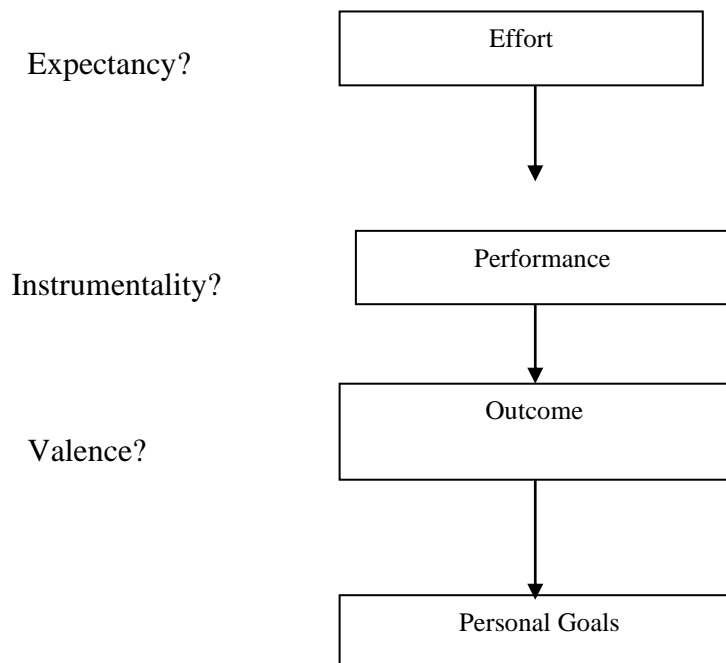
Similarly, there are those who need application as a social need. Persons who have a high need for affiliation view the organization as a chance to form new and satisfying relationships. They are satisfied or motivated by the jobs that demand frequent interactions with co-workers. Under this theory, some people also have high need for achievement with three distinct characteristics, viz personal responsibility, feedback and moderate risk. This is the need for challenge, for personal accomplishment and success in competitive situations. They are willing to work hard and want jobs that stretch their abilities fully since they are not motivated by money per se but instead, employ money as a method of keeping score of their achievement. Therefore, it is from this background that this study wants to establish the validity of the Theory in relation to the organization of choice of such circumstances prevail and have effect on job satisfaction. This theory will be applied and useful to the study.

2.5.4 Expectancy Theory

This theory was propounded by Vroom (1964). It considers the relationship between motivation and the expectation that performance can produce a valued outcome producing a reward. Knowledgeable employees are usually achievement-oriented, if their efforts do not produce a rewarded outcome, they are disappointed, become dissatisfied and hence likely to quit the job and look or join other organizations. The theory is based on three beliefs which are valence, expectancy and instrumentality. Vroom suggested that the strength of an individual motivation is the product of two factors, which is valence and expectation

Therefore, the Expectancy Theory Model can be represented as hereunder.

Figure 2.2: Expectancy Theory Model



Source: Researcher Own Construction, 2014

This theory, like the Equity Theory, it urges Managers to look seriously on the following aspects of their subordinates' perceptions:-

- (i) Focus on the crucial expectancy values (Link between effort and their performance).
- (ii) Managers should determine what outcome employee values.
- (iii) They need to link the reward that subordinates value to their performance.
- (iv) To measure level of job satisfaction as the product of motivation schemes in the organization.

In this case, the study will try to investigate the problem sources through the application of this model as it fits the environment.

2.5.5 Equity Theory

This theory was founded by Adams (1963). It proposes that workers or employees compare their own outcome/ input ration (the ration of the outcome they receive from their jobs and from the organization to the inputs they contribute) to the outcome/input ratio of another person. An unequal ratio creates job dissatisfaction and thus motivates the worker to restore equity.

Outcome in the case includes pay salary, fringe benefits, status, opportunities for advancement, job security, recognition, promotions etc.

Inputs include special skills, training, education, work experience, time and the like.

It is from this theory someone can make a decision of quitting a job or not when make comparison with co-workers within the same organization or the other one. In this study, the theory applies in this circumstance though to date seems to be outdated, thus needing to research again due to time lapse.

2.5.6 Met – Expectation Model Theory

It was Porter and Steer (1973) who proposed this theory. They argued that employees have individual tastes of expectations, when those expectations are unmet; the outcome is dissatisfaction, thus leading to turnover. Along the same lines, work environment factors such as role conflict, task variety, relations with co-workers, autonomy and reward system are considered to be more important than biographic characteristics in shaping an employee's job satisfaction.

Taking into account, the study therefore relates the ongoing labour turnover in DAWASCO to be the consequence of employees' unmet expectations and thus creates job dissatisfaction.

2.5.7 Social Action Theory

The theory states that, employees would regard what other employees get from other similar organizations especially those with superior motivational schemes to be what they deserve too. If these employees get the same treatment like their colleagues in the other organizations, then they are satisfied by the job. Contrary to that, then they are affected by job dissatisfaction. This theory simply recommends an approach to

how the matter should be dealt in order to enhance job satisfaction when compared with other organization. It does not explain what kind of good treatments, which affect job satisfaction to employees. And also did not consider the fact that some factors which affect job satisfaction are not necessarily doing the same in different employees. For this matter, this theory has something to guide this study.

2.6.8 Situational Theories

Situational Theory emerged in 1992 and its proponents include Quartein, McAfee and Glassman. The theory assumes that the interaction of variables such as task characteristics, organizational characteristics, and individual characteristics influences job satisfaction. Proponents of the theory consider two factors, the Situational Characteristics and Situational Occurrences. Whereas the Situational Characteristics are those things that employees considers about the company prior the job acceptance such as pay. Situational Occurrences are things that one considers after accepting the job and they include things, which are tangible or intangible, and positive or negative. Researchers favor combination of the two scenarios as a stronger predictor of overall job satisfaction than each factor by itself. That is the theory is in favor that job satisfaction is a function of both the situational characteristics and situational occurrences that is combination of the two situations can be stronger predictor of overall job satisfaction than each factor by itself. These theories support this study.

2.6.9 Money as a Motivator

Akintoye (2000) asserts that money remains to be the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success.

Katz, in Sinclair, et al. (2005) demonstrates the motivational power of money through the process of job choice. He explains that, money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a Librarian or Information Professional has another job offer that has identical job characteristics with his current job but greater financial reward, that worker would in all probability be motivated to accept the new job offer.

Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. For example, Brown and Shepherd (1997) examine the characteristics of the work of Teacher-Librarians in four major categories; knowledge base, technical skills, values, and belief,. He reports that they will succeed in meeting this challenge only if they are motivated by deeply held values and beliefs regarding the development of a shared vision. While Colvin (1998) shows that financial incentives will get people to do more of what they are doing. Silverthorne (1996) investigates motivation and managerial styles in the private and public sector. The results indicate that there is little difference between the motivation needs of public and private sector employees, managers, and non-managers. Again this theory fits the environment of the study.

2.6 Empirical Literature Review

In this section, the researcher try to relate the study with the literature review through the research works done by others on the same areas.

Countless professionals and academicians have conducted a good number of studies on motivation, job satisfaction and labour turnover. It is observed that; there exists empirical support for the relationship between lack of motivation and intention to quit the job (Carlson et al. 1992). Labour turnover is a challenge in many organizations in developing countries including Tanzania where DAWASCO is geographically located.

Tietjen and Myers (1998) study one motivation and job satisfaction in Florida, USA by referring a couple of theories established that; "The instilling of satisfaction within workers is a crucial task of management. Satisfaction created confidence,

loyalty and ultimately improved quality in the output of the employed. Satisfaction, though, is not the simple result of an incentive programme. Employees will most likely not take any more pride in their work even if they win the weekend getaways for having the highest sale” The study which focused on the movement of workers to act in a desired manner as a response to their managers’ wishes further point out that by understanding these theories, Managers can focus on strategies of creating job satisfaction.

Other different researchers such as Quinn, Stainess and McCullough (1974) have come out with their findings on factors affecting job satisfaction. They reported the relationship of job satisfaction with age. They argued that older employees remain satisfied because of promotions, assimilation to the organization cultures and hope of acquiring more desirable positions within organization. That is to say, job satisfaction tends to increase gradually with age (specter, 1997). Also, Hertebery et al, (1957) argues the same that job expectation tend to become more realistic as employees age and mature.

Bowen and Cattell (2008) conducted a study on Job Satisfaction of South African quantity surveyor and their findings concluded that demographic factors found to have a significant relationship with job satisfaction are gender and race. Workplace characteristics such as feelings of personal satisfaction, the opportunity to undertake challenging work and non-repetitive work, the degree of supervision, participation in decision-making, and the opportunity to social interaction at work were found to be significant associated with job satisfaction. Discrimination on the basis of gender and religious affiliation were found to have a significance relationship with job satisfaction..

Another study was conducted in 2006 on Factors Leading to Employees Turnover in the Directorate of Investment and Resource Mobilization (DIRM) – University of Dar es Salaam and their impact on the Directorate’s Performance. The study targeted 40 DIRM employees, 20 males and 20 female. The sample comprised two groups, current employees and those left job in three years. The study further applied both

the primary and secondary sources of information and it involved structured interviews (face-to-face) questionnaires and observations in different units of DIRM. Among others and with regard to employees' turnover the research revealed "97.5% of respondents said they experienced DIRM employees leaving their jobs before their contract end. For instance in that year "there were two interviews conducted for warden ship position. It is like a bus stand where people meet for a while before departing to their places. Regarding the reasons for labour turnover, the respondents outline lack of job satisfaction, lack motivation, lack of security, low salary, looking for greener pastures, lack of recognition, lack of good relationships among employees and poor methods used in conflict resolutions are some of the reasons behind "Almost all who left the job said they were not satisfied with DIRM's working condition and the work itself" (Ndemo, 2006) Regarding job security, 20% DIRM employees who were interviewed said they are satisfied when they have job security. Working as labourers leads them not to benefit from what they are doing. As far as low salary is concerned 31% said money is contributing factor for their leaving.

The result further established that "poor recognition makes employees to leave DIRM especially the youngsters. For example, other people have been working for five years with contract of six months. That means they have to renew after every six months" (Ndemo 2006). The respondents also said and revealed that the Management of DIRM has ignored the employees' cause through their failure to take any action against the dissatisfaction as expressed by persistent turnover. In line with this response the study suggested the management to avert the situation by conducting exit interview.

Regarding this study in relation to DIRM research, there is input that supports positively the study in hand and thus can't be ignored.

Due to this problem of labour turnover, the Tanzanian Government initiated a reform on the situation of her public service sector to address the issue. Under the reform, the Government acknowledged that "pay reform has not been sufficiently addressed

and the public services continues to suffer through the loss of trained professional who move to more lucrative opportunities in the private sector” (Public Services Reform Programme, 2006)

Through these explanations, it was evident that there was a gap of knowledge the study intended to fill it. Most of the aforementioned studies were conducted in countries which are more developed if compared with Tanzania along the lines of distinct environment and background and not ignoring the element of time their study conducted.

Regarding experiences from the studies on the subject matter, some studies were consulted. For instance, a study on Public Employees’ Job satisfaction conducted at the Ministry of Water. Munda (2007) established that majority of the employees were not satisfied by their job. Little salary, lack of motivation, poor working conditions and little recognition were among the factors for job dissatisfaction among the employees under Ministry of Water and Irrigation.

Furthermore, Oshagbemi (1997) conducted a study on Job Satisfaction and dissatisfaction in higher education in UK. The study involved 566 university teachers from 23 universities in the UK who responded to questionnaire on job satisfaction and therefore establishing that “teaching and research-related activities contribute significantly to both job satisfaction and dissatisfaction of university teachers. The result further revealed that several miscellaneous dimensions of the jobs of the workers, such as relative job security and changes in university funding mechanisms, contribute to satisfaction and dissatisfaction respectively. Along these lines, this study is considered quite different from ours. This is because involved academic institutions in developed world while ours involve public service (government) institution in developing world marked by endless list of resource constraints.

Meanwhile Linz (2003) undertook study on Job Satisfaction among Russian workers. The study took place in Moscow, Saratov, and Taganrog, from 1200 employees in summer 2000, with the specific aim of identifying factors that increase the

probability that a worker will express a high level of job satisfaction the study further involved both objective characteristics (age, gender, education, work experience, supervisory responsibilities, kun employed experience, marital status, recent change in workplace, number of jobs held at the time of the interview, for example) and subjective characteristics (attitude towards work); ascertain the link between job satisfaction and select intrinsic and extrinsic job characteristics; and evaluate the extent to which job satisfaction is correlated with alternative measures of organization commitment. Regardless of the measure used, the result of the study established that the Russian workers were generally satisfied with their own jobs, if somewhat less sanguine about their co-workers' level of job satisfaction.

Graham and Messner (1998) in the same cause conducted a study to investigate the relationship of factors, such as gender, size of enrollment, and years of experience, to principal ship job satisfaction. A survey sample of American Midwestern elementary, middle, and senior high school principals responded to the Principalship Job Satisfaction Survey (PJSS). The PJSS was based on Herzberg's Motivation-Hygiene Theory. Eight components of job satisfaction were compared with four principal ship descriptive variables. PJSS were mailed to 500 principals and 226 survey forms were return and useable, which resulted in 45.2 percent return rate. Chi-square analyses revealed the relationships and differences between the independent and dependent variables. It was found that American Midwestern principals were generally satisfied with their current job, colleagues / co-workers and level of responsibility. However, they were less satisfied with their pay, opportunities for development, and fringe benefits.

The New Zealand Ministry of Health commissioned a study in 2002 in New Zealand. To look into ways to improve the retention of Maori staff who is the minority group, through identifying what encourages them to stay or to leave, and making appropriate changes to reduce 'avoidable' turnover. The study found that, the key drivers for many Maori Ministry staff are: the need for affiliation and collective success, and the achievement of a higher purpose, often articulated as measurable improvement in Maori health status. 85% of the interviewees stated or implied they

worked not only for monetary gain but also want to make a difference to Maori health status, and see working at the Ministry as a way to make this contribution. 40% of the 'stayers' expressed significant satisfaction in their work. (Navigate, 2002). The study failed to link the compensation factor and the retention problem.

Another study by Dovlo (2004) discussed ways in which educational systems and the health sector can collaborate to mitigate the effects of health professionals' migration and to sustain health services including (i) new modes of selecting candidates for the professions, (ii) establishing new and relevant curricula, (iii) profiling new cadres that are better retained, and (iv) coordinating with the health sector on bonding and community service schemes to facilitate retention. This study did not consider the compensation packages as a factor which effects the health professionals' migration (Dovlo, 2004).

Manongi et al (2004) conducted a study from May to July 2004 in three districts: Moshi, Moshi Rural and Hai Districts in the Kilimanjaro region, northern Tanzania that involved multiple cadres of health staff working in government primary health care facilities, from nurse auxiliary to assistant medical officer, to look on the ways of improving motivation among primary health care workers in Tanzania Among other findings in the study, promotion of health workers and opportunities for training were identified as issues of importance to their motivation. All health workers in the study knew of their right to be promoted every three years according to Ministry of Health and Social Welfare regulations.

The fact that every promotion was to be accompanied by a salary increment; this was mentioned as an important factor for dissatisfaction. The majority of participants said they had worked for more than 10 years without being promoted. Worse still, after working for those 10 years, one may receive a salary that is less compared to those employed later apparently due to reviewed salaries that are implemented quicker for newer recruits as compared to those in the workforces already. This study was done to only three districts of Kilimanjaro region, so this study wants to find out what exists in Dar es Salaam.

A study conducted for the International Council for Nurses (ICN, 2005) in nurse retention and recruitment so as to develop a motivated workforce. The study found that the main factors causing job dissatisfaction, which leads to retention problem, are inadequate remuneration and poor working conditions. These factors encompass inadequate pay, deficient benefits and deficiencies in the working environment, such as lack of equipment. Inadequate training or qualifications are also mentioned as a significant problem. These findings are supported by a survey undertaken in five African countries (Zimbabwe, Uganda, South Africa, Ghana and Cameroon), where motivation low resulted in migration of the health worker out of the country (Awases et al. 2003). The study was done to five African Countries only, so this study intended to find out whether what was found in those countries applies also in Tanzania.

Generally speaking, aforementioned studies were conducted in countries which are more developed than the country of our study, Tanzania, with different environment and background, and therefore suggesting different levels and interpretation of job satisfaction and dissatisfaction. In this case, the study will be aimed at exploring what took place in another environment, DAWASCO in Tanzania as compare to aforementioned experience.

2.7 Essentials/Features of Good Motivation System

High motivation leads to high morale and greater production. A motivated employee gives his best to the organization. He stays devoted and committed to the organization. A sound motivation system in organization should have the following features.(Ghandhi,2011).

According to Ghandhi, superior performance should be reasonably rewarded and should be duly acknowledged. Also, the employees must be dealt in a fair and just manner. The grievances and obstacles faced by them must be dealt instantly and fairly.

Carrot and stick approach should be implemented to motivate both efficient and inefficient employees. The employees should treat negative consequences such as

fear of punishment as stick, an outside push and move away from it. They should take positive consequences such as reward as carrot, an inner pull and move towards it.

A sound motivation system must be correlated to organization goals. Thus, the individual employee goals must be harmonized with the organization goals.

The motivational system must be modified to the situation and to the organization. A sound motivation system requires modifying the nature of individual's job. The jobs should be redesigned or restructured according to the requirement of situation. Any of the alternatives to job specialization could be used.

The motivation system should involve monetary as well as non monetary .The monetary rewards should be correlated to performance. Performance should be based on the employees action towards the goal, and not on the fame of employees.

The manager must understand and identify the motivators for each employee. A sound motivation should encourage supportive supervision whereby the supervisors share their views and experiences with their subordinate, listen to the subordinates views, and assist the subordinates in performing the designed jobs.

2.8 Motivational Challenges

Motivation seems to be a simple function of management but in practice it is more challenging (Bennet,1995).The reasons for motivation being a challenging job are as follows:

One of the main reasons of motivation being a challenging job is due to the changing workforce. The employee become part of the organization with various needs and expectation. Different employees have different beliefs, attitudes, values, backgrounds and thinking. But all the organizations are not aware of the diversity in their workforce and thus are not aware and clear about different ways of motivating their diverse workforce.

To Bennet, employees motives cannot be seen, they can only be presumed. Suppose there are two employees in a team showing varying performance despite being of

same group, having same educational qualifications and same work experience. The reason being what motivates one employee may not seem motivating the other. Motivation of employees become challenging especially when the organizations have considerably change the job role of the employees, or have lessened the hierarchy.

Certain firms have chosen to hire and fire and paying for performance strategies nearly giving up motivational efforts an employee. These strategies are unsuccessful in making an individual overreach himself.

The vigorous nature of needs also pose challenge to a manager in motivating his subordinates. This is because an employee at a certain point of time has diverse needs and expectations. Also, these needs and expectations keep on changing and might also clash with each other. For instance, the employees who spend extra time at work for meeting their needs for accomplishment might discover that the extra time spent by them clash with their social needs and with the need for affiliation.

2.9 Importance of Motivation

According to Hackett (1998), motivation is very important for an organization because of the following reasons: Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help enterprise in securing best possible utilization of resources.

To Hackett, the level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into increase in production, reducing cost of operation; and improving overall efficiency.

Motivation also leads to the achievement of organization goals. The goals of an organization can be achieved only when factors like best possible utilization of resources; co-operative work environment; employees are goal-directed ;and act

in purposive manner and coordination and co-operation takes place simultaneously which can be effectively done through motivation.

According to Hackett, motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. This could initiate things like monetary and non monetary incentives, promotion opportunities for employees, disincentive for inefficient employees.

Stability of workforce is very important from the point of view of reputation and goodwill of an organization. The employee can remain loyal to the organization only when they have a feeling of participation in management. The skills and efficiency of employees will always be of advantage to employees. This will lead to a good public image in the market which will tract competent and qualified people into the organization. As it is said, old is gold“ which suffices with the role of motivation here, the older the people the more experience and their adjustment into the organization which can be of benefit to it.

2.10 Importance of Employee Retention

Employee retention is one of the primary measures of the health of an organization. If you are losing critical staff members, you can safely bet that other people in their departments are leaving as well. Exit interviews with departing employees provide valuable information you can use to retain remaining staff.

Retention of excellent employees is one of the most important challenges in organization today. Retention requires a competitive salary and great benefits. However, retention of organizations best employees requires a whole lot more. Employees involvement, recognition, development, advancement and pay based on performance just get the organization started in their quest to retain their best. What do people want? The same things they have always wanted-challenging and stimulating work, fair pay, the tools and resources needed to do their jobs, recognition for work well done and involvement in the decision that impact their day to day lives at work(Greensing, 2000).

To Santosus (2003), you do not have to do anything to retain employees when they have nowhere to go. But doing nothing now will lead to problems tomorrow. According to Santosus, if employers fail to work towards the retention of their staff, there is likely hood that they may lose them in the future when other organizations attract them.

2.11 Employee Retention Strategies

Apart from money which is the cornerstone of employee retention, there are other important strategies that can be used to retain workers. Many on the front line say that retention of professionals is not as simple as offering those new employees fatter salaries, although each of these elements is part of an overall strategy. Rather, keeping those employees depends on the organization's willingness to reach beyond traditional approaches (Earls, 1998).

According to Armour (2000) the following are key retention strategies that can be used by managers to curb the problem of employee retention:

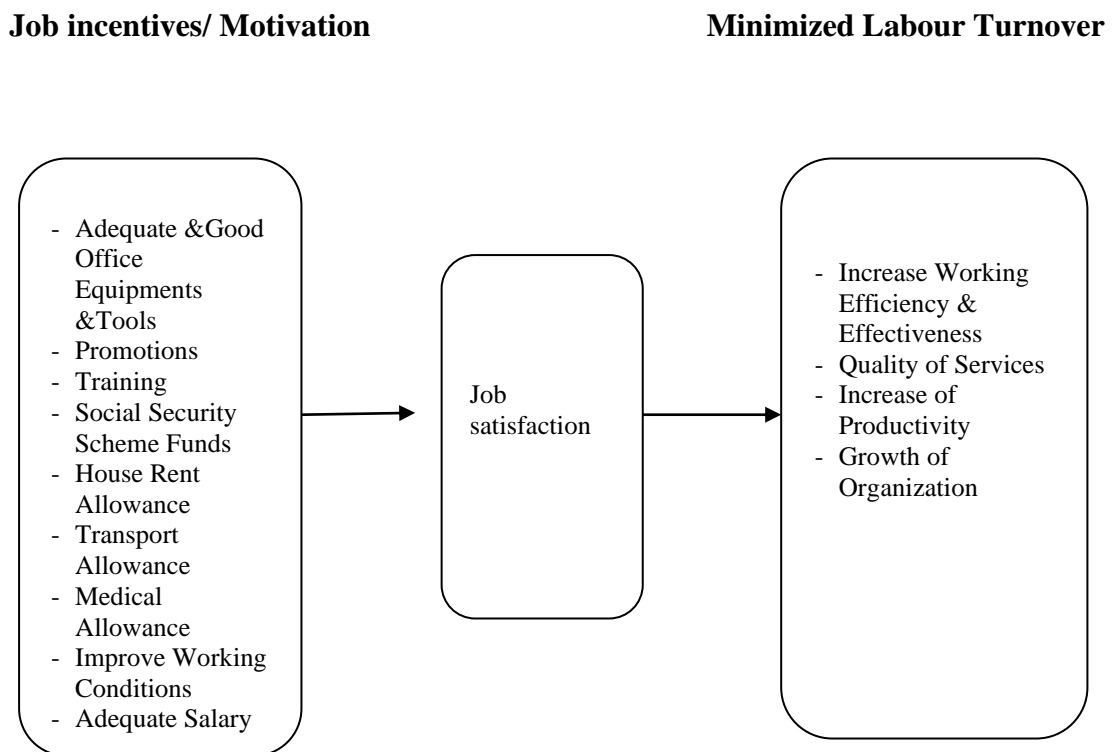
2.12 Synthesis on Empirical Literature

As different empirical studies analyzed above in relation to this study, they are ideal and a gap noted after considering when the study will be conducted, why that study, how and what will be the purpose. A good number of studies will be consulted to get the base. Findings will be obtained from different developed countries out of African continent like the USA, UK, Russia, New Zealand and then African countries like South Africa, Zimbabwe, Uganda, Ghana, and Cameroon form significant contribution to this study. Furthermore, some studies will be conducted within the Tanzania where consulted too as they have very similar environment with this study. They include those conducted by Public Service Reform Programme (2006), Directorate of Investment and Resource Mobilization (2006), Ministry of Water (Munda, 2007), and a study on Nurse Retention and Recruitment so as to Develop a Motivated Workforce (Manongi et al) are also contributed greatly to the expectation.

Thus combining the study findings was also obtained in those different countries with different geographical locations, different levels of developments and at different times and reasons, it is therefore evident that there is a need for conducting further studies in the areas of motivation and labour turnover and establish the role and relationship if the one influences the other for a case of DAWASCO.

2.13 Conceptual Framework

Figure 2.3: Conceptual framework



Source Researcher Own Construction, 2014

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents details of the methodological approach to this study. In order for a study to come up with the desired and reliable data, more than one data collection method was applied. Research Methodology as the way to systematically solve the research problem (Kothari, 2004), involves scientific approaches and techniques from the concepts of research design, area of study, study population, sample size and sampling procedure and end with the data collection method.

3.2 Study Area

The study was conducted at the Dar es salaam Water and Sewerage Corporation head office located in the Dar es salaam City near Tanzania Rail Limited (TRL). The selection of this area of study make purposive due to time and financial constraints.

3.3 Research Design

Research design is explained as a plan of action for collecting data, organizing and analyzing it with the objective of combining the relevance of research. In this study, it is observed to be important to adopt a description design because of the fact that of making enough provision for protection against bias while maximizing reliability aiming to complete the study in an economical manner.

3.3.1 Description Design

This study is descriptive research design Kerlinger (1969) points out that descriptive studies are not only restricted to fact findings, but may often result in the formulation of important principles of Knowledge and situation to significant problems (Kombo& Tromp, 2006)

3.4 Population of the Study

Population is a group of individuals who have one or common characteristics that are of interest to the researcher, (Best and Khan, 1998). Therefore, the population for this study focused on the current employees of DAWASCO. The study population involved 100 employees divided into three such as technical, commercial and finance and administration

3.5 Sample Size and Sampling Techniques

The sample is a segment of population in which researcher is interested in gaining information and drawing conclusion (Babbie, 1992). Since it has been advised when selecting a sample size, researcher considers three basic aspects, namely; the population availability, sampling method to be used and financial resources available for facilitation of the specific study (Charles, 1995).

In this study, I planned to have 120 respondents to be approached in collecting data. This number was selected randomly out of the entire population since Simple Random Sampling gives each member of the population an equal chance of being selected. This was done by conducting Interview and questionnaire

Table 3.1: Sample Size

S/No	DEPARTMENT	No. OF EXPECTED RESPONDENTS	%
1	Technical	17	17
2	Commercial	35	35
3	Finance and Administration	68	68
	TOTAL	120	120

Source: Researcher Own Construction, 2014

From the table, it indicates that the sample from the study population of 120 employees; 17 employees (17%) come from the Technical Department, 35 employees (35%) from Commercial Department, 69 employees (68%) from Finance and Administration Department

3.6 Methods of Data Collection

In this study, data were collected by the use of questionnaire and interview. This is desirable because through it, a large portion of information collected within limited time and resource (Kothari, 2002). The first section comprised information on employees' characteristics while the second section on items under investigation i.e. variables related to work motivation and labour turnover. Specifically, a five-point likert scale was applied in measuring work motivation.

3.6.1 Interview Method

The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method was used through personal interview and where viable, through telephone interviews (Kothari 2004).

3.6.2 Questionnaire Method

This is the method of collecting primary data by sending questionnaires to the respondents with a request to complete and return them to the researcher and it consists of a number of questions printed or typed in a defined order on a form or set of forms (Kothari, 2004).

(i) Primary Data

This was directly collected from respondents through the use of well designed questionnaires with both close-ended and open-ended questions. The information was obtained from respondents include personal characteristics and general information of respondents such as gender, age, designation, academic qualifications and working experience. Other information gathered is how the respondents are satisfied with their work, reasons causing labour turnover, personal characteristics of quitted employees, levels of satisfaction on compensation and various incentives and benefits offered by DAWASCO and the overall feeling to work with the DAWASCO Management.

(ii) Secondary Data

Secondary information sources are data neither collected directly by the user nor specifically for the user. It involves gathering data already has been collected by someone else. Normally it involves the collection and analysis of published material, and information from internal sources (Kombo and Tromp, 2006).

For the case of this study, data was obtained from various organization records, reports and other useful material kept by DAWASCO through the use of organization charts in place.

3.7 Data Analysis

Generally the study mainly applied the qualitative data analysis in which some simple quantitative techniques will be used and the instrument that was used to analyze data is the Statistical Package for Social Sciences (SPSS).

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Summary of Planned and Effective Questionnaires Responses.

In this study, the plan was to distribute questionnaires to each group of respondents as summarized in table 4.1. It was planned that 17(17%) questionnaires were to Finance and Administration, 35(35%) questionnaires were to Commercial, 68(68%). These make 120 (100%) questionnaires. Effective filled questionnaires were that 13(13%) questionnaires were to Finance and Administration, 29(29%) questionnaires were to Commercial, 58(58%). On the other hand, questionnaire distribution plan matched with actual distribution but the response was exactly as the distribution. For that case, from distributed questionnaires 100(100%) from all respondents questionnaires were effectively filled.

Table 4.1: Summary of Questionnaires Distribution Plan and Effective Filled Questionnaires

Respondents	Distribution plan		Effective filled	
	Number	Percentage	Number	Percentage
Finance and Administration	17	14	13	13
Commercial	35	35	29	29
Technical	68	68	58	58
Total				

Source: Research findings from the field, 2014

4.2 Characteristics of Respondents

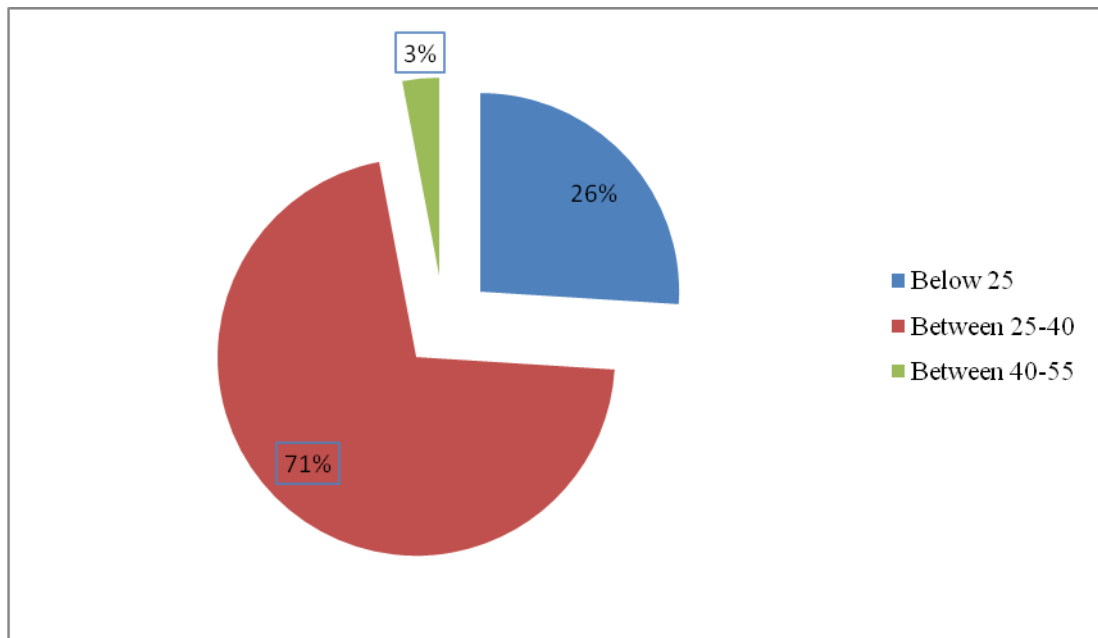
The background characteristics of the respondents interviewed in the present study are shown in Table 4.2. The parameters included age, gender, education level and

Work experience for both the workers.

4.2.1 Age of Respondents

The results of this study show that 26% of the respondents were found below the age of 25 years, 71% were 25 and 40 years, 3% were 40 and 55 years, This implies that the selected sample was within the Tanzania's economically productive class, which ranges between the ages of 18 to 64 years (Makauki, 2000)

Figure 4.1: Respondents by Age Group

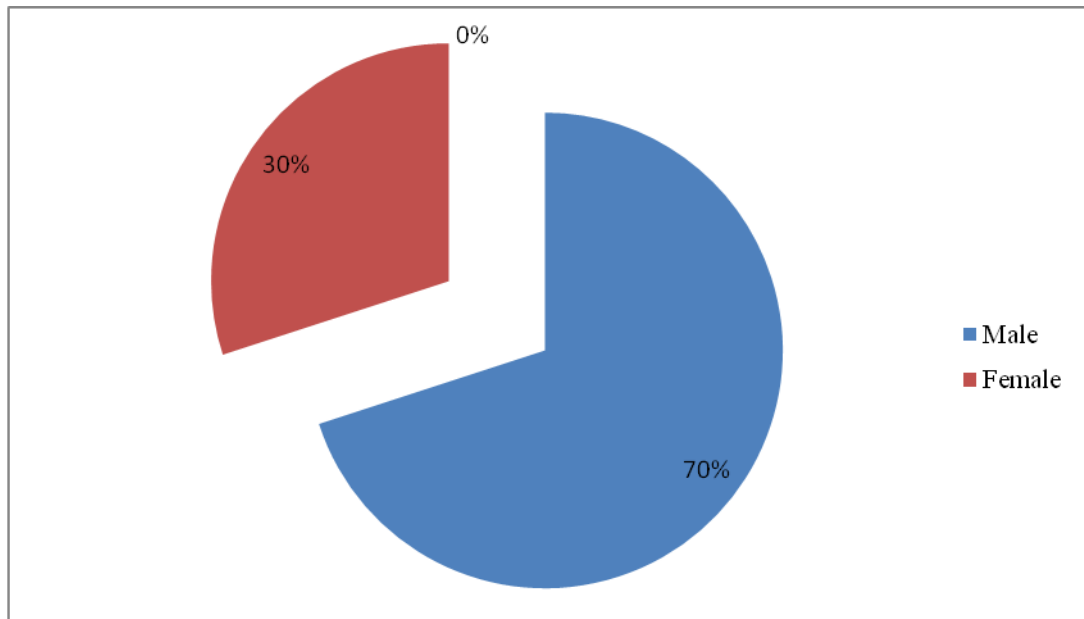


Source: Field data, 2014

4.2.2 Sex of Respondents

Male respondents constituted 70% of all the respondents involved in this study and female 30%. The portrayed imbalance in sex distribution resulted from the approach of the present study that involved interviewing the household head.

Figure 4.2: Respondents by Sex Group

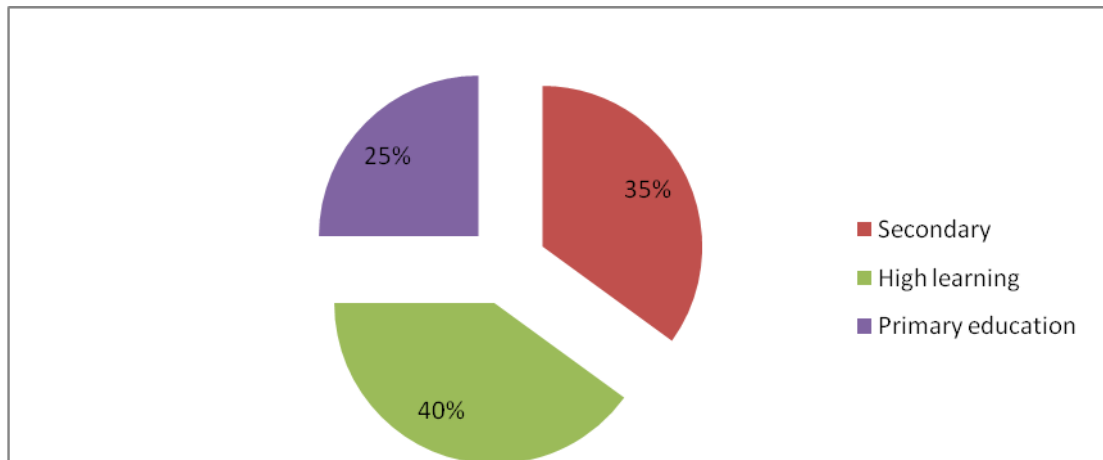


Source: Field data, 2014

4.2.3 Respondents Level of Education

40(40%). the respondents in the present study had attained high level while 35(35%) had attended Secondary level and 25(25%)had attained primary level such a reasonably high rate of attendance to educational level is necessary in facilitating the distribution of efficiency to DAWASCO.

Figure 4.3: Respondents by Level of Education



Source: Field data, 2014

4.2.4 Working Experience

The study results show that 51(51%) of all the respondents were 2years in experience in their field, 24(24%) were 2- 5 years working experience and 15(15%) were 5- 10 years working experience,10(10%) were above 10 years working experience as shown in figure below.

Figure 4.4: Working Experience in DAWASCO

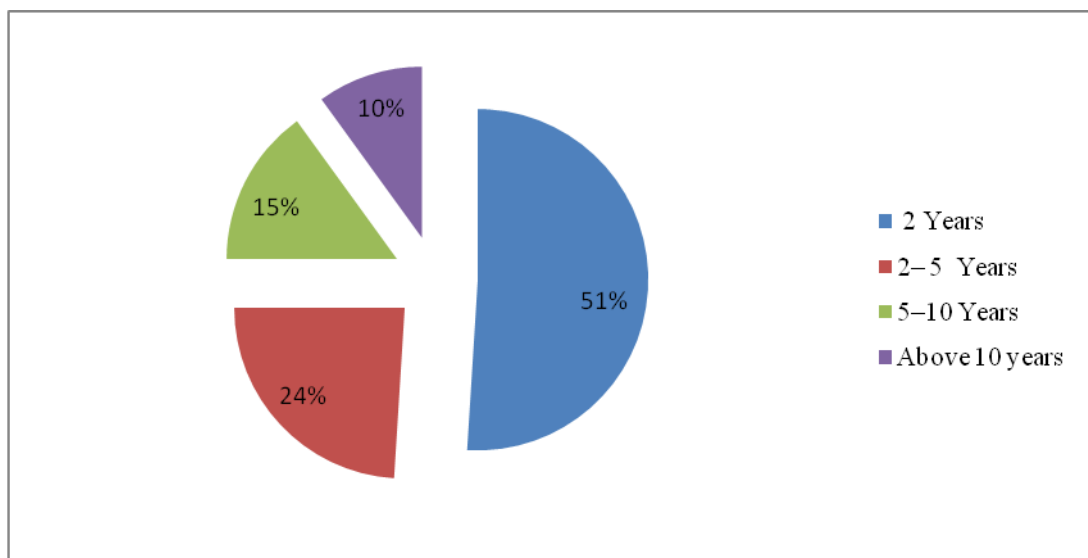


Table 4.2: Distribution of Respondents by their Background Characteristics

Parameter	Scheme Employees (n=100)	
	Frequency	Percent
Age		
Below 25	26	26
Between 25-40	71	71
Between 40-55	3	3
Sex		
Male	30	30
Female	70	70
Education level		
Secondary	35	35
High learning	40	40
Primary education	25	25
work experience		
2 Years	51	51
2– 5 Years	24	24
5–10 Years	15	15
Above 10 years	10	10

Source: Research findings from the field, 2014

4.3 Factors that Lead to Either Job Satisfaction or Dissatisfaction in DAWASCO

This objective aimed to establish factors that may help to minimize labour turnover. This means factors lead to job satisfaction. The following are the outcome from the study that expresses facts relating to job satisfaction

4.3.1 The Amount Paid for the Work Done

Researcher reported that a financial incentive such as high salary is an important motivating factor, especially in countries where government salaries are not

sufficient to meet the basic needs. Herzberg (1968) said administrators must make sure that employees' salary and other maintenance factors are sufficient. If not, then they will leave the organization. Therefore 'Adequate salary' is one of the important factors agreed upon by the DAWASCO workers for their work motivation. The existing evidence in research indicate that, 94(19.6%); N=480 response pinpointed that amount paid for the work done by the employees can result to the job satisfaction, this indicates that monetary incentives play a big role in motivation. . The better the amount paid to the employee resulted to the better performance and retain them to their position.

4.3.2 House Rent Allowance in a Month

A good motivation package is significant to stimulate the employees to increase the organizational productivity as well as helps in running an organization successfully and to achieve its goals. House rent allowance is just a part of the motivation factors for attracting talent people in the organization as the asset for the organization development. It is always calculated as a percentage of basic pay.

It was observed that 31(6.5%); N=480 response pinpointed house rent allowance in a month as one of the factor cause the job satisfaction due to the reason that house rent usually consume at least forty percent of the salary.

4.3.3 Transport Allowance in a Month

It was discovered from the finding that transport allowance also play a crucial role in motivating employees to come to work every day and to work extra miles. Transport allowance is a fixed sum paid every month to cover a part of traveling charges. This will help technical staffs to provides technical services to customers on timely manners. It was observed that 31(6.5%); N=480 response pinpointed house rent allowance in a month as one of the factor cause the job satisfaction

4.3.4 Medical Allowance in a Month

DAWASCO is among the organization which has joined to the National Health Insurance Fund (NHIF). Therefore NHIF is a health service provider to the DAWASCO

4.3.5 My Recognition in the Work I do

Besides the monetary incentives, there are certain non-financial incentives which can satisfy the ego and self-actualization needs of employees. The incentives which cannot be measured in terms of money are under the category of "Non-monetary incentives". Whenever a manager has to satisfy the psychological needs of the subordinates, he makes use of non-financial incentives. Recognition is another non-financial incentive which satisfies the ego needs of the employees. Sometimes praise becomes more effective than any other incentive.

Many employees work in relative anonymity. Recognizing employees for accomplishments such as finishing a major project, reaching sales goals or providing excellent customer service can be an important motivating factor. This could be in the form of a good parking place for the month, a certificate, a bonus, a gift card for a dinner or a promotion. Some businesses conduct meetings where employees are recognized for good work in front of their peers. This can help motivate all the workers in the business to strive for success.

The study depicts 'respect and recognition' as an important factor of motivation where by 58(12.1%); N=480 response positively to this factor.

4.3.6 The Opportunity for Advancement

The two-factor theory suggests that job satisfaction has two dimensions. A manager who tries to motivate an employee use only hygiene factors such as pay and good working condition will likely not succeed. To motivate employees and produces a high level of satisfaction, managers must also offer factors such as of opportunity of advancement. Ricky Griffin, 2007. During the study it revealed that 58(12.1%); N=480 response positively to this factor as also a major features of job satisfaction.

4.3.7 Degree of Motivation as far as Job is Concerned

Luthan (1998) defines motivation as, "a process that starts with a physiological deficiency or need that activates a behavior or a drive that is aimed at a goal incentive". Therefore, the key to understanding the process of motivation lies in the

meaning of, and relationship among, needs, drives, and incentives. Relative to this, Minner, Ebrahimi, and Watchel, (1995) state that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives.

In most companies in today's world, motivating employees to perform to their maximum potential in their jobs is one of the key elements in modern Human Resource Management. It is believed that when an employee is motivated, he will be generally satisfied with his job and because that he is happy, he will be able to give his best efforts and contribution to the job assigned to him. However, there are various types of motivation to everyone, and usually it may not be the same for each employee in the company or in that particular department. Employee motivation can be varied due to a number of dependent variables like personal needs, external rewards, recognition, self-actualization and self-esteem. Regarding the relationship between job satisfaction and motivation the analysis shows that 80(16.7%); N=480 response positively to this factor as also a major feature of job satisfaction

4.3.8 The Physical Working Conditions

As per research analysis, it discovered that, 80(16.7%); N=480 agree good physical work conditions is a factor towards job satisfaction. This is because workers spend so much of their time in the office; the physical work environment can really make a difference in job satisfaction. A good desk, a little privacy, and separating the social and quiet areas are the one to start with. Moreover physical working conditions should be safe, clean and hygienic. For that reason work equipments should be updated and well-maintained.

Table 4.3: Factors that Lead to Increase Job Satisfaction

		Responses		Percent of Cases
		N	Percent	
What are the factors lead to increase job satisfaction	The amount paid for the work I do	94	19.6%	94.0%
	House rent allowance in a month	31	6.5%	31.0%
	Transport allowance in a month	31	6.5%	31.0%
	Medical allowance in a month	4	.8%	4.0%
	My recognition in the work I do	58	12.1%	58.0%
	The opportunity for advancement	50	10.4%	50.0%
	Quantity of work allocated to me	52	10.8%	52.0%
	Degree of motivation as far as job is concerned	80	16.7%	80.0%
	The physical working conditions	80	16.7%	80.0%
Total	480	100.0%	480.0%	

Source: Research findings, 2014

As it is shown in table 4.3; N=100 Respondents reported different degree of satisfaction with motivation provided as far as job concerned at DAWASCO. 55(55%) respondents were Dissatisfied that, motivation provided as far as job concerned in an organization is not enough to fulfill their daily needs. 30(30%) respondents were neutral about the motivation provided as far as job concerned in an organization is not enough to fulfill their daily needs. 11(11%) respondents were satisfied that, motivation provided as far as job concerned in an organization is not enough to fulfill their daily needs. 4(4%) respondents were satisfied that, motivation provided as far as job concerned in an organization is not enough to fulfill their daily needs.

Table 4.4: Are you Satisfied with Motivation Provided as far as Job is Concerned in your Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Dissatisfied	55	55.0	55.0	55.0
Neutral	30	30.0	30.0	85.0
Satisfied	11	11.0	11.0	96.0
Strongly satisfied	4	4.0	4.0	100.0
Total	100	100.0	100.0	

Source: Research findings, 2014

4.4 Weaknesses on the Incentives Offered to DAWASCO Employees that will Enhance Labour Turnover

This objective intended to examine weaknesses on the incentives which may increase labour turnover. The following are the response from respondents regarding weaknesses on the incentives provided by DAWASCO to its employees

4.4.1 Inadequate Salary

As per research analysis, it discovered that, 83(27.7%); N=300 express inadequate salary contributed to labour turnover. This is the most common cause of the turnover rate being so high. Employees are in search of jobs which pay well. If the companies which they are working in do not offer good salaries, they tend to hunt for jobs that pay them considerably well. In order to resolve this problem, the employers should make it a point to offer salaries that would be competitive enough to retain and attract well-qualified and talented personnel.

4.4.2 Poor Working Conditions

Unsafe or hazardous conditions may be a factor, or employees may not have the tools they need to perform their jobs well. As per research analysis, it discovered that, 36(12%); N=300 state Poor working conditions to be a contributing factor towards turnover rate. Employees must have the necessary tools to perform their duties. This includes the proper equipment, machinery and computer technology as well as

adequate lighting, work space and ergonomically-correct seating. Poor working conditions due to physical elements lead to low productivity and overall job dissatisfaction. The latter, particularly when left unaddressed leaves employees feeling unappreciated and they ultimately leave.

4.4.3 Unavailability of Opportunity of Career Development

This is the prime reason why many mid-level executives leave the company. Due to no potential opportunity for advancements or promotions, they prefer other companies which may provide them with higher posts and increased compensation packages. The companies need to evaluate and modify their promotion policies in a fair way which would enable promotions for candidates only on the basis of employee performance.

Whether it is professional or personal advancement opportunities, many employees leave their job because they feel that they are not getting sufficient advancement in their current position. After being overlooked for a period of time, an employee feels unappreciated and, more likely than not, start looking for a new job. According to DAWASCO.6(2%); N=300 state agreed with this facts

4.4.4 Lack of Job Security

44(14.7%); N=300 considered lack of job security to be the most important factor toward labour turnover. In Tanzania, among all kinds of jobs, government employment is most secure. Once one enters into the system, the job is permanent and the chance of losing the job is practically negligible.

Employees who work for unstable companies or in jobs deemed expendable will only invest enough to keep getting their pay check while they look elsewhere. The rest of their energy will be spent sharing rumours with co-workers, updating their resumes and planning their next move.

It's easy to dislike your job when you're worried whether you will still have it a few months or a year from now. If your company is going through hard times, the instability may be taking a toll on your employees

4.4.5 Lack of Recognition by the Management

Employees often leave jobs because they feel they aren't recognized for their contributions or that they aren't being utilized to their full potential. Hence employers should develop an internal employee recognition program and reward employees for their efforts. Also share credit when it's due and let employees know they are valued and important members of the organization. As per research analysis, 6(2%); N=300 considered lack of Recognition by the Management to be the factor toward labour turnover.

4.4.6 Poor Relationships with the Organization

Employees involved in workplace conflict — especially when management or human resources fails to investigate or resolve the issues — leave for other employment or simply become disengaged employees whose performance suffers. Unresolved workplace conflict has a detrimental effect on employee morale. Employer precautions include enforcing workplace policies that support fair employment practices and implementing a process for employees to report incidents that often rise to the level of workplace, e conflict, such as harassment or bullying. As per research analysis, 6(2%); N=300 considered Poor relationships with the organization to be the factor toward labour turnover.

4.4.7 Insufficiency Incentive Packages

Employers use incentives to promote a particular behaviour or performance that they believe is necessary for the organization's success. For example, a software company provides employee lunches to promote teamwork across departments and functional areas

Incentive packages includes Compensation incentive Recognition incentives , Rewards incentives and Appreciation incentives .From analysis100(33%); N=300 considered Insufficiency incentive packages to be the most factor toward labour turnover. it is certain that the motivational packages, irrespective of . the type or kind has a positive influence on the employees in one way or the other. Effective

motivation influences loyalty, job satisfaction and the many associated working novelties.

Table 4.5: What are the Factors you think would Have Mainly Contributed to the Labour Turnover

		Responses		Percent of Cases
		N	Percent	
What are the factor you think would have mainly contributed to the labour turnover	Inadequate salary	83	27.7%	83.0%
	Poor working conditions	36	12.0%	36.0%
	Unfair treatment in key issues like promotion, training	19	6.3%	19.0%
	Unavailability of opportunity of career development	6	2.0%	6.0%
	Lack of Job security	44	14.7%	44.0%
	Lack of Recognition by the Management	6	2.0%	6.0%
	Poor relationships with the organization	6	2.0%	6.0%
	Insufficiency incentive packages	100	33.3%	100.0%
	Total	300	100.0%	300.0%

Source: Research findings in 2014

4.5 Shortfalls in the Motivation Packages Provided by DAWASCO and How they Influence Labour Turnover

This objective intended to assess the shortfall in the motivation packages provided by DAWASCO and how they influence labour turnover. The following are the response from respondents regarding the matters. As it is shown in table 4.4; N=326 The

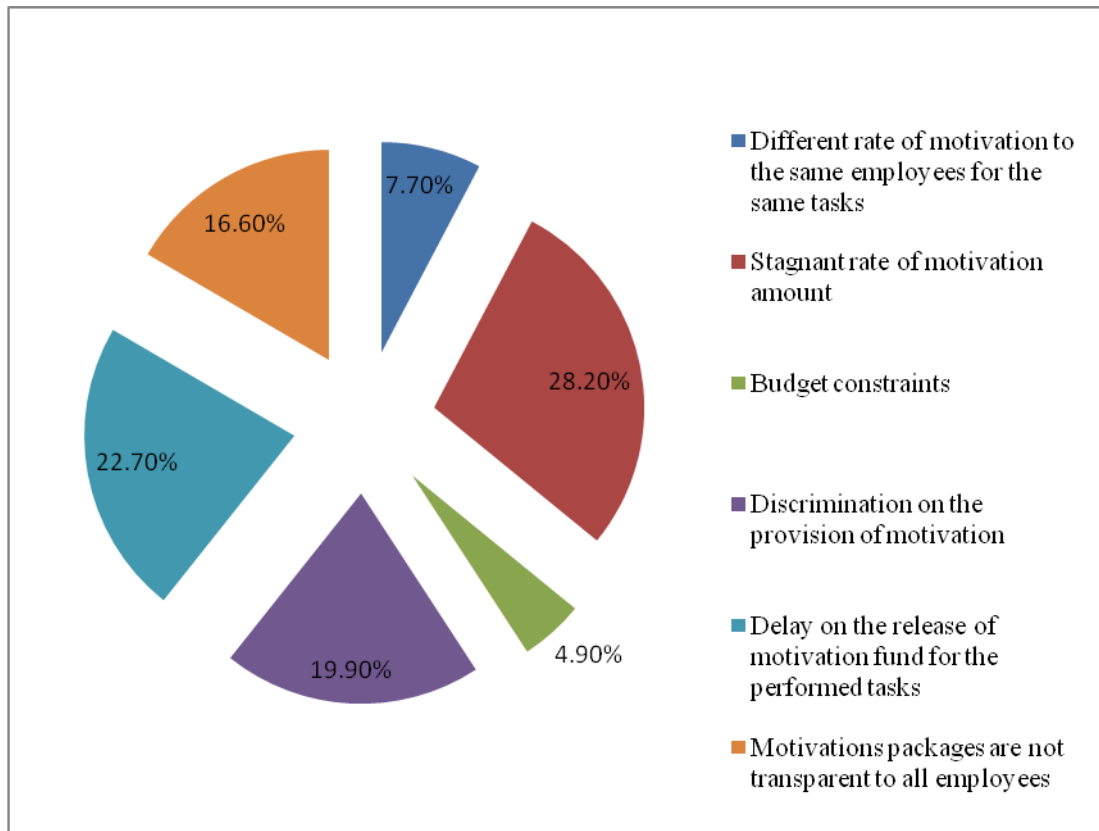
findings shows the following to be the shortfalls regarding motivation packages in different percentages as follows; Different rate of motivation to the same employees for the same tasks take (7.7%), Stagnant rate of motivation amount (28.2%), Budget constraints (4.9%), Discrimination on the provision of motivation (19.9%), Delay on the release of motivation fund for the performed tasks (22.7%), non transparent of Motivations packages to all employees (16.6%). According to this result shows that there is shortfall in motivation packages in DAWASCO

Table 4.6: Shortfalls in the Motivation Packages Provided by DAWASCO and how they Influence Labour Turnover

		Responses		Percent of Cases
		N	Percent	
What are the shortfall on the incentive packages provided By your organization	Different rate of motivation to the same employees for the same tasks	25	7.7%	25.0%
	Stagnant rate of motivation amount	92	28.2%	92.0%
	Budget constraints	16	4.9%	16.0%
	Discrimination on the provision of motivation	65	19.9%	65.0%
	Delay on the release of motivation fund for the performed tasks	74	22.7%	74.0%
	Motivations packages are not transparent to all employees	54	16.6%	54.0%
Total		326	100.0%	326.0%

Source: Research findings in 2014

Figure 4.5: Shortfalls in the Motivation Packages Provided by DAWASCO



Source: Field data, 2014

Table 4.7: Types of Incentives Offered to DAWASCO Employees that will Minimize Labour Turnover

		Insufficiency incentive packages to workers is the factors that causes labour turnover					Total
		Strongly disagree	Dissagree	Neutral	Agree	Strongly agree	
What is your gender	Male Count	2	8	7	34	19	70
	Expected Count	1.4	7.1	7.1	38.2	16.3	70.0
Femal	Count	0	2	3	20	4	29
	Expected Count	.6	2.9	2.9	15.8	6.7	30.0
Total	Count	2	10	10	54	23	99
	Expected Count	3.0	10.0	10.0	54.0	23.0	100.0

Source: Research findings, 2014

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the study presents the conclusion and recommendations based on the research findings which are discussed and analyzed in Chapter Four. It is divided into three parts; the first part will give conclusion in summary form as deduced from the study findings, the second part will give recommendations on various issues discussed in the entire study work and the third part is about the need for further researches on the posed problem identified in chapter one.

5.2 Summary of Findings

5.1.1 Factors Lead to Job Satisfaction in DAWASCO

Basing on the research findings, the amount of salary paid to employee found to be the major factor towards job satisfaction (19.6%), followed by physical job condition and degree of motivation (16.5%), while transport and house rent allowance shows to be the minimal source of job satisfaction (6.5%).

5.1.2 Weaknesses on the Incentives Offered to DAWASCO Employees that Enhance Labour Turnover

Basing on the research analysis, the following found to be the major weakness in the incentive offered by DAWASCO. Inadequate salary found to be the major weakness (83%) while lack of recognition and unavailability of career development being the least weakness in the incentive offered by DAWASCO.

5.1.3 Shortfalls in the Motivation Packages Provided by DAWASCO

The findings shows the following to be the shortfalls regarding motivation packages in different percentages as follows; Different rate of motivation to the same employees for the same tasks take (7.7%), Stagnant rate of motivation amount (28.2%), Budget constraints (4.9%), Discrimination on the provision of motivation (19.9%), Delay on the release of motivation fund for the performed tasks

(22.7%), non transparent of Motivations packages to all employees (16.6%). According to this result shows that there are shortfalls in motivation packages in DAWASCO

5.3 Conclusion

Turnover is a burning issue for any organizations. For the steady productivity of an organization it is essential to maintain its skilled workforce. But most of the times it is very difficult to control the turnover rate within organizations. There are so many factors that affect turnover. According to the theoretical discussion and the case studies many solutions to reduce turnover has been discussed.

First of all, obviously satisfactory salary structure helps to reduce turnover though job security also an important issue too. But it is not the only and always the solution for the organization. A person does not stay in an organization only for salary but he/she may stay for many other reasons such as, rearranging employees, good stream relation, better working environment, preferable job location etc.

Productivity of an organization depends on the skills or expertise of its workforce. A skilled worker may be an asset for any organization. If a skilled person leaves an organization the effects will be very high where as in case of a semiskilled or unskilled person the effect will be less. As a result, a vacant place of a skill labor may be filled by another new worker but production falls due to their skill difference.

On the other hand, five or six semi-skilled or unskilled labor may be turnover but those empty places can be filled by one or two skilled labors. It is therefore, crucial to maintain a constant workforce particularly for the skilled ones in an organization to reduce turnover for the betterment of the organization.

5.4 Recommendation for this Study

Firstly, the study recommends to the organization (DAWASCO) to offer more employment opportunities to females so as to look for gender balance. This can be

facilitated when carrying out new staff recruitments, a note should be put on the advertisement that “Woman are encouraged to apply”

Employing women can help to reduce the labour turnover problem since women are not easily convinced to leave employment when they are employed somewhere due to family and/or marital commitments.

Secondly, the study reveals that DAWASCO has many workers who are primary school leavers, therefore, it is recommended to the organization to make arrangements that will facilitate them acquire secondary school education so as to conform with the Government directives of all employees in public service to have a minimum education of Form IV Secondary education.

From the findings of this study, the following are recommendations to DAWASCO in order to reduce or control the labour turnover problem;

- (i) To improve salary to her employees. The amount paid should be equitable and externally competitive so as to attract and retain the young graduates (youngster) since mostly are the ones who easily quit their jobs when they are not satisfied with the compensation paid.
- (ii) To consider employing females as much as possible because they are not volatile as males. Female when get employed are static in nature.
- (iii) To improve the incentive packages paid to employees as these are the catalysts of motivation that enables employees to be more satisfied with their jobs and thus retaining the labour. This can be in form of increasing the respective allowances like those paid for house rent, transport, responsibility, communication, medical, and the like. Also DAWASCO can look for the possibility of making arrangements on engaged staff (professionals) to be granted long term loans with binding contracts of not to leave before full recovery of those loans.
- (iv) To ensure that there is equity in compensation in the employees and what they are paid should be externally competitive.
- (v) To create conducive working conditions so as to attract and retain the employees. This involves improving the Office accommodations, furniture,

equipments like computers, air conditioners, internet and intranet services. Also this should include working tools and work wares such as safety gears.

- (vi) DAWASCO should create a habit of being concerned when employees quit their jobs by trying to look for solutions to control or minimize the trend.
- (vii) The Human Resource in the Organization should be made a Department with right and adequate staff so as to have autonomy and fully responsible of human resource management and development. Much emphasis should be put on employees' retention as it is very costly to have frequent recruitments in the organization.

5.3 Need for Further Studies

This study was done purposely to establish the role of motivation on labour turnover, a case study of Dar es salaam Water and Sewerage Corporation. A single study cannot cover each and every variable regarding the posed problem. There are other variables not fully covered that need some other scholars and researchers to conduct further studies. Therefore, this study regards the findings obtained as a foundation stone and challenge whose gaps will need to be filled and add new input to the body of existing knowledge.

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APPENDIX

RESEARCH QUESTIONNAIRE

Dear respondent,

May I wish to notify you that this questionnaire has the aim of gathering information about the study titled “The role of Motivation on Labour turnover. A case of Dar es salaam Water and Sewerage Corporation” This study is conducted as a partial fulfillment for the award of Master’s degree in Accounting and Finance(MAF) at Mzumbe University, Dar es salaam as according to the University prospectus.

The purpose of this questionnaire is kindly to ask you to have time of telling the researcher about your current job, what feelings do you have with your job, your level of motivation, what are the things missing for you to be more satisfied if any, give reasons which you think would have caused employees to quit the organization.

Through these information, the researcher shall be able to analyze and understand the underlying factors that make employees be satisfied or dissatisfied with their jobs which lead to them to make a decision of either to quit or not. It should be noted that all these information will be treated only for academic purposes and not otherwise, thus, you are so requested to feel free when you fill this questionnaire.

General Instructions of Filling in This Questionnaire

- (i) Please give your answers as honestly and freely as possible.
- (ii) Where a written response is requested, please write clearly and legibly
- (iii) Please answer questions according to specific instructions given under each question.
- (iv) Each and everything you answer will be treated as confidential.
- (v) Don’t write your name on the Questionnaire when filling in the Forms.

Part A

Personal Characteristics and General Information

Instructions: Tick in the box provided on the right answer

1. What is your gender? Tick (\checkmark) where is appropriate

(i) Male []

(ii) Female []

2. What is your age? Tick (\checkmark) where is appropriate

(i) Below 25 years []

(ii) Between 25 and 40 years []

(iii) Between 40 and 55 years []

(iv) Above 55 years []

3. What is the Department are you working with? Tick (\checkmark) where is appropriate

(i) Finance and Administration []

(ii) Commercial services []

(iii) Technical []

4. In which class does your designation fall? Tick (\checkmark) where is appropriate

(i) Lower level staff []

(ii) Middle level staff []

(iii) Management staff []

5. What is your level of school education? Tick (\checkmark) where is appropriate

(i) Primary school education []

(ii) Secondary school education []

(iii) High learning education []

6. What training you obtained after joining this organization? Tick (\checkmark) where is appropriate

- (i) Certificate course []
- (ii) Full Technician Course []
- (iii) Diploma course []
- (iv) Advanced Diploma/First Degree []
- (v) Postgraduate Diploma []
- (vi) Postgraduate Degree []

7. For how long have you been with this organization? Tick (\checkmark) where is appropriate

- (i) Less than 2 years []
- (ii) Between 2- 5 years []
- (iii) Between 5 – 10 years []
- (iv) Above 10 years []

8. Before joining this organization, were you employed elsewhere? Tick (\checkmark) where is appropriate

- (i) No []
- (ii) Yes []

9. If the answer is YES in Question 8;

In how many organizations have you worked before joining DAWASCO?

Tick (\checkmark) where is appropriate

- (i) One organization []
- (ii) Two organizations []
- (iii) Three organizations []
- (iv) More than 3 organizations []

10. If the answer is YES in question 8; was it for how long? Tick (\checkmark) where is appropriate

- (i) Less than 5 years []
- (ii) Between 5 and 10 years []
- (iii) More than 10 years []

11. What was the main reason for leaving the last employer Tick (\checkmark) where is appropriate

- (i) Greener pasture []
- (ii) Superior Position []
- (iii) Other reasons []

Part B

Factors Leading to Labour Turnover

12. Express your degree of satisfied or dissatisfied with motivation provided as far as job concerned in your organization? Tick (\checkmark) once where is appropriate

- (i) Strongly dissatisfied []
- (ii) dissatisfied []
- (iii) Neutral []
- (iv) satisfied []
- (v) Strongly satisfied []

13. Express your degree of agree or disagree insufficiency incentives packages provided to the workers is the factors that cause labour turnover Tick (\checkmark) once where is appropriate

- (i) Strongly disagree []
- (ii) Disagree []
- (iii) Neutral []
- (iv) agree []
- (v) Strongly agree []

14. If the answer in question 13 is positive, how many employees have quit their jobs for the past 6 years? Tick (\checkmark) where is appropriate
- (i) Less than 6 employees []
 - (ii) Between 6 – 15 employees []
 - (iii) More than 15 employees []
15. What were their academic qualifications? Tick (\checkmark) once where is appropriate
- (i) Mostly artisans []
 - (ii) Mostly technicians []
 - (iii) Mostly higher education graduates []
16. If you have the idea, mostly, what were their ages ranged? Tick (\checkmark) once where is appropriate
- (i) Between 20 – 35 years []
 - (ii) Between 35 – 45 years []
 - (iii) Above 45 years []
17. What is your working experience in DAWASCO? Tick (\checkmark) once where is appropriate
- (i) Less than 3 years experience []
 - (ii) Between 3 – 10 years experience []
 - (iii) More than 10 years experience []
18. What are the factors you think would have mainly contributed to the labour turnover? Tick (\checkmark) as many as possible where there is appropriate answer
- (i) Inadequate salary []
 - (ii) Poor working conditions []
 - (iii) Unfair treatment in key issues like promotion, training []
 - (iv) Unavailability of opportunity of career development []
 - (v) Lack of Job security []
 - (vi) Lack of Recognition by the Management []
 - (vii) Poor relationships with the organization []

(viii) Insufficiency incentive packages []

19. If you secure employment elsewhere, will you be ready to leave this organization. Use tick (✓) to indicate your position in the columns provided

(i) Yes []

(ii) No []

20. Did the organization ever made any attempt to stop the problem of labour turnover? Use tick (✓) to indicate your position in the columns provided

(i) Yes []

(ii) No []

21. What are the factors that will help to increase job satisfaction at DAWASCO?

Tick as many as possible where there is appropriate answer

(i) The amount I am paid for the work I do []

(ii) House rent allowance in a month []

(iii) Transport allowance in a month []

(iv) Medical allowance in a month []

(v) My recognition in the work I do []

(vi) The opportunity for advancement []

(vii) Quantity of work allocated to me []

(viii) Degree of motivation as far as job is concerned []

(ix) The physical working conditions []

(x) The way my immediate supervisor treats me []

22. What are the shortfalls on the incentive packages provided by your organization?

- (i)
- (ii)
- (iii)
- (iv)
- (v)
- (vi)
- (vii)
- (viii)
- (ix)

Thanks for your corporation