

**FACTORS INFLUENCING EMPLOYEE RETENTION IN PUBLIC  
ORGANISATIONS IN TANZANIA: THE PESPECTIVE OF  
MWANZA REGIONAL SECRETARIAT**

**FACTORS INFLUENCING EMPLOYEE RETENTION IN PUBLIC  
ORGANISATIONS IN TANZANIA: THE PESPECTIVE OF  
MWANZA REGIONAL SECRETARIAT**

**By**

**Lilian Stanford Shao**

**A Dissertation Submitted in Partial Fulfilment of the Requirements for the  
Award of Master of Science Degree in Human Resource Management of  
Mzumbe University, Morogoro, Tanzania.**

**2013**

## CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled Factors Influencing Employee Retention: The Case study of Mwanza Regional Secretariat, in partial fulfilment of the requirements for award of the degree of Master of Science in Human Resource Management of Mzumbe University.

Kamugisha D (supervisor)

\_\_\_\_\_

Signature

Internal Examiner

\_\_\_\_\_

Signature

Internal Examiner

\_\_\_\_\_

Signature

Accepted for the Board of

.....

Signature

\_\_\_\_\_

DEAN/DIRECTOR,

FACULTY/DIRECTORATE/SCHOOL/BOARD

## **DECLARATION**

I, Lilian Stanford Shao, declare that this thesis is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award

---

Signature

---

Date

## **COPYRIGHT**

©

This dissertation is a copyright material protected under the Berne Convention, the Copyright Act 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be reproduced by any means in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of Mzumbe University, on behalf of the author.

## **ACKNOWLEDGEMENTS**

The completion of this task was not an easy one. It was a result of combined efforts and commitment of many people to whom I heartedly indebted to thank. First and foremost, I thank the God Almighty for giving me the strength to carry out this study.

I am proud to acknowledge with a lot of sincere appreciation my academic supervisor, Mr. Denis Kamugisha a lecturer at Mzumbe University for spending his time through providing me valuable thoughtful comments, advice, guidance, positive criticism, and encouragement throughout this study.

I would also like to express my gratitude to Mwanza Regional Secretariat especially my respondents who took time to answer the questions in questionnaires and interviews. They made a great effort, and without their answers this study would have been impossible.

Last but not least, my best friend and husband Dr. Graham Mtui for his encouragement and support from the beginning to the end of this study.

## **DEDICATION**

I dedicate this work to my precious little girl Charisma, for bringing happiness in to my life.

## **ABBREVIATION AND ACRONYMS**

AAS	-	Assistant Administrative Secretary
CEO	-	Chief Executive Officer
HR	-	Human Resource
HRO	-	Human Resource Officer
JDI	-	Job Description Index
OPRAS	-	Open Performance Review and Appraisal System
RAS	-	Regional Administrative Secretary
RC	-	Regional Commissioner
SPSS	-	Statistical Package for Social Sciences

## **ABSTRACT**

Employee retention is a concern for organizations in this competitive job market because there are a great number of employment opportunities for talented professionals, the higher skilled the employees, the greater the demand for their services. In order to retain the best talents, strategies aimed at satisfying employee's needs are implemented, the problem remains on how great is the effect of each strategy having toward overall employee's retention. The primary aim of this study was to assess the factors that most significantly influence employee retention in public organizations in Tanzania, by using Mwanza Regional Secretariat as a case study. The sample size of forty employees, involving top, middle and lower level employees were the respondents in this study.

The results of the study shows that job security, training opportunities, salary amounts, working environments, participative decision making, availability of allowances, relationships at work place, retirement benefits plans and promotion opportunities are some of the factors that basically influence employee retention at Mwanza Regional secretariat. The difference come from the implementation, those implemented as required like job security and retirement benefits plans their influence on retention is positive and those poorly implemented they act as a limit to employee retention efforts, which results to labour turnover, transfer of employees, low working moral and partial fulfilment of the organisation objectives. The solution to retention problems at the secretariat is to put more emphasis on financial incentives like increasing employee's salary because according to the findings the respondents value them more than non financial incentives.

The findings of this study can be used by organizations to develop policies, practices, and strategies that would enable higher levels of employee retention and create greater efficiencies in meeting strategic objectives in the public sector, mainly at Mwanza Regional Secretariat.

## TABLE OF CONTENT

CERTIFICATION .....	i
DECLARATION .....	ii
COPYRIGHT .....	iii
ACKNOWLEDGEMENTS .....	iv
ABBREVIATION AND ACRONYMS .....	vi
ABSTRACT .....	vii
TABLE OF CONTENT .....	viii
LIST OF FIGURES .....	xiii
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.0. Introduction .....	1
1.1. Background of the Study .....	1
1.2. Statement of the Problem .....	3
1.3. Objectives of the Study .....	4
1.3.1. General objective .....	4
1.3.2. Specific objectives .....	4
1.4. Research Questions .....	5
1.5. Significance of the Study .....	5
1.6. Limitations of the Study .....	5
1.7. Delimitation of the Study .....	5
1.8. Organisation of the Report .....	6
CHAPTER TWO .....	7

LITERATURE REVIEW.....	7
2.0. Introduction .....	7
2.1. Theoretical literature review.....	7
2.2. Retention Factors for Employees.....	10
2.3. How to Develop a Retention Plan/Strategy .....	17
2.4. Empirical Literature Review .....	19
2.4.1 Use of Satisfaction Surveys to retention (reduce Voluntary Turnover) ....	19
2.4.2 Why do the Staffs Leave? .....	20
2.5 Conceptual framework .....	21
CHAPTER THREE.....	22
RESEARCH METHODOLOGY .....	22
3.0 Introduction .....	22
3.1. Research Design .....	22
3.2. Research Area.....	22
3.3 Population of the Study .....	23
3.4 Sampling Procedures and Sample size .....	24
3.5 Data Collection Methods.....	25
3.5.1 Primary Data Collection Methods .....	25
3.5.2 Secondary Data Collection Methods .....	25
3.6 Data Analysis Methods .....	26
CHAPTER FOUR.....	27

PRESENTATION OF THE FINDINGS .....	27
4.0 Introduction .....	27
4.1 General information of the respondents .....	27
4.1.1 Gender of the respondents.....	27
4.1.2 Education level of the Respondents.....	28
4.1.3 Age of the respondent.....	28
4.1.4 Time of Employment.....	29
4.2 Employee Retention Strategies Employed by Mwanza Regional Secretariats	30
4.3 Employee retention strategies design and implementation at Mwanza Regional Secretariat.....	33
4.3.1 Design of the strategies.....	33
Figure 4.2 Employees involvement in designing retention strategies .....	33
4.3.2 Implementation of the strategies.....	34
4.4 The effects of Employee Retention Strategies at Mwanza Regional Secretariat.....	34
4.5 Suggested solution for effective employee retention at Mwanza Regional Secretariat.....	36
CHAPTER FIVE.....	41
DISCUSSION OF THE FINDINGS.....	41
5.1 Introduction .....	41
5.2 Employee retention strategies employed by Mwanza Regional Secretariats ...	42

5.3 The design and implementation of employee retention strategies at Mwanza Regional Secretariat .....	50
5.3.1 Design of the strategies.....	50
5.3.2 Implementation of the strategies.....	51
5.5 The effects of employee retention strategies at Mwanza Regional Secretariat.....	51
5.6 Suggested solution for effective employee retention at Mwanza Regional Secretariat.....	53
5.7 The relationship between the study findings and other related research findings .....	58
CONCLUSION AND RECOMENDATIONS .....	59
6.0 Introduction .....	59
6.1 Summary of the Findings .....	59
6.2 Link between the study and theories underpinned the study.....	60
6.3 Conclusion.....	62
6.4 Recommendations .....	63
6.5 Area for further study .....	65
REFERENCES.....	66
APPENDICES .....	71
APPENDIX ONE: RESEARCH QUESTIONNAIRE.....	71
APPENDIX TWO: THE ORGANIZATIONAL STRUCTURE FOR REGIONAL SECRETARIATS.....	1

## **LIST OF TABLES**

Table 1 Summary of the population of the study.....	22
Table 2 The Sample size.....	23
Table 3 Gender of the respondents.....	26
Table 4 Educational level of the respondents.....	27
Table 5 Period of service at Mwanza Regional Secretariat.....	28
Table 6 Retention strategies at Mwanza Regional Secretariat.....	31
Table 7 Satisfaction with the way retention strategies are carried out.....	32
Table 8 Effects of the retention strategies.....	33
Table 9 Reasons for employees leaving Mwanza Regional Secretariat.....	33
Table 10 Reasons for considering leaving or not leaving.....	34
Table 11 Decisions that the respondents would opt if they are not satisfied.....	35
Table 12 The reasons why employees were satisfied or not satisfied with their job.....	36
Table 13 Solutions for effective employee retention.....	37
Table 14 Relationship between subordinates and their reporting managers.....	53

## **LIST OF FIGURES**

Figure 4.1 Age of the respondents.....	28
Figure 4.2 Involvement in designing retention strategies.....	32
Figure 4.3 Satisfaction with the retention strategy of the organisation.....	36

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0. Introduction**

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time. Every organization invests time and money to groom a new employee, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at a loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time. One of the main reasons behind employee's turnover is due to lack of job-satisfaction (Robbins, 1996). Therefore, it is essential for organization managers to invest their time in dealing with employee dissatisfaction.

The government is a group of people that governs a community or unity. It sets and administers public policy and exercises executive, political and sovereign power through customs, institutions and laws within a state {businessdictionary.com}. The public sector is usually composed of organizations that are owned and operated by the government. It is the part of the government that deals with production, ownership, provision, delivery and allocation of goods and services by and for the government or its citizens, whether national, regional, municipal or local. In that regard, the government need competent human resources in order to deliver competitive services to the people. Therefore, it is imperative to retain valuable human resources for effective and efficient performance of any organization whether public or private.

#### **1.1. Background of the Study**

Employee retention matters started to emerge in 1970's and 1980's after the relationship between employers and employees became intricate that need a conducive working environment for employees as long as employer shall need his or her service and employer economic condition will allow, otherwise employee will be

willing to stop the employment relationship with the employer voluntarily. According to Accenture (2001) study on high performance issue find that organization strategy regarding employee retention primarily start from US, Europe, and Asia. Later in 1990's the effect of labour movement took place that the employer start feeling the effect of labour turnover which change negatively on job performance as the result organization productivity dramatically dropped and there organizations including the government of Tanzania started to develop employee retention strategies and put effort to make them successful.

Employees today are different. They are not the ones who don't have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. According to an article in Knowledge Management Review by Young (2006), companies are faced with people leaving to join other companies. The average worker is changing jobs ten times between ages of 18 and 37 continuously. Young says that one answer to this issue is to believe that you can purchase knowledge to replace what you are losing. Another article in Industrial Distribution by McCrea (2001) says that employees today change jobs frequently and do not have the company loyalty that existed 30 years ago when your valued employees were hired. The article, the battle for brainpower (2006), also states that loyalty to employers is fading. Thanks to downsizing, job security in return for commitment has been breaking down. It is the responsibility of the employer to retain their best employees. If they don't, they would be left with no good employees.

Despite the vast literature on employee turnover, which is aimed at identifying factors that cause employees to quit (Griffeth, *et al* 2000), much less is known about the factors that influence employees to stay. For example, Maertz and Campion (1998) noted "relatively less turnover research has focused specifically on how an employee decides to remain with an organization and what determines this attachment...retention processes should be studied along with quitting processes". Steel *et al* (2002) added "the fact is often overlooked, but the reasons people stay are not always the same as the reasons people leave". Therefore understanding the reasons why people stay is an important goal and blanket retention policies may be

disadvantageous and organizations would want to adopt particular strategies that contribute to the retention of their most valued employees.

The ongoing problem of retaining employees is the result of a variety of factors, but to understand how to retain employees, one must first examine what motivates individuals within organizations. Most researchers (Bluedorn, 1982; Kalliath and Beck, 2001) have attempted to answer the question of what determines people's intention to quit or stay, unfortunately to-date, the findings are somehow different. However it is very important to make some effort to retain the talented employees and evaluate the effectiveness of those efforts from time to time. There have been deliberate efforts explicated in numerous employee policies, legal frameworks, directives, decrees and seculars, among others that indicate the government commitment to retain its employees. But the experience has show that despite these government initiatives the retentions strategies have been in vain. There is for instance high rate of employee movement from one organization to another. This kind of experience creates an avenue for understanding the factors that shape these movements. That's why this study intend to find out the exactly factors that influence employee retention in public organisations in Tanzania.

## **1.2. Statement of the Problem**

Employees are the most valuable resource in any organization for that matter special treatment is required to retain them. Employee retention especially of the best and most desirable ones is a key challenge in organizations today. These valuable employees are very highly demanded by various organizations. In this regard deliberate and appropriate strategies are needed to make them loyal to organizations. Since each individual is different it is imperative to try to understand what motivates employee to work happily and effectively in order to ensure organizational prosperity.

There is significant economic impact when an organization loses any of its critical employees especially given the knowledge that is lost with the employee's departure. The impact of poor retention techniques on organizations often engenders far-

reaching consequences and at the extreme, may imperil the efforts to attain organizational objectives, for that reason the organisational leaders must develop clear strategies for attracting and retaining good employees. (Holthom et al, 2005).

The Tanzanian government has recognized the role of retaining employees by enacting employee and labour relations laws, policies and procedures which address number of issues including financial and non financial incentives as motivational strategies to keep employee movement from public organizations. These laws and policies have defined other employee benefits which are imperative in increasing employee working morale. However, having such policies and regulations within organizations has not stopped movement of employees from organizations. It is therefore imperative to try to understand why retaining employees today seem to be difficult. This problem is highly experienced by Mwanza Regional Secretariat. In order to bridge this gap, it is of essence to assess the strategies employed by this organization in order to uncover what explains ineffectiveness of retention strategies of the regional secretariat and the public sector in general.

### **1.3. Objectives of the Study**

#### **1.3.1. General objective**

The main objective of this study was to identify the factors influencing employee retention at Mwanza Regional secretariat

#### **1.3.2. Specific objectives**

1. To assess employee retention strategies employed by Mwanza Regional Secretariat.
2. To explore employee retention strategies design and implementation at Mwanza Regional Secretariat
3. To determine the effects of employee retention strategies at Mwanza Regional Secretariat
4. To suggest solution for effective employee retention at Mwanza Regional Secretariat

#### **1.4. Research Questions**

1. What are employee retention strategies and their problems experienced at Mwanza Regional Secretariat?
2. How strategies for employee retention are designed and then implemented at the Secretariat?
3. What are the effects of retention strategies at Mwanza Regional Secretariat?
4. What is the solution for effective employee retention at Mwanza Regional Secretariat?

#### **1.5. Significance of the Study**

The study is intended to find out the factors influencing employee retention in public organisations. The findings will be useful for the public sector to realize if there is a need of coming up with new sufficient retention strategies/efforts. The study is also aimed to help the researcher to come up with useful recommendation for the public sector to be able to retain their employees. The study will help the researcher to meet the academic requirements of Mzumbe University for the award of the degree of Masters of Science in Human Resource Management. (Msc. HRM)

#### **1.6. Limitations of the Study**

Poor response from some of the respondents limited the study somehow; this is because of Tanzanian culture that people pay very little attention to research issues, to the extent that some refused to be interviewed or to take the questionnaires and some of those who take them, they did not answer as required and return them to the researcher on time. But over 80 percent of the response enabled the undertaking of this study.

#### **1.7. Delimitation of the Study**

The researcher used more time than planned so as to educate the interviewee on the importance of participating in studies especially this one, plus the use of informal discussions, observation and documentation sources so as to get required data.

## **1.8. Organisation of the Report**

This report constitute five chapters; Chapter one is Introduction, which consist of; background of the problem, statement of the problem, objectives of the study, research questions, significance of the study, limitation of the study and delimitation of the study, Chapter two contains Literature review, and it is divided in two parts; theoretical literature review and literature review from earlier studies. Chapter three is about Research methodology giving details of research design, organization to study, population of study, sampling procedures and sample size, data collection methods and data analysis methods. Chapter four is the presentation and discussion of the findings, and finally chapter five which is conclusion and recommendation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0. Introduction**

This chapter reviews concepts that various authors and scholars have put forward in relation to employees retention. This view is intended to help the researcher to understand more the subject matter and will also help the readers to familiarize themselves with employee retention techniques.

#### **2.1. Theoretical literature review**

This study was guided by three theories; Herzberg two-factor theory, Maslow's hierarchy of needs theory and Equity theory by Adams, for the reason there is strong relationship between these theories and employee retention.

##### **2.1.1 Hierarchy of Needs Theory**

This theory was introduced by Abraham Maslow, who saw the human needs in the form of hierarchy ascending from the lowest to the highest. The needs are;

Physiological needs: These are the basic needs for sustaining human life such as food, water, warmth, shelter and sleep, at work place these are reflected in the needs for sufficient air and basic salary to guarantee employees survival, other needs will not arise unless this need is fulfilled

Security or safety needs: These stands for the desire to be free of physical danger and fear of loss of job, property, or shelter. These relates to the employee needs for safe jobs, fringe benefits and job security. People want some assurance that the above needs will be met in their work places.

Love or acceptance needs: This relates to the feeling of belonging. People feel that they need to be accepted by others. In an organisation setting these needs involve the desire for good relationships with co-workers, participation in a work group and a positive relationship with supervisors.

Esteem need: This is a need for power, achievement and status which is usually demonstrated when an employee is promoted to a managerial position and acquire a sense of control and recognition within an organization.

Self-actualization: Can be easily described as a desire to become what one is capable of becoming, to maximize ones potential and to accomplish something. Maslow concluded that when one set of need is satisfied it cease to be a motivator.

Each of the five tiers of Maslow's hierarchy of needs relates to optimal retention strategy. Since Maslow's introduction of his motivation model, organizations have been employing strategies attempting to stimulate each of the five humanitarian needs described above to optimize retention rates. When applied to the organizational model, meeting the self-actualization and esteem needs of an employee tend to correlate to better retention. Physiological, safety, and social needs are important as well, however, and must be addressed to better the work environment. While implementing a retention strategy is ideal, successful satisfying all five needs of employees is not only difficult, but also expensive. That being said, managers who attempt to maximize employee need coverage tend to be more concerned with employee satisfaction.

### **2.1.2 Equity Theory**

Equity theory was first developed in 1963 by John S. Adams, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1965). It is very important to apply equity theory if one wants to retain employees because, in belief that people value fair treatment in relation to the amount of work that has been assigned to them and this causes them to be motivated in maintaining relationships with their co-workers and the organization, as the structure of equity in the workplace is based on the ratio of inputs to outcomes.

An individual will consider that he is treated fairly if he perceives the ratio of his inputs to his outcomes to be equivalent to those around him. The way people base their experience with satisfaction for their job is to make comparisons with

themselves to people they work with. If an employee notices that another person is getting more recognition and rewards for their contributions, even when both have done the same amount and quality of work, it would persuade the employee to be dissatisfied.

This dissatisfaction would result in the employee feeling underappreciated and perhaps worthless. This is in direct contrast with the idea of equity theory, the idea is to have the rewards (outcomes) be directly related with the quality and quantity of the employees contributions (inputs). If both employees were perhaps rewarded the same, it would help the workforce realize that the organization is fair, observant, and appreciative. Employees who perceive themselves as being in an inequitable situation will seek to reduce the inequity either by distorting inputs and/or outcomes in their own minds by directly altering inputs and/or outputs, or by leaving the organization (Carrell and Dittrich 1978).

### **2.1.3 Two-Factor Theory (Herzberg's motivation-hygiene theory)**

Frederick Herzberg proposed a two-factor theory in 1959 after he study the factors in the work environment that caused satisfaction and dissatisfaction among the workers, hundreds of workers were interviewed during the times when they were highly motivated to work and other times when they were dissatisfied and unmotivated at work. According to him there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction” Herzberg classified these job factors into two categories; hygiene factors and motivation factors;

Hygiene factors: These are those job factors which are essential for existence of motivation at workplace. They include Pay, Company and administrative policies, Fringe benefits, Physical Working conditions, Status, Interpersonal relations, Job Security, etc. Their existence creates an environment for doing work, but factors themselves cannot motivate people to work. Their absence can dissatisfy people but their presence per se cannot satisfy people. This means, these factors do not lead to positive satisfaction but if these factors are absent, then they lead to dissatisfaction.

Motivation factors: These are based on an individual's need for personal growth which consists of recognition, advancement, sense of achievement, growth and promotional opportunities, responsibility, meaningfulness of the work, etc. The presence of these factors in the job creates a motivating environment, but their absence does not cause dissatisfaction.

Employees are not motivated by hygiene factors like salaries alone but there are various other factors other than the salary which can motivate employees. Therefore management should not depend only on hygiene factors but combine hygiene as well as motivations to retain an employee. The two-factor theory implies that the managers must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction. Also they must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better. The job must utilize the employee's skills and competencies to the maximum and these will improve employee retention.

The above theories share some similarities, in that they all recognize positive reinforcement and recognition as tools for creating a positive work environment, while denouncing the use of negative critiques of job performance. Each theory also concludes that individuals are motivated by a variety of factors that vary based on environmental and psychological needs of that individual. For that reason, each organization must recognize that what works to motivate one individual employee may not work to the other one.

## **2.2. Retention Factors for Employees**

Studies suggests that retention strategies which effectively satisfy the needs of all employees consequently enhances the ability for companies to adapt more effectively to ongoing organizational change (Gale Group, 2006). In view of the large costs associated with employee turnover, even in a global economic downturn characterized by downsizing and layoffs, HR managers still need to work out HR practices that enable them to retain their talented employees (Steel *et al*, 2002). These practices are often bundled under the term "retention management".

Retention management is defined as “the ability to hold onto those employees you want to keep, for longer than your competitors” (Johnson, 2000). Retention factors incorporating the needs and desires of employees at any age enhance levels of individual job satisfaction, loyalty, and commitment (Boomer Authority, 2009)

**2.2.1 Financial rewards** or the provision of an attractive remuneration package is one of the most widely discussed retention factors, since they not only fulfil financial and material needs, but also have a social meaning, with the salary level providing an indication of the employee’s relative position of power and status within the organization. However, research shows that there is much inter-individual variability in the importance of financial rewards for employee retention (Pfeffer 1998; Woodruffe 1999). For instance, a study conducted by the “Institute for Employment Studies” Bevan, (1997) reveals that only ten percent of people who had left their employer gave dissatisfaction with pay as the main reason for leaving.

Moreover, due to the trend towards benchmarking, it is becoming increasingly difficult for companies to set themselves apart from their competitors by means of remuneration, which reduces the impact of financial rewards on employee retention (Cappelli, 2001). Although many studies show financial rewards to be a poor motivating factor, it remains a tactic used by many organizations to commit their employees to the organization by means of remuneration packages (Cappelli, 2001; Mitchell *et al*, 2001; Woodruffe, 1999). For instance another study Horwitz *et al*. (2003) found that the most popular retention strategies reported by HR managers of knowledge firms still related to compensation, due to the fact that employees also view their income level as an indication of their worth to the organization and their field.

**2.2.2 Skill recognition;** providing skill recognition of personal job accomplishments is an effective retention strategy for employees at any age (Yazinski, 2009). Studies indicate fulfilling peoples need for acceptance by acknowledging individual work accomplishments prolongs employment of employees (Redington, 2007). A Study by Yazinski (2009) show trends of an increased number of job applicants seeking out companies that encourage employee input, growth, education, and teamwork, beyond

the traditional compensation/benefit packages offered by employers. The Gale Group (2006) states organizational benefits of personal recognition are priceless, yet statistics supports that the impact of verbal praise has the ability to enhance company loyalty, motivation, and perseverance at no extra charge. Individual skill recognition is restricted by age, and motivates positive behaviour, ethics, teamwork, confidence, and growth in all employees (Redington, 2007). Thus, both skill recognition and learning opportunities enhance individual performance, effectiveness, and retention (Agrela et al. 2008).

**2.2.3 Opportunities for career development;** It is suggested that a company that wants to strengthen its bond with its employees must invest in the development of these employees (Hall & Moss, 1998; Hsu, Jiang, Klein & Tang, 2003; Steel et al, 2002; Woodruffe, 1999). This does not only involves the creation of opportunities for promotion within the company but also opportunities for training and skill development that allow employees to enhance their employability on the internal and or external labour market (Butler & Waldrop, 2001).

**2.2.4 Provision of mentoring or coaching to employees,** the organization of career management workshops and the set up of competency management programs (Ashby, 2001). For instance, in a study by Allen, Shore & Griffeth (2003) found that employees' perceptions of growth opportunities offered by their employer reduced turnover intentions. Employers can no longer promise job security, but they can help people maintain the skills they need to remain viable in the job market (Moses, 1999). Eyster et al. (2008) state that job flexibility along with embracing career and life options, is a critical incentive for all employees.

Research shows growing trends of employers providing greater job flexibility that includes flexible career options Steel et al. (2002) also report empirical data showing that lack of training and promotional opportunities were the most frequently cited reason for high-performers to leave the company. Perhaps a more recent development is employees' desire to acquire new skills and skill sets. Employees want to learn new technology, processes, and projects and develop all types of skills, particularly in the technical area. Employees view skills acquisition-nor seniority-as

providing them with job security. Consequently, they seek organizations willing to invest in them. The availability of generous tuition payment, ample job-related training, and continuous development opportunities can be strong attractions and retention.

**2.2.5 Superior-Subordinate relationship:** Coaching employees is valuable in helping them meet their goals, but it is also important for managers to simply show that they care. It is an intangible incentive that can make a big difference in employee motivation (Moses, 2000). Employee development programs cannot exist without a culture that supports them. Any effective program must have strong support from people in senior management positions, and these people must also serve as positive role models to subordinates (Zenger, Ulrich, Smallwood, 2000). Managers and supervisors take on a new role when an organization gets into the business of employee development. They must become coaches to help people manage their careers and support their development efforts. Managers at Sears actually go through a workshop called “Managing Career Development” to prepare them to work with employees under their career planning system (O’Herron and Simonsen, 1995).

**2.2.6 Job content** (more specifically desire for challenge and useful work) It is built on the assumption that people do not just work for the money but also to create purpose and satisfaction in their life (Mitchell et al. 2001; Pfeffer, 1998). According to Woodruffe (1999) employees in addition to a strong need to deliver excellent results, also want to take on difficult challenges that are relevant for the organization. However, when their work mainly consists of the routine-based performance of tasks, the likelihood of de-motivation and turnover is relatively high. By thinking carefully about which tasks to include in which jobs, companies can affect their retention rates (Steel et al, 2002). Buttler and Waldrop (2001) have called this “job sculpting”, or the art of matching people to jobs that allow their “deeply embedded life interests”. There is increasing evidence that job content is an important dimension affecting employee outcomes such as commitment, performance and organizational citizenship behaviour (Horwitz et al. 2003; Steel et al. 2002) found that initiatives aimed at enhancing the intrinsic qualities of the job were the second

most popular type of retention practices reported by HR managers of knowledge firms. For many employees, their jobs are their ‘identities’ of who they are. They have a need to use their minds and make a significant contribution. If they cannot achieve this through the framework of the current job, they will find one where they can.

**2.2.7 The social atmosphere;** this means the work environment and the social ties within this environment. Effective communications improve employee identification with their agency and build openness and trust culture. Increasingly, organizations provide information on values, mission, strategies, competitive performance, and changes that may affect employees enthuse (Gopinath and Becker 2000; Levine 1995). Many companies are working to provide information that employees want and need in better way of communication, through the most credible sources on a timely and consistent basis. Cappelli (2001) states that “loyalty to the organization is a thing of the past, but that loyalty to one’s colleagues acts as an effective means of retention” When an employee decides to leave the organization, this also means the loss of a social network. Some research suggests that social contacts between colleagues and departments are an important factor for retaining talent. Organizations can contribute to the creation of a positive social atmosphere by stimulating interaction and mutual cooperation among colleagues and through open and honest communication between management and employees (Roehling et al. 2000).

**2.2.8 Work-life balance** is also a retention factor frequently cited in the literature (Anderson et al. 2002). The conflict between work and career on the one hand and private life on the other is currently assuming large proportions in our society. There is an increasing demand for more flexible forms of work, which would positively affect the reduction of the work-family conflict and employee satisfaction in general (Anderson et al., 2002; Kossek & Ozeki, 1998). HR policies addressing work-life balance are assumed to be important because the current generation of employees attaches much importance to quality of life, as a result of the ever increasing work pressure (Cappelli, 2001; Mitchell *et al*, 2001).

**2.2.9 Training;** the availability for all employees having access to training and development programs is critical in facilitating organizational growth, particularly with performance and technological improvements (Boomer Authority, 2009). Statistical evidence indicates job training is a critical factor for personal and professional development (United States Department of Labour, 2009). Research supports that both the organizational benefits and cost savings associated with training programs outweigh the initial cost it incurs (Prenda & Stahl, 2001). Research indicates training methods that engage workers with career challenges, advancement opportunities, work incentives, competitive wages/benefits, and supportive work environments are effective retention strategies for employees of any age (Eisen, 2005). Evidence supports the conclusion that access to regular training programs enhances growth, prosperity, and retention for both employees and employers (Amble, 2006).

**2.2.10 Organizational Commitment:** Committed employees' remains with the organization for longer periods of time than those which are less committed. Steers (1977) suggest that the more committed an employee is, the less of a desire they have to terminate from the organization. These "highly committed" employees were found to have a higher intent to remain with the company, a stronger desire to attend work, and a more positive attitude about their employment. Steers (1977) concluded that "commitment was significantly and inversely related to employee turnover." According to Arthur (1994) when organizations seek to foster a philosophy of commitment, then the likelihood of an employee searching for employment elsewhere is lowered. Owens (2006) had a similar finding that employees that had a higher level of commitment also had a higher level of "turnover cognitions". A higher score in "turnover cognitions" indicated that the employee had a more favourable attitude and was less likely to consider turnover representing an inverse relationship of commitment and turnover. The aforementioned studies are representative of much of the research available relating to commitment and turnover. Commitment has a significant and positive impact on job performance and on workforce retention.

**2.2.11 Learning & Working Climate:** The concept “learning and working climate” is derived from previous research (Abrams et al. 2008). In general it refers to the environment wherein employees both learn and work. More specifically, the concept could be described by referring to: guidance and appreciation at work; pressure of work; the amount of empowerment and the responsibility that employees experience; choice in job tasks and development; provision of challenging and meaningful work; and advancement and development opportunities. Results from previous research show that the appreciative approach, operationalised through an appreciative learning and working climate, positively influences employee retention (Abrams et al., 2008; Christiaensen et al., 2009; Kyndt et al., 2009; Van Hamme, 2009; Visser, 2001; Verheijen and Dewulf, 2004). Since learning and development opportunities appear crucial for the retention of talented employees (Arnold 2005, Hytter 2007, Walker 2001), an organisation must establish a supportive learning and working climate.

**2.2.12 Flexibility:** Job flexibility is vital for retaining employees of any age (Boomer Authority, 2009). Researchers describe the importance of employment flexibility such as scheduling variations that better accommodate individual work times, workloads, responsibilities, and locations around family responsibilities (Cunningham, 2002; Pleffer, 2007). Studies show that "flexibility" empowers individuals to facilitate a healthier balance between work and personal obligations, something that appeals to all ages of employees (Eyster et al. 2008; Scheef & Thielfodt, 2004). Prenda & Stahl (2001) say that employees having job flexibility options report having higher levels of individual commitment, concentration, satisfaction, productivity, loyalty, and mental capacity at any age.

**2.2.13 Economic growth:** Almost all industrialized nations, and many emerging countries, have experienced long economic expansions. As economies grow, job growth will continue. In almost all segments of the economy, economic expansions translate directly into new jobs, which in turn create new opportunities for employees to leave current employment. Along with entrepreneurship, in recent years, growth in small businesses has been tremendous, particularly in those businesses created by individuals leaving large organizations and taking their expertise with them. Shortage of special skills, compounding the situations is the short supply of workers with

special skills, particularly in the high tech occupations, health care, and critical areas. The news is often flooded with situations in which the number of candidates for jobs falls far short of the demand. This involves every spectrum from high-tech specialists, engineers, and scientists, where employment opportunity has outpaced the supply, to entry level positions, such as those in fast food industry, where jobs go begging. This presents tremendous challenges for the future (Grantham, 2000).

**2.2.14 Cost Effectiveness:** Organizations providing cost effective job flexibility options benefit from satisfying the needs of all employees, independent of age, which allows for the reallocation of expenses related to recruitment, work space changes, sick time, absenteeism, and commuting costs (Agrela, et al., 2008; Boomer Authority, 2009; Cunningham, 2002). Consequently, studies indicate that there is a link between cost-effective "flexibility" choices and advanced levels of job satisfaction, accuracy, productivity, recruitment, and employee retention (Boomer Authority, 2009; Cunningham, 2002; Prenda & Stahl, 2001. Eyster, et al (2008) state organizations can cost-effectively fulfil the needs for job flexibility options to promote employee retention. Thus, the provision of cost-effective "flexibility" options is critical in the retention of all employees despite disparity in age, position, skill/knowledge level, and duration of employment (Eyster et al. 2008; McIntosh, 2001).

### **2.3. How to Develop a Retention Plan/Strategy**

In order to develop a retention plan, several on-the-job and off-the-job factors must be considered according to Mitchell et al (2001). The leader must investigate these factors and select those which are the most applicable to the firm. There are a few key findings when developing a comprehensive retention plan.

First, the organization leaders need to make strategic decision and determine whether turnover is a problem, conclude why people are leaving and arrange exit interviews made by outside consultants so the leaver does not fear retribution. They also need to investigate the reasons and factors why people stay in the company. Top-level support needs to be developed for the plan, as well as spending financial and human resources on the planning.

Second, the organization should pay close attention to basic management practices, such as job satisfaction and organizational commitment. Gather feed-back of this data and prepare to make changes.

The third thing to do is to apply the unfolding model and its four different paths. The model high-lights some important practices for the development and implementation of retention plan. The leaving process is in many cases initiated by shock which can help the organization to identify the types of events that make people leave. To learn the distribution of shocks across paths help the organization to get a feeling for what initiates the process. There is also a need to analyze the content of the shocks, and to use realistic job previews for new employees. Prepare people for potential shocks to reduce the anxieties that for example mergers or annual performance appraisal period can be. An open communication flow will make sure that reasons, procedures, and events are clearer.

Furthermore, job embeddedness can be established and maintained through careful attention to the connections employees make to people, institutions, and activities outside and inside the organization. Every employee needs to be considered; therefore the company should ensure a good fit with the job for each employee. Using personal development plans will provide employees with opportunities throughout their career.

It is important to have in mind that retention plans or programs require an overall, comprehensive, thoughtful process to be effective. Plans are expensive and vary across organizations and industries, as well as they need substantial effort. To enlighten the problem about employees leaving, actions need to be taken as these programs compete for talent to keep the most valuable people in the companies, it has becoming popular to give employees retention bonuses. Retention cannot be accomplished purely through money, as positive effects of more pay, usually are short-lived. (Mitchell et al. 2001).

## **2.4. Empirical Literature Review**

### **2.4.1 Use of Satisfaction Surveys to retention (reduce Voluntary Turnover)**

A study was conducted by a large international manufacturing firm which was confronted with an unusually high turnover rate among its home office clerical staff located in Montreal Canada. While other organizations located in the same labour market experienced voluntary turnover rate in the neighbourhood of 20% per year, this firm consistently had turnover of about 50%. At that rate the manufacturing firm calculated the cost to be above \$ 150,000 per year.

The manufacturing firm conducted a satisfaction survey of its 350 clerical workers using the Job Descriptions Index (JDI). Five months following the survey, 26 clerical employees had quit. To assess the relationship between satisfaction and retention, the average satisfaction of 52 control employees who remained with the organization were compared to these 26 former employees. The controls were matched with the terminators on age, education level, job level, mother tongue and marital status.

The results of this comparison are shown below. Terminators reported lower satisfaction all JDI facets, especially promotions.

#### **Average Scores**

<b><u>JDI Facet</u></b>	<b><u>Terminators</u></b>	<b><u>Non-Terminators</u></b>
Work itself	28.69	35.83
Pay	15.15	15.17
Promotions	9.35	17.16
Co-workers	37.40	41.44
Supervision	38.15	41.66

For both terminators and controls, satisfaction with salary and promotions was unusually low employees were unhappy with the administration of their pay and with the fact that they felt were in “dead-end” jobs. As a result of these findings the manufacturer changed the personnel/human resources policies regarding pay and

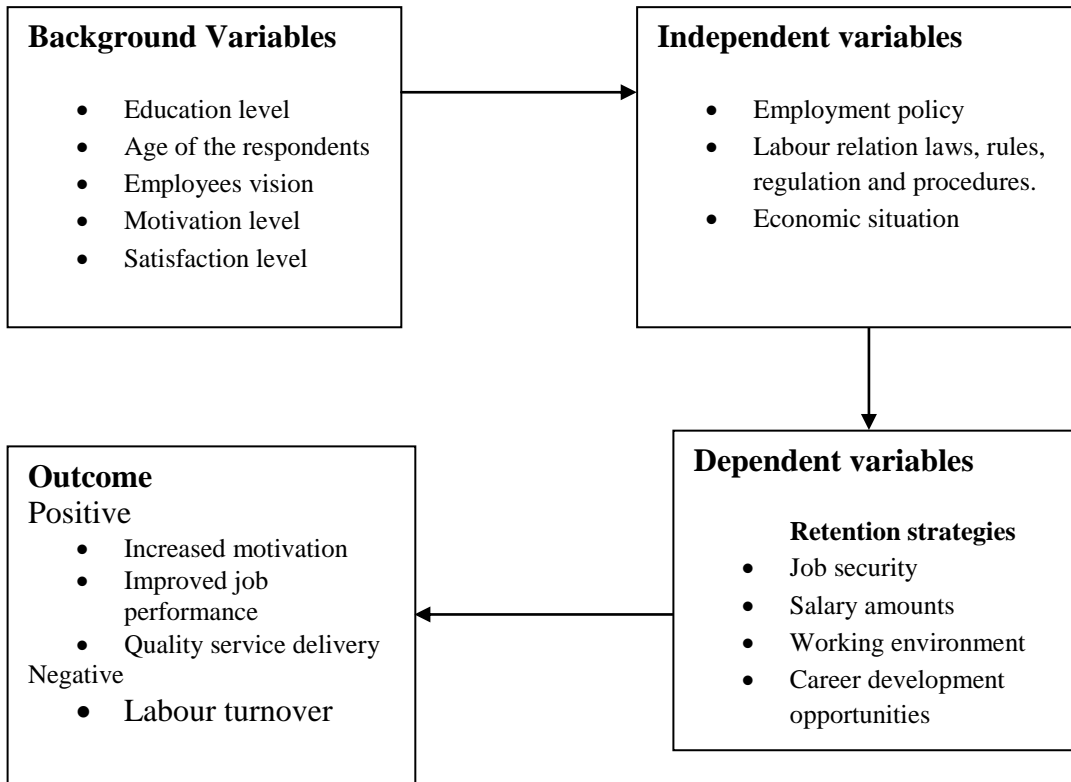
promotions. One year after these changes voluntary turnover among clerical employees dropped to 18% and 2 years later to 12%. During the same period, voluntary turnover in the manufacturer's labour market remained about 20 %. (Heneman, 1986)

#### **2.4.2 Why do the Staffs Leave?**

The researchers and writers differ in their opinions regarding this matter, a qualitative research was carried out by the people in Aid on staff retention among the seven IWG member agencies between November 2005 and January 2006, senior managers from HR departments and 111 emergency managers within six of the seven member agencies were interviewed. The main reason cited for employees leaving the agency were as follows: Better pay/terms and condition elsewhere (cited by 50% of the respondents), poor leadership/values/culture (cited by 40%), lack of career opportunities and growth (38%), burnout, disillusionment and frustration (29%), impact on personal life, work-life balance (20%), poor recruitment (12%), life event (9%), and feeling bored/stale (7%). On the other hand the group suggest that in order to make employee retention among the issues to be emphasized on by the organisation are; introduce or improve career paths and professional development (49%), better terms and conditions including accompanied status (43%), better work-life balance/family-friendly policies (24%) and better leadership (14%)

Not only that but also another research (Mercer 2004) showed that when looking at factors influencing commitment and motivation pay only gets 65% of the voters, behind being treated with respect (85%), work-life balance (79%), providing good service (74%), quality of work (73%) and type of work (73%).

## 2.5 Conceptual framework



The figure above express the relationship between variables, i.e. Background variables, independent variables, dependent variables and the outcome of the relation between independent and dependent variables. The figure tries to explain that changes in independent variables may affect positively or negatively dependent variables. For instance availability of fund may influence employees' salary and hence employee retention and its effect will be good performance or quality delivery of the services. Also if the independent variable is negative, it is expected to have negative outcome on employee retention, and this will create labour turnover.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter present the methodology that was used, area of the study, research design, target population, sample and sampling techniques, data collection methods and data analysis methods

#### **3.1. Research Design**

The researcher used case study design, because it allows using combination of technique such as interview, questionnaire, observation and documentary review which can facilitate in collection of data and it is cheaper and convenient to administer because researcher does not need to enquire the whole population.

#### **3.2. Research Area**

The study took place in Mwanza Regional Secretariat. Mwanza region is in the extreme northern part of Tanzania Mainland dominated by Africa's largest lake, the Lake Victoria. The northern part of the region is surrounded by the waters of Lake Victoria locally known as Lake Nyanza. These waters in turn separate the region from the neighbouring countries of Kenya and Uganda. To the west is Kagera region while the south and south eastern parts border Shinyanga region. Mara region borders Mwanza in the northeast. Mwanza region is administratively divided into seven districts, which are in turn divided into divisions. Divisions are further subdivided into wards and eventually wards into villages. By the year 2002 the region has 33 divisions, 174 wards and 683 villages. In mid 2002, Mwanza district was divided into the two new districts of Ilemela and Nyamagana each with 10 wards.

Administratively the region is led by the Regional Commissioner (RC) as a Chief Representative of the Government in the region. The RC is a performer and coordinator of all development and administrative services to the Local Government Authorities and other organizations within the region. Likewise the Regional

Administrative Secretary (RAS) is the principal adviser to the Regional Commissioner in performing all advisory, consultative and monitoring roles related to the development and administrative services to the local government authorities and other stakeholders within the region. Moreover the RAS is the Head of all the Public Services and the accounting officer in the Regional Secretariat.

### 3.3 Population of the Study

The study was conducted in Mwanza region, at the regional secretariat and the target population of the study is 120 people who are employees of Mwanza regional secretariat head office. The distribution of the population is in units and sections, there are five units namely; Information and communication technology unity, Procurement management unity, Finance and accounts unity, internal audit unity and Legal Services unity. Also there are eight sections namely; Planning and coordination section, Health and social welfare section, Education sector section, Economic and productive sector section, Administration and human resources management section, Infrastructure section, Water services section and Local government management services section. All sections are headed by the Assistant Administrative Secretaries (AASs). The population of Mwanza regional secretariat is summarised in Table 3.1 below.

**TABLE 1: Summary of the population of the study**

<b>Sections &amp; Units</b>	<b>Number of employees</b>
Planning and coordination section	4
Health and social welfare section	8
Education sector section	6
Economic and productive sector section	9
Administration and HR management section	59
Infrastructure section	9
Water services section	1
Local gvt management services section	5
Finance and accounts unity	12
Information and commn technology unity	1
Procurement management unity	3
Internal audit unity	2
Legal Services unity	1
<b>Total population</b>	<b>120</b>

*Source:* Mwanza Reginal Secretariat records

### 3.4 Sampling Procedures and Sample size

The sample size of the study was forty people who were considered to represent the population of workers in Mwanza Regional Secretariat. To select the sample a researcher use both probability and non probability sampling techniques. The techniques that were used by the researcher to select the sample size are;

**Purposive Sampling:** A purposive, or judgmental, sample is one that is selected based on the knowledge of a population and the purpose of the study. In this study, heads of sections and units were sampled purposively as they were asked questions related to their specific units. Administrative officer and human resource officers were also purposively selected.

**Stratified Sampling:** A stratified sample is a sampling technique in which the researcher divided the entire target population into different subgroups or strata and then randomly selects the final subjects proportionally from the different strata. This type of sampling is used when the researcher wants to highlight specific subgroups within the population. This was a best technique in this situation as the researcher wanted proportional representation of each section and/or unit. Below is the summary of the sampled individuals from each unit/section

**TABLE 2: The Sample size**

<b>Sections &amp; units</b>	<b>Numberof employees</b>	<b>Sample size from each department</b>
Planning and coordination section	4	1
Health and social welfare section	8	3
Education sector section	6	2
Economic and productive sector section	9	3
Administration and HR management section	59	17
Infrastructure section	9	3
Water servises section	1	1
Local gvt management services section	5	2
Finance and accounts unity	12	4
Information and commn technology unity	1	1
Procurement management unity	3	1
Internal audity unity	2	1
Legal Servises unity	1	1
<b>Total</b>	<b>120</b>	<b>40</b>

*Source:* Compiled by researcher, 2013

### **3.5 Data Collection Methods**

Data was collected from both primary and secondary data methods as detailed below;

#### **3.5.1 Primary Data Collection Methods**

##### **Questionnaires**

Both open ended and closed questions were prepared and given to the required respondents who work in different units and sections. This method helped the researcher to get much information from different sources.

##### **Interview**

A researcher conducted interview to some of the AASs due to their significance in the Regional Secretariat as part of the management team because they are the ones who make important decision including those related to employee retention, also to administrative officer and human resource officers because they are the ones who deals with employees problems. Open discussion interview was also used to ordinary employees. Therefore the interview was guided by research questions and that helped the researcher to be systematic in the process of interviewing

##### **Observation**

Observation was done through conducting visits in sections and units offices and technical areas in order to observe prevailing situations that might relate with employee retention.

#### **3.5.2 Secondary Data Collection Methods**

##### **Documentary sources**

This method involved reviewing of various documents related to retention factors/strategies which the management and employees may not remember but they are recorded in the files, report books, minutes of the past meetings, computers and any other equipment of record keeping, to know the factors influencing employee retention and the actual number of the employees leaving the organization

### **3.6 Data Analysis Methods**

In analyzing the data collected the researcher used both quantitative and qualitative methods. Quantitative analysis involved computation of descriptive statistics mainly percentages. The use of tables and percentages in particular helped the readers to note the relationships in quantitative sense more clearly. The data from questionnaires were analysed using Statistical Package for Social Science (SPSS) to get only frequencies and percentage

Qualitative data analysis on the other hand involved factual and logical interpretation, comparison and explanation of study findings. The researcher narrated the findings in words especially the data that were obtained through documentary sources and observation.

## CHAPTER FOUR

### PRESENTATION OF THE FINDINGS

#### 4.0 Introduction

This chapter provides presentations of findings from the analysed data. Before reaching this stage the data collected were coded and quantitative data were analysed by using Statistical Package for Social Science (SPSS) computer software which was used to draw tables, charts and percentage from the respondent's answers.

The data presented in this chapter, sought to answer the following research questions;

- I. What are employee retention strategies at Mwanza Regional Secretariat?
- II. How strategies for employee retention are designed and then implemented at the Secretariat?
- III. What are the effects of retention strategies at Mwanza Regional Secretariat?
- IV. What is the solution for effective employee retention at Mwanza Regional Secretariat?

#### 4.1 General information of the respondents

This aspect was very important in obtaining the overall picture of the respondents from which the data were gathered. It includes gender of the respondents, their age, level of education, employment status, and time of employment as well as if they were employed somewhere else before joining Mwanza Regional Secretariat.

##### 4.1.1 Gender of the respondents

Both men and women were involved in order to avoid biasness. The males involved were 26 (65%) and females were 14 (35%) as shown in the table below.

**Table 3 Gender of the Respondents**

<b>Respondent Sex</b>	<b>Frequency</b>	<b>Percent</b>
Male	26	65
Female	14	35
Total	40	100

#### 4.1.2 Education level of the Respondents

This question was posed in order to understand the educational background of respondents under the study. The findings showed that 15% respondents were form four leavers, 5% were form six, 10% were diploma/advanced diploma holders, 30% respondents were degree holders, and 40% respondents were Postgraduate/masters holders as presented in the next table.

**Table 4 Education level of the Respondents**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent</b>
Form four	6	15.0
Form six	2	5.0
Diploma/Advance diploma	4	10.0
Degree	12	30.0
Post graduate/Masters	16	40.0
<b>Total</b>	<b>40</b>	<b>100.0</b>

#### 4.1.3 Age of the respondent

Pertaining to age category of respondents the researcher asked the respondents their age by grouping their age in four categories; 18-29 years, 30-39 years, 40-49 years and 50-60 years. The findings were as follows; 18-29 years were 4, 30-39 years were 12, 40-49 years were 8, and 50-60 years were 16 as seen in the chart below.

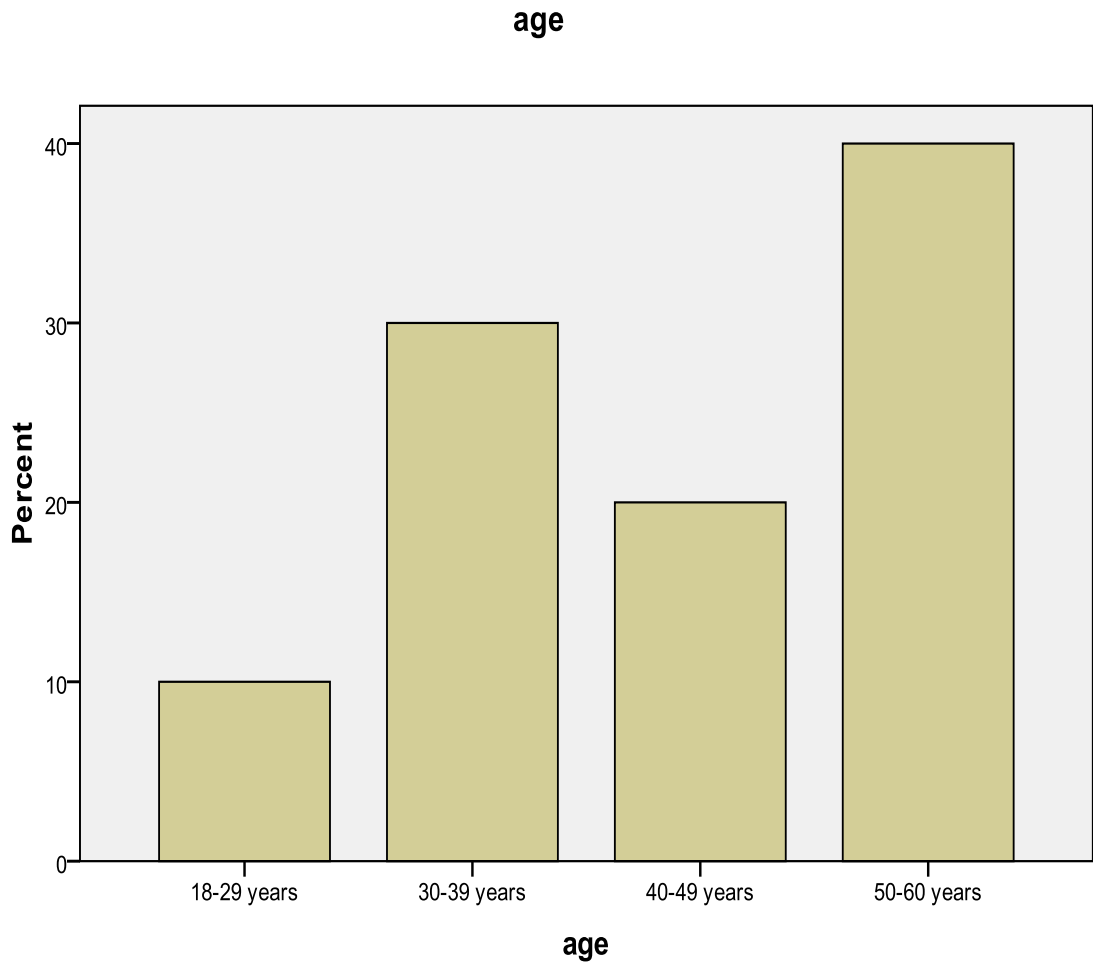


Figure 4.1 Age of the respondents

#### 4.1.4 Time of Employment

The findings shows that, no one was employed in less than a year, 22.5% were employed between 1-3 years, 25% between 4-9 years, 12.5% between 10-15 years and 40% were employed more than 15 years ago as shown in the table below, plus all the respondents are employed on permanent terms of employment

**Table 5 Period of service at Mwanza Regional Secretariat**

<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
Less than a year	0	0
1-3	9	22.5
4-9	10	25
10-15	5	12.5
More than 15	16	40
<b>Total</b>	<b>40</b>	<b>100</b>

#### **4.2 Employee Retention Strategies Employed by Mwanza Regional Secretariats**

Respondents were asked to mention the retention strategies of employee at Mwanza Regional Secretariat. Since the researcher was interested to know employees level of satisfaction regarding the retention strategies the list of items that were assumed by the researcher to be the strategies of retaining employees in public organisations was provided for the respondents to indicate their satisfaction level from number one to six. 1 = Very satisfactory, 2 = Satisfactory, 3 = Moderate, 4 = Not satisfactory, 5 = Not satisfactory at all and 6 = Does not apply. The respondents gave almost similar strategies to those indicated by the researcher for them to tick. On the basis of their similarities the responses were grouped into ten categories as presented below:-

**Promotion opportunities:** it was mentioned by 57.5% of the respondents. In showing their satisfaction level regarding the way they get promotions the findings were as follows 7.5% very satisfactory, 22.5% satisfactory, 25% moderate 15% not satisfactory 12.5% not satisfactory at all and 17.5% does not apply.

**Good working relationships:** Regarding relationship at work place it was mentioned by 65% respondents. In rating the working relationship between top management and the subordinate at Mwanza Regional Secretariat 7.5% very satisfactory, 30% satisfactory, 45% moderate, 12.5% not satisfactory and 5% not satisfactory at all Furthermore the relationship between employees 42.5% very satisfactory, 32.5% satisfactory, 25% moderate, no one was unsatisfied.

**Training opportunities:** 47.5% of the respondents mention it as one of the retention strategies in their organisation as well as the management. The researcher also

observe it while collecting the questionnaires and conducting interview it appears that some of the employees were not available at the office because they attend a certain training somewhere. In addition to that respondents indicate their satisfaction regarding training opportunities at their organisation as follows; 12.5% very satisfactory, 25% satisfactory, 32.5% moderate, 20% not satisfactory and 10% not satisfactory at all.

**Participation and involvement in decision making:** Employees at the secretariat have the chance to participate in some ordinary decision making during their sections/units meetings. 42.5% of the respondents said so by mentioning it as one of the retention strategies in their organisation. Their satisfaction level regarding this factor were as follows; 5% very satisfactory, 20% satisfactory, 42.5% moderate, 15% not satisfactory and 17.5% not satisfactory at all.

**Working environment:** The physical working environment at Mwanza Regional Secretariat was good enough for employees to work comfortably as it was observed by a researcher and supported by 62.5% of the respondents who point it out as one of the retention strategy. 15% very satisfactory, 32.5% satisfactory, 22.5% moderate, 20% not satisfactory and 10% not satisfactory at all

**Job security:** Mwanza Regional Secretariat being a public organization use job security as a way to retain their employees, this was proved by the large number of respondents (thirty three out of forty) which is equal to 82.5% who mentioned it as employee retention strategy. Not only that but also the ratings were as follows; 47.5% very satisfactory, 27.5% satisfactory, 20% moderate, 5% not satisfactory.

**Opportunities for career growth:** Half of the respondents 50% mention this point as one of the retention strategy at Mwanza Regional Secretariat. Plus the chance to develop their career through their job was perceived like this; 30% satisfactory, 30% moderate 22.5% not satisfactory 10% not satisfactory at all and 7.5% does not apply.

**Good retirement benefits plans:** This turn out to be a very good strategy of retaining employees in the public sector and Mwanza Regional Secretariat in particular as it was explained by those who were interviewed together with other

70% respondents who also mention it as one of the retention strategy at the organisation. Satisfaction level was that 12.5% very satisfactory, 37.5% satisfactory, 17.5% moderate 17.5% not satisfactory, 15% not satisfactory at all.

**Availability of allowances;** Mwanza Regional Secretariat provide several allowances to its employees such as extra duty allowance and house allowance, 32.5% of the respondents point it out as a retention strategy at their organisation. But many of the respondents were not satisfied with the level of allowances they receive per month. The findings were that; 20% satisfactory, 30% moderate 37.5% not satisfactory, 12.5% not satisfactory at all.

**Good salary;** This is one of the least mentioned retention strategy as only 15% mention it, and the satisfaction level of most of the respondents regarding the salary scale per month was low as indicated here, 10% satisfactory, 22.5% moderate, 40% not satisfactory, 27.5% not satisfactory at all.

The above strategies are the primary reported reasons why the respondents stay at Mwanza Regional secretariat. The retention strategy mentioned most frequently was job security, followed by good retirement benefits plans, good working relationships, working environment, promotion opportunities, opportunities for career growth, training opportunities, participative decision making, availability of allowances and salary scales as presented in the table below.

**Table 6. Retention strategies at Mwanza Regional Secretariat.**

<b>Retention strategies</b>	<b>Frequency</b>	<b>Percentage</b>
Job security	33	82.5
Good retirement benefits plans	28	70
Good working relationships	26	65
Working environment	25	62.5
Promotion opportunities	23	57.5
Opportunities for career growth	20	50
Training opportunities	19	47.5
Participative decision making	17	42.5
Availability of allowances	13	32.5
Salary scales	6	15

### 4.3 Employee retention strategies design and implementation at Mwanza Regional Secretariat.

#### 4.3.1 Design of the strategies

In responding to the question how they design the retention strategies some of the respondents explained that, the management team is the one who design the retention strategies in their meetings then implementation follows. In answering the question whether the management involved in designing the retention strategies, 30% responded yes while (70%) answered no as shown in the next figure.

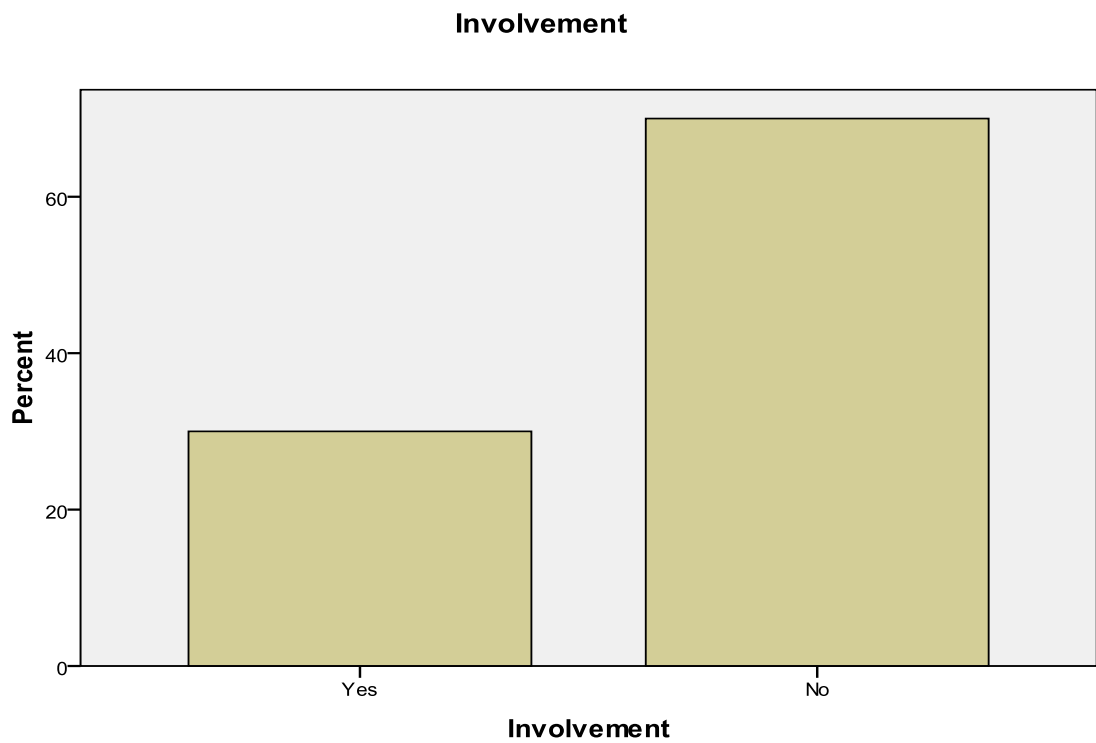


Figure 4.2 Employees involvement in designing retention strategies

### 4.3.2 Implementation of the strategies

Employees of Mwanza Regional Secretariat are not satisfied with the way retention strategies are implemented at their organisation since only 30% responded positively to the question if they were satisfied with the way retention strategies were carried out at Mwanza regional secretariat as in seen in table seven below.

**Table 7 Respondents satisfaction with implementation of the strategies**

	Frequency	Percent
Yes	12	30.0
No	28	70.0
<b>Total</b>	<b>40</b>	<b>100.0</b>

### 4.4 The effects of Employee Retention Strategies at Mwanza Regional Secretariat.

In responding to a question if retention strategies at the regional secretariat have any effect, 92.5% responded yes, and 7.5% responded no, moreover those who answered yes were required to mention the effects, the findings shows that the respondents mentioned few effects as indicated in the table below.

**Table 8 Effects of the retention strategies**

Effects	Frequency	Percent
Labour turnover	40	100
Transfer of employees	9	22.5
Low working moral and commitment	21	52.5
Delays and partial implementation of the activities	13	32.5
Regular complains	6	15

Since the researcher perceived labour turnover to be one of the effects, the respondents were asked about it, in responding to the question if there was any employee who left Mwanza Regional Secretariat in the past nine month, all the respondents meaning 100% answered yes, the question also require them to mention their reasons for leaving. The reasons mentioned are presented in the

**Table 9 Reasons for employees leaving Mwanza Regional Secretariat**

Reasons	Frequency	Percent
Low salaries	36	90
Seeking the opportunity for career growth	8	20
Promotion matters	11	27.5
Poor working conditions	17	42.5
Poor financial incentives	13	32.5
Poor working equipments	20	50
No allowances	27	67.5
Ineffective retention strategies	6	15
Career changes	3	7.5
Poor advancement opportunities	5	12.5

In addition to that the respondents were asked if they would consider leaving Mwanza Regional Secretariat. The findings was that 51% responded yes and 49% answered no, both giving the reasons why they would or would not consider leaving the secretariat as shown in table ten .

**Table 10 Reasons for considering leaving or not leaving Mwanza Regional Secretariat.**

Reasons	Frequency	Percentage
<b>YES</b>		
If not promoted and get paid as I deserve	7	17.5
To find the organization which can make work and life enjoyable	1	2.5
To look for higher salary	24	60
If improvement in our retention schemes is not done	3	7.5
There is no work-life balance here	2	5
To look for satisfactory working environment	6	15
To look for more challenging jobs	2	5
<b>NO</b>		
I am about to retire	8	20
Personal reasons	3	7.5
I am comfort/able with working conditions here	3	7.5
Because of the allowances and fringe benefits	2	5
I am satisfied with my salary	4	10
I am settled here in Mwanza	5	12.5

In answering the question if the increment of salary and other allowances, good working condition, opportunities for career growth, etc as explained by (Lewin, 2006), may improve employee retention 90% responded yes and 10% replied no. And their justifications were different as they mention; Some employees have higher ambition if not met on time they tend to quit and look for a job somewhere else, because comfort ability at work is contributed by salary increment and good working condition, it is proved beyond doubt by the theories of motivation, each employee have some needs to attend to so they need money to do that, there will be no need to go somewhere else to look for green pasture, employees will be able to meet their basic daily needs and be able to deliver more, they increase moral at work and decrease labour turnover, most of the workers are after those so their presence will make them stay, it depends on employees position, for junior ones it will improve but not for the senior workers because they are after recognition and good plans for retirement benefits.

Furthermore the respondents were asked if they are not satisfied with the retention strategies of the organisation what decision will they opt among the following; quit the job, leave the job after getting new employment opportunity, tolerate the situation and pressure for changes. Their responses were as shown in the following table.

**Table 11 Decisions that the respondents would opt if they are not satisfied**

Decisions	Frequency	Percent
Quit the job	6	15.0
Leave the job after getting the new one	12	30.0
Tolerate the situation	7	17.5
Pressure for changes	15	37.5
<b>Total</b>	<b>40</b>	<b>100.0</b>

#### **4.5 Suggested solution for effective employee retention at Mwanza Regional Secretariat.**

Before knowing what should be done to increase employee retention it was important to find out how much the employees were satisfied due to the strong correlation

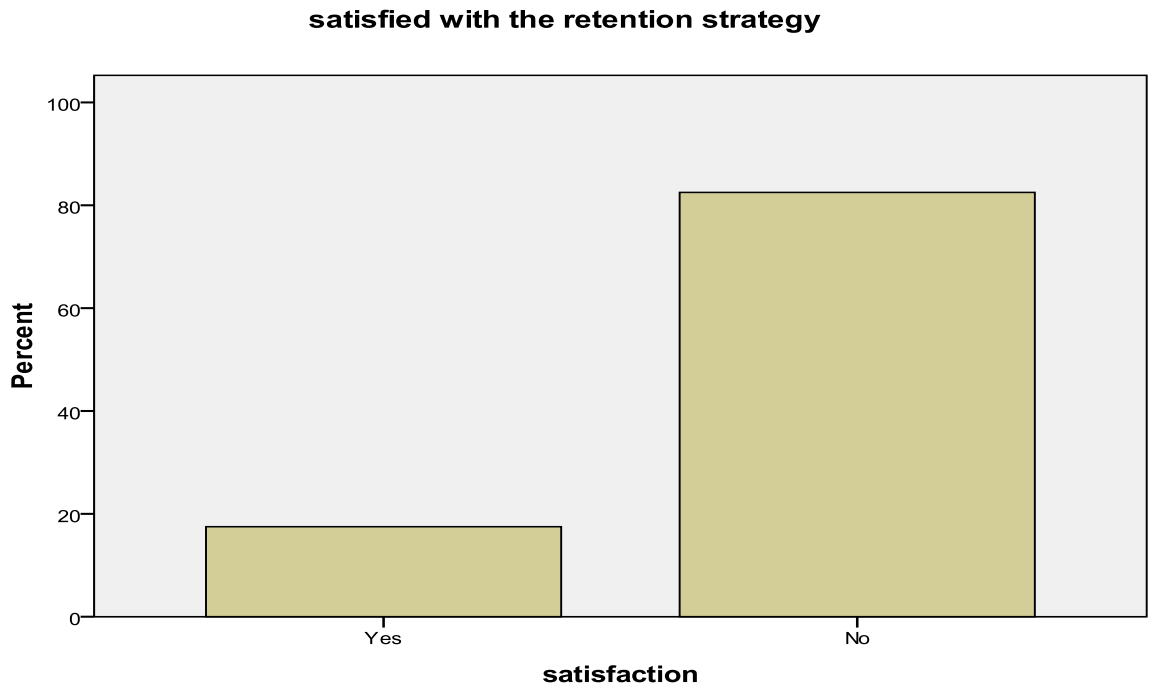
between employees satisfaction and retention. Therefore they were asked; “are you satisfied with your job?” 52.5% responded yes and 47.5% replied no.

Since they were required to explain the reasons for their answers, the points in the table below were mentioned as to why they are satisfied or not satisfied with their job.

**Table 12 The reasons why employees were satisfied or not satisfied with their job**

<b>Satisfied</b>	<b>Frequency</b>	<b>Percentage</b>
Conducive working environment	6	15
I like my job	3	7.5
Promotions are timely	6	15
I am performing professional activities	1	2.5
Satisfactory salary compared to the past	3	7.5
Allowances are paid timely	4	10
Working facilities are provided accordingly	4	10
<b>Not satisfied</b>		
Nobody value my job	2	5
Poor treatment from supervisors	5	12.5
No promotions	7	17.5
Very low salary	14	35
Not involved in decision making	9	22.5
Lack of allowances	8	20

The research went further and investigates whether the employees were satisfied with the retention strategy of the secretariat. Therefore in answering the question “ are you satisfied with the retention strategy of this organisation?” 17.5% respondents said yes and 82.5% answered no as shown in the following chart.



**Figure 4.3 Employees satisfaction with the retention strategy of the organisation**

The researcher asked those respondents who replied no, to mention the strategies that can contribute to their retention. Since a huge percent answered no, the strategies they mention are the solutions for effective employee retention at the secretariat. For that reason the next table presents the solutions for effective employee retention at Mwanza Regional Secretariat as mentioned by the respondents.

**Table 13 Solutions for effective employee retention at Mwanza Regional Secretariat**

<b>Solutions</b>	<b>Frequency</b>	<b>Percentage</b>
Increase the salary	34	85
Increase the allowances	30	75
Fair and equal treatment	26	65
More participation of employees in decision making	23	57.5
Improve working environments	16	40
Reduce the gap between the top and lower employees	16	40
Increase transparency	13	32.5
Equal distribution of the organization resources	13	32.5
Improve relationship between management and subordinates	12	30
Give promotions on time,	11	27.5
Provide training and seminars regularly	10	25
Increase the opportunities for career growth	8	20
Adherence to law, rules and regulations	7	17.5
Building houses for employees	6	15
Recognition of the achievements	5	12.5
Increase motivation	4	10
Provide transport to employees	4	10
Improve succession plan	3	7.5

Not only that but also once a person is recruited in a certain organization he/she came with some expectations but after working in that organisation for some time, you may find out that what is going on is not what he/she expected hence they became disappointed, and that can be the reason to leave the organisation so as to find the place where those expectations can be met. Therefore the respondents were asked “What expectations did you have when you first came to Mwanza Regional Secretariat that has not yet been met?” they mention different things such as; Good salary (35%), good relationship with my supervisor and co workers (10%), recognition from top management (7.5%), transport facilities will be provided (5%), to get extra duty allowance every month (22.5), cooperation from other employees(5%), appreciation for an achievement (7.5%) opportunities for higher studies (17.5), training opportunities (15%), good working facilities (12.5%) and to be respected and recognized by all staff at all levels (2.5%).

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS**

#### **5.1 Introduction**

This chapter provides discussion of findings regarding factors influencing employee retention at Mwanza Regional Secretariat, as mentioned by Kerlinger (1973) that “the analysis of data and information does not by itself provide answers for research questions thus it is necessary to interpret the data for proper understanding of the findings”. In this chapter the author discuss the main retention strategies of employee employed by Mwanza Regional Secretariat, the way they design and implement those strategies, the effects and suggested solution for effective employee retention at the secretariat, by starting with the general information of the respondents.

**Gender of the respondents:** A question was asked so as to identify the gender of respondents because it was very important to find out their gender in order to know whether there were balanced views between men and women. The findings imply that at Mwanza Regional Secretariat there are more male employees than female. Though the percentage of respondents differs in terms of their sex this had no negative impacts to affect the research as both sexes were included in the study, and their opinions were the same in spite of their difference in gender.

**Education level of the respondents:** This aimed at helping the researcher to know employees understanding on retention matters in terms of knowledge, skills and experience in relation to their education level. The findings indicated that many employees at Mwanza Regional Secretariat their education level is high due to the significance of their designation and the tasks they perform. The findings also showed that, as the level of education of an employee increases his/her level of understanding regarding employee retention increases as well.

**Age of the respondents:** It was important at least to know their age range because of the assumption that the age of an employee may affect retention strategies implied on him/her, and that was verified as a researcher find out that the old employees for instance those who are about to retire they don't care much about how their employer

retain them, all they say is that they are going nowhere no matter what because they are just waiting for their time to retire and get their retirement benefits.

**Period of service at Mwanza Regional Secretariat:** There was a need to know about when the respondents were employed at Mwanza Regional Secretariat so as to understand if there is any correlation between the time of employment of an employee and his/her perception about the retention strategies of the organisation. The findings demonstrate that those who were employed at MRS for more than fifteen years are more satisfied with the retention strategies than the rest.

## **5.2 Employee retention strategies employed by Mwanza Regional Secretariats**

Previous researches suggested several factors which play pivotal role in employee retention. The factors which are considered and have direct affect are; career opportunities, work environment, work life balance, organizational justice, and existing leave policy and organization image. Cappelli (2000). Employees stay loyal with organizations where employee have value, sense of pride and work to their full potential. Cole (2000). There are many employee retention strategies around the global but each organization choose to apply some of the strategies which they believe will be more efficient for them to retain their valuable employees. The same goes to Tanzania public organisations including Mwanza Regional Secretariat, as presented in chapter four, the following are the strategies employed by Mwanza Regional Secretariat to retain their employees.

**Training opportunities:** Providing training to employees is a good way to help and build employees skills that not only make a difference in their lives but bond them more closely to the organization. Training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance. Gomez *et al* (1995). Employees want to develop new knowledge and skills in order to improve their value in the marketplace and enhance their own self-esteem, therefore they must have the necessary training to do their job well or they will move to an employer who provides it as recommended by Storey and Sisson (1993) that training is sign of organization commitment to employees. In fact, many companies have discovered however that one of the factors that helps retain employees is the

opportunity to learn and try new things (Logan, 2000). Jennifer Potter-Brotman, CEO of Forum Corporation (a firm out of Boston that helps Fortune 500 companies develop learning systems) also claims that there is strong evidence indicating a link between strong training programs and employee retention (Rosenwald, 2000).

The Tanzanian government knows the importance of training employees as well, that is why they make policies, rules and regulations regarding training, for instance section 103(1) of the Public Service Regulations describe that “every employer shall be responsible for training and development of staff”. The Government Standing Orders for Public Service also provide guidelines that prescribe how to implement training programs for public services. It is on the basis of these provisions that Regulation 103(5) and 103(6) of the Public Service Regulations prescribe to all employers to set aside adequate funding for training programs and all appointing authorities should prescribe terms and conditions for public servant’s attendance of various training courses and put in place an effective management system for coordinating and monitoring to avoid unwarranted disparities within public sector.

During discussion with some of the respondents they explain that the implementation of training programs at Mwanza. Regional secretariat is not appropriate because first, they don’t carry out training need assessment so as to know who exactly need training at a particular time, and what kind of training does he/she needs contrary to the policies and second the management team are the ones who attend training regularly not the actual performers i.e. middle and lower lever employees who need several training so as to improve their performance. They were supported by 30 percent of the respondents who were not satisfied with training opportunities offered by the organisation. But this is contrary to what Herzberg explained in his two-factor theory who mentioned advancement/ training opportunities as one of the factors which motivate employees and leads to their satisfaction and it is easy to retain a satisfied employee.

Once the HRO was asked during the interview how they implement training programs, the explanation was that; they do plan to train several employees in every financial year and they set aside a certain amount for training programs but in most

cases the government through a certain ministries are the ones who design training programs and inform them about it, with the explanation of who should attend the training.

**Promotion opportunities:** Each employee wish to be promoted at work for one reason or another, for some getting a promotion means gaining more salary or power and for others it means management recognition of his/her efforts in performing the duties. Section 6A(3) of The Public Service (Amendment) Act of 2007 says; “Every promotion in the service shall be made by considering (a) performance and efficiency to perform and execute the duties by an employee (b) career development and succession plan (c) seniority among the employees”. Presently the decision whether a public servant deserve promotion depends on the results of Open Performance Review and Appraisal System (OPRAS) between employer and employee. Standing Orders and Public Service Act address the implementation of the promotion policy, which is very much dependant on workers’ and supervisors’ adherence to performance contracts.

Section 22(3) of the Public Services Regulations clearly states how the performance contracts can help with promotion; “information obtained through performance appraisal should be used in awarding or withholding increments, planning job rotation and training programs, and in making appointments to higher posts or in demotions or terminations or appointment to that particular posts”. Standing Orders for the Public Service 2009, which set out the way in which the day to day activities in the civil service are run, the Public Service Management and Employment Policy of 1999 and Public Service Act also recognizes the importance of promotion deserving public servants.

Some of the respondents 57.5 percent mentioned that they get their promotions as they deserve according to the rules and regulations on time, while others like record keepers complained that there is no such thing called promotion in their section no matter how well they perform or how long they have been working at the secretariat. But many of the respondents complained about OPRAS saying that it is just in writings but in real sense OPRAS is not applicable because in order to accomplish

the planned activities one need some resources but the secretariat and the government in general does not provide the required resources, so OPRAS is just a way to prevent employees from getting their promotion as they deserve. The researcher also discover that some of the employees just copy the previous OPRA form because nobody care about them and their supervisors don't even read the forms and discuss it with them as required.

**Working relationships:** It is very important to have and maintain good relationship between people at work place, not only the relationship between the management and their subordinates but also the relationship between employees themselves. The factors emerging of retention strategies also indicate that employees stay when they have strong relationships with others with whom they work (Clarke 2001) as a positive learning environment (Dillich, 2000) and encouragement of team building activities, project assignments involving work with colleagues and opportunities for interaction both on and off the job leads to higher retention rates. Johns et al (2001) In Tanzania Public Service Act and Public Service Regulations specify the expected relationship between public servant and their supervisors so as to increase the efficiency and effectiveness of public service delivery. Section 40(3) of the Public Service Act stipulates that 'relationship in the public service shall observe that every public servant is entitled to recognition and respect for dignity, regardless of hierarchy in the service'.

Section 4 of the same clause goes on to emphasize the importance of co-operation in the workplace by clarifying that 'every public servant shall respect and co-operate with fellow public servant at work or elsewhere within public service in order to achieve the objective of public service'. To ensure that there is good relationship between supervisors and subordinates, the Public Service Regulations stipulates that 'public servants shall be given feedback at regular intervals of not less than six months on their performance against the objectives, and shall be given advice and support to improve any shortcomings' Regulation 22(5).

According to the finding the relationship between employees at secretariat is very good compared to the relationship between supervisors and their subordinates. One of the respondents also explained that there is good relations between them not only at work place but also outside, they help one another even in personal problems but the relationship between employees and their supervisors or the management is not as good since there is a certain gap between them.

**Participation and involvement in decision making:** The ability of the employee to speak his or her mind freely within the organization is another key strategy of retaining an employee. Employees should be able to offer ideas, feel free to criticize and commit to continuous improvement if not, they bite their tongues or find themselves constantly in trouble until they leave. Section 64 of the Public Service Regulations provides that “the representation of public servants in the discussions with employers on matters of employment and welfare in general shall be through workers’ councils and joint staff councils”.

This is the mechanism which continues to be used in dealing with matters pertaining to civil servants that workers may participate as member of trade union or through workers meeting available to all employers. Mwanza Regional secretariat employees are given the chance to participate in some of the decision making through labour unions or section/units meetings. As they explain during the discussion with the researcher, some of them mention that they participate only in deciding small matters because important decisions are made by the government or management of the secretariat. This was supported by the big percent of the respondents who were not satisfied with their chance to participate in decision making.

**Working environment:** Work environment is considered one of the most important factors in employee’s retention (Zeytinoglu & Denton, 2005). The most important employee retention strategies have to do with creating and maintaining a workplace that attracts, retains and nourishes people. This covers a lot of issues, ranging from developing a corporate mission, culture and value system to insist on a safe working environment and creating clear, logical and consistent operating policies and procedures. According to Ramlall, (2003), people strive to work and to stay in those

corporation that provide good and positive work environment, where employee feel that they are valued and making difference. Environmental employee retention strategy address three fundamental aspects of the workplace, the ethics and values foundation upon which the organization rests, the policies that interpret those values and translate them into day-to-day actions, and the physical environment in which people work. Section 63(1) of the Public Service Scheme of 2003 pursuant to section 7 of the Public Service Act states that, “every employer shall take all reasonable precautions to ensure occupation safety standards in order to avoid unnecessary cause of health hazards and shall facilitate annual medical check-up for public servant within his jurisdiction”. Working environments at Mwanza Regional Secretariat were good enough to be regarded as one of the retention strategies by 62.5 percent of the respondents and to satisfy 47.5 percent among them as presented in chapter four.

**Job security:** This is one of the main retention strategies of employees at Mwanza Regional Secretariat and the public sector in general. Employees want the assurance that their job will be there when they wake up tomorrow, and not to wake up and go to work only to find out that he or she is fired just because the employer does not want them any more in his/her company for no special reason. According to Herzberg (two-factor theory) job security is one of the hygiene factors that its absences create dissatisfaction to employees, and it is very difficult to retain an employee who is dissatisfied.

The Tanzanian government protects the jobs of its employees by using the rules and regulations such as Public service regulations which explain the valid reasons to terminate an employee, and Section 37 (1-3) of the Employment and Labour. Relation Act explain about unfair termination that it is unlawful for an employer to terminate employment of an employee unfairly. Mwanza Regional Secretariat abide the laws, regulations and policies relating to job security that’s why 75 percent of the respondents are satisfied, and during the interview one of the HR officer explain that, they secure the jobs of their employees as much as possible because the procedures of hiring a new employee in public organisations at present time are too long

**Opportunities for career growth:** It is essential for employees to develop their careers and grow in their career path so that they become more competent and be able to improve their performance and the quality of their work, so if an organisation offers that opportunity for them they will stay and make the most of it. Career development is vital for both the employees and employer (Hall, 2002). Career development is mutual benefited process because it gives imperative outcomes to employer and employees (Hall, 1996; Kyriakidou and Ozbilgin, 2004). Also according to Herzberg in his two factor theory opportunity to advance ones career motivate employees and it leads to satisfaction.

Knowing this Mwanza Regional Secretariat management tries their best to offer their employees that opportunity that's why in answering the question of what do you think are the retention strategies at the Secretariat half of the respondents mention this as one of the retention strategy at their organisation. Some went further and explain that not only the organisation allow them to go for further studies, it pay for their studies as well. But the chances to advance employees career through their jobs are not good enough to satisfy the employees, since only few were satisfied with it and to some it does not apply.

**Good retirement benefits:** It is very important for any employee to be certain that he or she will be able to live comfortably after retiring from his/her job. That can only be possible if there are good retirement plans that will enable employees to reap the fruits of their works by receiving reasonable amount of money or benefits after they retire. The government knowing the importance of planning how the employees will benefit after they retire from their jobs, Retirement Benefits Act was introduced to elaborate everything related to retirement benefits. Mwanza Regional Secretariat comply with the Act by contributing fifteen percent of an employee salary and cooperate with those responsible to make sure that each month an employee contributes five percent of his or her salary as well, so as to enable that employee to obtain good retirement fund in the future.

The HRs also mention that they try their best to prepare those who are about to retire by informing them to prepare all the required documents so that as soon as they retire

they may receive their money and they also give them transportation fair for them and their belongings to their place of origin. This strategy seems to work as fifty percent of the respondents were satisfied with it.

**Salary scales:** Salary is a very important aspect in retaining employees because it is one of the basic needs according to hierarchy of needs theory and its absence cause dissatisfaction to employees mentioned in two-factor theory. Ihsan and Naeem (2009) also indicated pay and fringe benefits as the most important retention factor which is supported by the findings of past studies and this study as well since ninety percent of the respondents mentioned it as one of the reasons why employees left the secretariat and sixty percent might consider leaving in order to look for higher salary because the salary scales of most of the employees at Mwanza Regional Secretariat does not satisfy them. And there is a big gap between salary scales of the heads of sections and those of their subordinates.

But prompt payment of salaries after employment act as a way to retain employees at the secretariat. After joining the public service in Tanzania it was normal for that employee to take a long time (up to five month sometimes) before starts to be paid his or her salary because of the payroll system that was used in acknowledging and paying the benefits of the said employee. That system disappoints employees a lot and makes others leave if they get a job somewhere else during that period of hardship of living without a salary. But that is not the case anymore because the system is changed and secretariat human resource officers make sure that once the person is recruited in their organisation that employee will get the salary in that same month. Therefore some of the employees view this as a retention strategy as they explain it during the discussion with the researcher.

**Provision of allowances:** Any team member wants to feel that he or she is being paid appropriately and fairly for the work he or she does, therefore if someone works extra hours and get extra duty allowance for that he/she will be satisfied and that can be one way of retaining that person or if the organisation you are working with pays you house allowance it makes you feel good as it will ensure you will always have a place to stay as long as you are working in that organisation. Mwanza Regional

Secretariat provide some allowances such as extra duty allowance, housing allowance, and night allowances for to employees, and this is another strategy of retaining employees at the secretariat although only few respondents perceived it that way, while most of them were not satisfied with the level of allowances they receive per month.

This is due to the fact that lower level employees receive very low amount compared to the top officials even though they perform the same task, contrary to Equity theory by John Adams who want equity to be maintained between the inputs that one brings to a job and the outcomes that he receive from it against the perceived inputs and outcomes of others around him, because an individual will consider that he is treated fairly if he perceives the ratio of his inputs to his outcomes to be equivalent to those of his co-workers.

### **5.3 The design and implementation of employee retention strategies at Mwanza Regional Secretariat**

Organizations differ in the way they design and implement their retention strategies basing on what they believe is the right way and their ability to do it. Apart from verifying the existence of employee retention strategies the researcher also wanted to know how they design and implement those strategies, according to the findings this is how Mwanza Regional Secretariat design and implement the strategies.

#### **5.3.1 Design of the strategies**

The fact that the respondents who did not agreed that they are involved in designing retention strategies are more than those who agreed proves that the way Mwanza Regional Secretariat does not involve the employees in designing the strategies. Once the management, was asked how do they design retention strategies, the response was that various strategies like those related to salary scales, job security, retirement benefits, provision of allowances, participative decision making, good relationship at work place, opportunities for career growth, and so forth are externally designed, meaning that they are not the ones who formulate them but the top government, they just implement them in a good way which they believe will

work for their employees so as to be able to retain them, the techniques which differentiate them from other regional secretariats in the country. And they only design few strategies such as rewarding best performers in group works and providing breakfast to employees.

### **5.3.2 Implementation of the strategies**

The HROs of Mwanza Regional Secretariat explain that to implement retention strategies as required is hard because most of the strategies need money to implement even the so called non monetary incentive strategies like training and promotion, concurrent with Dussault and Franceschini (2006) who said “Non Monetary Incentives are ultimately financial incentives because they have to be paid for”. There was no enough money to do so and most of the time the funds from the government delay to reach them which cause the delay in implementing the strategies as planned. Some of the respondents explain why they were not satisfied with the way Mwanza Regional Secretariat implement the strategies and said that, the whole process of retaining employees was not participatory as they were no involvement of staff in designing the strategies and some of the strategies are one sided because they base mostly to those employees with higher positions in the secretariat, they are the ones who get high salaries, attend training courses regularly, they are also the only ones who get the house allowances and transportation to and from the work place. Therefore there is a need for some improvements in the strategies to be done.

### **5.5 The effects of employee retention strategies at Mwanza Regional Secretariat.**

When the government or public organizations in Tanzania particularly Mwanza Regional Secretariat make strategies to retain their employees they expect positive results but that is not always the case, this may be due to the strategy itself or its implementation. Since this research also intended to detect the effects of the retention strategies of employee at Secretariat, the following are the mentioned effects by the respondents.

**Labour turnover:** This is the main effect in view of the fact that all the respondents (100 percent) mentioned it as one of the effects of employee retention strategies at the secretariat. It was also found from the organization documents that from 1<sup>st</sup> march 2011 to 1<sup>st</sup> march 2013 twenty eight employees resign from the secretariat, most of them being junior staffs like car drivers.

**Transfer of employees:** Because of the poor implementation of the retention strategies at Mwanza Regional Secretariat some employees ask for transfers to other regional secretariats because they believe things will be different there. As one respondent gave an example of his fellow office mate whom had poor relationship with the reporting manager therefore he decides to ask for transfer to other regional secretariat because he was not happy with the situation although the organisation needed him because he was a hard worker.

**It lowers good working moral and commitment of the workers:** Some employees have good moral and they are committed therefore they perform their jobs as required, but underprivileged retention strategies can change their good morals as well as lowering their commitment. Some of the respondents explained it during an informal discussion with the researcher saying that, there is no reason why they will be committed while the management does not value their work and opinions that's why they don't involve them in big decision making plus the relationship between them is poor.

**Delays and partial implementation of the activities:** This is due to shortage of manpower as a result of labour turnover and transfer of employees to other secretariats. For instance car drivers are the ones who leave the organization the most therefore the few who remain are not enough so once an officer want to go somewhere for a meeting may be or to perform a certain activity outside the organisation you may find that there is no a driver to take him/her there on time.

As well as regular complains especially from supporting staff and it worsen working relationships between employees and the management. When something is wrong at work place and the one responsible is the management, employees always complain

about it, the same goes to Mwanza Regional Secretariat employees. But according to the AAS of administration and management section, the effects of a certain strategy was good at the start of its implementation but after sometime the employees get use to it and perceive it as their right then it no longer works as a way to motivate or retain them.

## **5.6 Suggested solution for effective employee retention at Mwanza Regional Secretariat.**

Wallgren et al (2006) write in accordance with Robbins that management should put a lot of effort into increasing employee job satisfaction because of the correlation between satisfaction, productivity and retention. This correlation regards the impact job satisfaction has on productivity, such as employee well-being, absences, and retention. Employees that are satisfied with their jobs have a positive experience of their pay, supervision, chances for promotion, work environment, and tasks. The finding of this study concur with Robbins as chapter four shows respondents satisfaction level to employee retention strategies at the secretariat. Employees who are satisfied have higher intentions of persisting with their organization, which results in decreased turnover rate (Mobley et al.1979). The respondents also mentioned what should be done so as to improve employee retention at Mwanza Regional Secretariat as follows;

**Increment of the salary:** People stay in jobs because they want to contribute to something bigger than themselves, because they love what they do, or because their job gives them a sense of purpose. But, the primary reason anyone works is for money, if an employer is not paying his employees at the same level as his competitors, they will know and their job satisfaction will erode. Williams and Dreher (1992), wages is the key factor influence in the employee attraction and retention, and play important role in the recruitment process. It is very important for the government to increase their employees' salaries so as to retain their employees, because the findings of this study shows that only 10% of the respondents are satisfied with their salary scales and 60% mention that they might consider leaving the Secretariat to look for higher salary and 90% said that this was the reason behind

those who left Mwanza Regional Secretariat to do so. Other studies have proposed that the cost of replacing lost talent is even higher, as much as 70 to 200 percent of that employee’s annual salary (Kaye, 2000).

**Improve working relationships between the management and their subordinates:** A recent study conducted by Indiana University found that a bad boss is the main reason people quit jobs. A good manager must be a good communicator, clearly communicating expectations and providing encouragement for a job well done, good bosses acknowledge the work of others and genuinely care about their employees. According to Silbert (2005), well skilled and talented workers may easily find good job, position and workplace elsewhere however the effective way for retention these talented employees is to enhance friendly and close working environment and to promote leader support.

Freyermuth (2007) also recommended that organization must groom leader to support the employees and to well build the work environment where workers want to stay. Providing opportunities test their abilities and providing level of performance can enhance employees’ capabilities and want to stay in the organization. Employees at Mwanza Regional Secretariat want to have good relationship with their management as 30 percent of the respondent mention it, so it’s up to the management to improve their relationships with the subordinates because the findings reveal that the relationship between them is not so good, as shown in table 5.1 when the respondents were answering the question “how is your relationship with your reporting manager?”

**Table 14 Relationship between subordinates and their reporting managers**

	<b>Frequency</b>	<b>Percentage</b>
Excellent	3	7.5
Very good	6	15
Good	11	27.5
Poor	15	37.5
Worse	5	12.5

**Increase the opportunities for career growth:** One of the primary reasons employees leave an organization is lack of career growth. One study found that more than 40 percent of the respondents would consider leaving their present employer for another job with the same benefits if that job provided better career development and greater challenges. The same goes to this study 20 percent of the respondents point out that career opportunities is the reason for the leaving for those who left.

**More participation and involvement of employees in decision making:** Involving employees in even the smallest decisions can have tremendous results on a corporate level. When employees are given choices and input into the very policies and procedures that they adhere to each day, it creates a sense of importance. Employees begin to feel that they are critical to the success of the organisation. This sense of contribution fosters employee loyalty and increases retention. According to the findings employees of Mwanza Regional Secretariat participate in making few decisions but what they real want is to be involved more in decision making even in few of those decisions which only the management team decide on. That will make the feel that they are valued by the management and their opinions matter, said the respondents who were given the chance to elaborate this point and 57.5 percent of all the respondents support them by mentioning it as a solution to retention problems at the secretariat.

**Provide training programs regularly:** One of the reasons that hamper employee's retention is when they predict that there is a narrow opportunity for learning so as to develop themselves personally or professionally. The employer obvious has a key role to play to ensure that its employees are equipped with the skills necessary to deal with their work. Projection, placing support for training under project budgets so that it contributes to project objectives, has been helpful in ensuring long-term benefits from training. Training must be designed such that it supports overall reform objectives and trainees are able to transfer what they have learnt into their work. (McCourt, & Sola, 1999) The finding of this study shows that the employees want their employer to perform training needs assessment so as provide training programs and seminars on regular bases once the need arises.

**Increase the allowances:** The huge number of the respondents (75 percent) after that of increasing the salary wanted the allowances to be increased as a solution for retention problems. Not only that but also 50 percent of the respondents were not satisfied with the level of allowance they receive per month.

**Reduce the gap between the top and lower employees.** The findings shows that there is a gap between the top and lower lever employees at Mwanza Regional Secretariat and public sector in general, and what causes the gap are the privileges that the top level employees are entitled such as, exceptional salaries, transportation, good offices with all the necessary equipments, different allowances like house allowance, telephone allowance and so on, contrary to lower lever employees. This seems to bother 40 percent of the respondents who believe that if the gap between the two groups is reduced employee retention can be improved. During the discussion with one of the respondents she said, “I am not saying that we should get the same amount of salary with the AAS, but the gap between us is too big at least the government should increase the minimum wages with ought increasing wages as well.”

**Increase transparency:** Employees want to know everything that is going on in their organisation but it seems that is not the case at Mwanza Regional Secretariat and that is the reason why this was mentioned with a frequency of 32.5 percent of the respondents think that by increasing transparent they can contribute their retention

Mwanza Regional secretariat should adhere to the rules, regulations and policies, related to the rights and responsibilities of the employees. According to the findings it seems there is something wrong to the way the rules regulations or policies are followed by those responsible to implement them at the secretariat because 17.5 percent mention it as a possible solution to employee retention problems at their organisation.

**Improve working environments:** A numbers of studies have conduct to explain the work environment with different aspects such as job satisfaction and employee retention employee turnover, organizational commitment and job involvement. Work environment is considered one of the most important factors in employee’s retention

(Zeytinoglu & Denton, 2005). Although physical working environment of Mwanza Regional Secretariat seems to be good, the overall working environment is not good enough that why 40 percent of the respondents want the working environments at the secretariat to be improved.

**Recognition for the achievements:** Even a simple acknowledgement of an employee's good work can be quite a motivator. In a survey conducted by Office Team, 60% of executives polled believed that companies do a somewhat effective job of acknowledging top performers, while 33% believe that staff recognition efforts are inadequate (Clarke, 2001). Clarke highlights that "...a pat on the back or a word of praise after they have worked hard to deliver for the company goes a long way toward building individual and group morale" Paris (2002) agrees, stating that "...incentives provide the 'golden handcuffs' that keep employees from getting away" Employees at Mwanza Regional Secretariat wish be recognised for their achievements as well because 12.5 percent of the respondents mentioned it.

**Equal distribution of the organization resources:** Employees of Mwanza Regional Secretariat needs equality, not only in the way they are treated but also in the distribution of organisation resources 32.5 percent of the respondents represent them by pointing this out.

**Give promotions on time:** It is very important to for those who are worth of promotion according to the rules and regulations to be promoted as they deserve and on time because that will contribute to their retention. 27.5 percent agree with this. Not only that but also during discussion with one of the respondents he said *"I am here only because I haven't got a job somewhere else, the HRs here hate me because, since I was employed five years ago I never been promoted while my colleagues whom we were recruited together got promoted about a year and half ago"*

**Fair and equal treatment:** We can retain employees by treating them equally and fairly. Make each individual feel that he/she is important to the organisation the same way as his colleagues. 65 percent of all the respondents believe that equal and fair treatment to the employee is a solution to retention problems at the secretariat.

## **5.7 The relationship between the study findings and other related research findings**

There is a slight different between the findings of this study and other studies done on the same subject in other countries, for instance the following;

Employee Retention by Employee retention work group (2002). The result of the study shows that people genuinely want to make a difference they believe strongly in the mission of their respective agencies and, therefore, support the overall mission of New York State because they have a deep respect for public service. Program managers were especially dissatisfied with not being able to hire in tight fiscal times. This frustration leads to low staff morale, which is a prime reason individuals may seek other employment. The desire to balance work with family is strong among State workers. When given the choice of State service vs. "family life," family comes first. The majority of participants were greatly concerned about career mobility issues and the amount of time that passes before someone earns a promotion and too much bureaucracy that prevents employees from getting the job done. Also, while low salary was listed by some as an incentive for State employment, geographical cost of living differences within the State often hinder retention of employees in critical positions, like nurses, junior engineers, accountants, and auditors.

Employees Retention in Private Sector (An Exploratory Study in the State of Kuwait) by Qadria Alkandari and Amani Hammad (2009) The result of the study shows that benefits factors such as salary and compensation were rated as most important to the private sector workforce in the state of Kuwait followed by leave benefits and differed compensation. The three strategies rated most important to private sector workforce are rewards and recognition, annual performance appraisal and training opportunities. While work at home, voluntary reduction in Work schedule and alternative work schedule were rated as least important. The culture of private sector organizations in state of Kuwait are based on openness and trusts, effectively communication and good deal of time spent from supervisor listening to employee's ideas and suggestions. Finally, the result employees' career plan shows that high percentage of private sector workforce had no plans to leave or retire from state employment within the foreseeable future.

## **CHAPTER SIX**

### **CONCLUSION AND RECOMENDATIONS**

#### **6.0 Introduction**

Retaining employees is the most imperative target for the organization because hiring of qualified candidate is essential for organization but their retention is more important than hiring, because a huge amount is spending on the orientation and training of the new indicated employees. In this study only one regional secretariat was investigated and it was Mwanza Regional Secretariat. This chapter will give the summary of the research findings based on the data presented in chapter four, plus conclusion and recommendation.

#### **6.1 Summary of the Findings**

Findings of this research shows that training opportunities, working relationships, retirement benefits, promotion opportunities, participation and involvement in decision making, salary scales, job security, working environments, availability of allowances and opportunities for career growth are strategies employed by Mwanza Regional Secretariat to retain employees. But the effective ones are job security, good retirement benefits, good relationships at work place, and good working environment, and the least effective ones are salary scales, availability of allowances and participative decision making. Most of the strategies were not designed at the secretariat but from external and the implementation of the strategies is not satisfactory given that the employees are not involved in the whole process, as well as the implementation of those strategies which need money to accomplish is a problem due to lack of enough fund to do so.

Not only that but also labour turnover was found to be the main effect of employees retention strategies at Mwanza Regional Secretariat and other effects were; transfer of employees to other secretariats, low working morale and commitment of the employees, delays and partial implementation of the organisation activities and regular complains from the workers. Lastly the research reveals that in order to improve employee retention, the following should done; Increase the salaries, more

participation and involvement of employees in decision making, increase the opportunities for career growth, improve working environments, give promotions on time, increase the allowances, provide training and seminars regularly, equal distribution of the organization resources, increase transparency, recognition for the achievements, improve working relationship between management and subordinates, fair and equal treatment of the employees, increase motivation, improve succession plan, reduce the gap between the top and lower employees and adherence to law, rules and regulations.

## **6.2 Link between the study and theories underpinned the study**

Herzberg two-factor theory; this is the theory that says there are certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction. Remedying the causes of dissatisfaction will not create satisfaction nor will adding the factors of job satisfaction eliminate job dissatisfaction. If the management create a healthy work environment but do not provide employees with any of the satisfaction factors, the work they're doing will still not be satisfying. Herzberg's theory is largely responsible for the practice of allowing people greater responsibility for planning and controlling their work, as a means of increasing motivation, satisfaction and retention. According to Osteraker (1999), the employee satisfaction and retention are considered the cornerstone for success of organization. The retention strategies of employees and the factors that can help to increase employee satisfaction at Mwanza Regional Secretariat that was revealed in this study are identical to motivation and hygiene factors in Herzberg two factor theory, this means to retain employees by applying Herzberg's theory, one needs to do two important things. Firstly, eliminate the dissatisfactions employees are experiencing and secondly, help them find satisfaction and by doing that you retain them.

How to Eliminate Job Dissatisfaction: Herzberg called the causes of dissatisfaction "hygiene factors", to get rid of them one need to: Fix poor and obstructive company policies, Provide effective, supportive and non-intrusive supervision, Create and support a culture of respect and dignity for all team members, Ensure that wages are competitive, Build job status by providing meaningful work for all positions and

Provide job security. All of these actions help to eliminate job dissatisfaction in the organization, and there's no point trying to motivate and retain people until these issues are out of the way! We can't stop there though. It should be remembered, just because someone is not dissatisfied, it doesn't mean he or she is satisfied either! So we have to turn our attention in building job satisfaction.

How to Create Conditions for Job Satisfaction: To create satisfaction, Herzberg says we need to address the motivating factors associated with work. His premise was that every job should be examined to determine how it could be made better and more satisfying to the person doing the work. Things to consider include: Providing opportunities for achievement, Recognizing workers' contributions, Creating work that is rewarding and that matches the skills and abilities of the worker, Giving as much responsibility to each team member as possible, Providing opportunities to advance in the company through internal promotions, plus Offering training and development opportunities, so that to retain talented employees because by eliminating dissatisfaction and create satisfaction we can retain the employees for the reason that the satisfied employees will not leave the organization.

Hierarchy of Needs Theory; The needs that people are motivated to satisfy can be classified into five categories that are in an ascending order according to Maslow, those needs are physiological needs, security needs, social needs, esteem and self-actualization needs. The first three are characterized as lower level needs while the last two are higher order needs. In the organizational setting physiological needs are basic needs such as basic salary to guarantee employees survival, safety needs are the needs for safe jobs, fringe benefits and job security. Social needs reflect the desire for good relationships with co-workers and supervisors, plus participating in group works.

Esteem need is the desire for respect, which is affected by the person's standing reputation, needs for attention, recognition, achievement and appreciation. Self-actualization refers to the desire for self-fulfilment; it is a drive for individuals' self-development, creativity and job satisfaction. They are related to developing one's full potential, increasing one's competence and becoming a better person. Individual

needs are influenced both by the importance attached to various needs and the level to which an individual wants to fulfil these needs (Karimi, 2007). The findings of this study shows that Mwanza Regional secretariat employees have the same needs elaborated in this theory and much more

Equity theory; this theory suggests that employees' perceptions of a working situation in terms of how fairly they are treated compared with others influence their levels of performance. According to equity theory, employees make comparisons by determining their own work outcomes versus the effort or inputs required to achieve the outcomes, and compare these with outcomes and efforts of other employees. If they recognize that their compensation is equal to what others receive for similar inputs, they will believe that their treatment is fair and equitable. Education, experience, effort, ability etc. are the inputs to the job by the employees.

Outcomes that employees receive from a job are pay, benefits, promotions and rewards etc. Each employee wants justice in working environment, in terms of distributive justice, procedural and interactive to make them more satisfied, committed and retained. The same goes to Mwanza Regional Secretariat employees, according to the findings 65 percent of the respondents want fair and equal treatment so that they can be retained, and 32.5 percent mention equal distribution of the organisation resources. Therefore all of these respondents yearn for equal treatment as their co workers.

### **6.3 Conclusion**

The Tanzanian government is familiar with the significance of retaining employees, that's why they provide the financial and non financial incentive to public sector employees and there are laws, rules, regulations and policies that protects the welfare of the employees as a way to motivate and retain them. Not only that but also different strategies are formed and implemented to retain the employees, but still employee retention is a problem in public organisations in Tanzania particularly Mwanza Regional Secretariat. The findings of this study give a clear picture that regardless of having employee and labour relation laws, policies and many retention

strategies, the way they design and implement them is not pleasing. This is due to the fact that there is poor involvement of employees in the whole process.

Moreover most of the employees require financial incentives such as high salary to be retained while much emphasis is on non financial incentives like job security. Therefore the management should talk with the employees regularly on a one-to-one basis to find out what matters to them. Since it was discovered that the factors/strategies themselves does not create a conducive environment for employee's retention if the circumstances of other job opportunities happens, because the employees of Mwanza Regional Secretariat still have the attitude of job hopping. From this context the government has great challenge to create new strategies and implement fully the existing useful strategies that will improve employees' retention, with ought forgetting that one need "different strokes for different folks" – in other words, different people will perceive things differently and will be retained by different strategies.

#### **6.4 Recommendations**

On the basis of the findings and conclusion of the study, the following recommendations are proposed to Mwanza Regional Secretariat and the public sector in general on recuperating employee's retention.

The salary of employee need to be increased which will not only retain the present employees but will attract employees from other organization as well. This is due to the fact that many employees leave the public sector particularly Mwanza Regional Secretariat because they are offered better salaries in other places mainly in competitive private organizations

Employees want fair and equal treatment, that's why organization need to bring fair policy and communicate it to the employees, because lack of equity and negative attitude toward some employees may cause them to leave the organization. And the resources of the organizations need to be equally distributed among the employees.

More participation and involvement of employees in decision making is very important, because allowing employees to participate in the decision-making process can be one of the non-financial incentives that are highly motivating. The ability to have a say in what happens in the organisation, particularly as it affects the employees taking part in the decision, can help people to feel respected and included, and that the organisation values their input. Not only that but also involving all employees in designing retention strategies can help a lot in retaining them since the management will have different ideas on what employees need so as to remain in the organization.

Recognition of the employee's inputs and outcomes need further improvements. This concept may be improved if organization introduced formal recognition system i.e. certificates, employee of the year in each section or unity, etc.

Working relationship between the management and employees must be improved. Employees should be able to feel that the management value them and their work as well as respecting them.

Reward should be awarded on merit and promotion should be on seniority and merit both on time, which helps in production and retention.

Sufficient training programs to all employees should be established as a regular practice so as to improve employee's performance, satisfy employee's growth needs and increase employee retention.

Organizations should identify those benefits which have more influence on employee retention, plus revisiting their present benefits package to identify those benefits which are not useful in order to replace them.

Exit interview system may be introduced which will help management in answering the question why employees leave, and then work on those areas which influence employees to leave their organization.

Turnover rate should be monitored and consider it important in policy formulation regarding HR factors and organization factors

In order to retain employees, firstly get rid of the things that annoy them about the organization and the workplace. Then find out what they want from their jobs, do what you can to give this to them and help them grow as individuals

### **6.5 Area for further study**

Recommendations for future studies concerning employee retention, is for anyone who might be interested in the subject.

A study about employee retention, which is made in other regional secretariats, organizations or companies can be researched and compared. It would be appealing to see the differences and similarities.

My interest when writing this dissertation lied in the perspective of the factors, in addition to the size of this project, just one perspective was chosen. This is just one of many perspectives, but further suggestions in researching this subject is to look at this issue from other perspectives. An investigation can for example be conducted on people that actually left their work place, in search for something better and more challenging.

This study is not representative of the whole country. Any area of Tanzania could be studied and produce the same or contradictory results, since the sample was limited to only one regional secretariat, it is recommended therefore that for more reliable generalization of findings, a similar study be carried on large scale involving a large sample of organization. Such an approach will give more representative results. It is also recommended that further studies be carried out to identify the best method of retaining talented employees. Such studies could be used in ensuring best practice of the organization in managing the problem, for the betterment of the organization and its employees at large.

## REFERENCES

- Abrams J. *et al* (“*Learning and talent management: factors which influence the retention of (talented) employees*”), unpublished research report, Faculty of Psychology and Educational Sciences, University of Leuven.
- Accenture (2001). The high performance work force: separating the digital economy’s winners from losers. In the battle for retention Accenture’s study.pp:1-5.
- Agrela, R. *et al*, (2008). *Retention issues and solutions: tools to ensure University of California becomes an employer of choice.* <http://www.ucop.edu/cucsaldocuments>
- Amble B. (2006). *Baby boomers look to a working retirement.* Retrieved October 16, 2012 from <http://www.management-issues.com/2006/8/24/research>.
- Arnold, E. (2005), “*Managing human resources to improve employee retention*” The Health Care Manager, Vol. 24 No. 2, pp. 132-40.
- Arthur, J. B. 1994. *Effects of human resource systems on manufacturing performance and turnover.* The Academy of Manufacturing Performance, 37(3): 670-687.
- Boomer Authority (2009). *Competitive Strategies for a World Class Workforce.* Retrieved from <http://boomerauthority.ning.com>.
- Borkowski, N. (2005). *Organizational behaviour in healthcare.* Jones and Bartlet publishers.
- Branham, L. (2001) *Keeping the people who keep you in business.* New York; Amacon publishing,
- Branham, L. (2005) *The 7 hidden reasons employees leave – How to Recognize the Subtle signs and act before it’s too late,* USA: Saranac Lake, NY,
- Capelli, P. (1999) *The new deal at work: Managing the market-driven workplace.* Boston, Harvard; Business school press,
- Cappelli, P. (2000) A Market-Driven Approach to Retaining Talent. Harvard Business Review,
- Charon, R. and Colvin, G. (2001) *Managing for the slow down; 13 moves to make before your competitors do plus 3 rules not to forget .fortune*

- Clarke, K.F. (2001). 'What businesses are doing to attract and retain employee— becoming an employer of choice.' *Employee Benefits Journal*, March, pp. 34-37.
- Cohen, D.S (2001) *The talent edge: A behavioral approach to hiring, developing and keeping top performance*. New York: John Wiley & sons,
- Cole, C. L. (2000, August). Building loyalty. *Workforce*, 79, 42-47. Available EBSCOhost full display.
- Cunningham, S. (2002). *Attracting and retaining employees in a competitive world*. Retrieved November 1, 2012 from:  
<http://www.insurancejournal.com/magazines/southcentral>
- Dillich, S. (2000, August 4). Corporate universities. *Computing Canada*, 26 (16), 25
- Eyster L. *et al*, (2008). *Current strategies to employ & retain older workers*. [PDF document]. Retrieved from:  
[http://www.urban.org/uploadedPDF/411626\\_Olderworkers.pdf](http://www.urban.org/uploadedPDF/411626_Olderworkers.pdf).
- Eisen P. *et al* (2005). 2005 skills gap report -A survey of the American manufacturing workforce. Retrieved from: <http://www.deloitte.com>.
- Gomez-Mmejia, L. R., Balkin, D.B. and Cardy, R.L. (1995). *Managing human resources*. Englewood cliffs, NJ: Prentice-Hall, Inc.
- Grantham, C. (2000). *The future of work: The promise of the new digital work society*. New York: McGraw Hill,
- Griffeth, R. and Hom, P (2001) *Retaining valued employees*. Thousand oaks, calif: sage publications,
- Hall, D. (1996) *The Career Is Dead, Long Live the Career: A Relational Approach to Careers*, Jossey-Bass Publishers, San Francisco, CA.
- Hytter, A. (2007), "*Retention strategies in France and Sweden*", *The Irish Journal of Management*, Vol. 28
- Holtom et al, 2005. Shocks as causes of turnover: What they are and how organisations can manage. *Journal of Human Resource Management* 44(3): 337–352.
- Kiger, P.J "*Retention on the brink*," *workforce magazine* November 2000:59-60
- Kothari, R. (2002) *Research methodology, method & techniques*, 2<sup>nd</sup> edition

- Kyriakidou, O., & Ozbilgin, M. (2004), "Individuals, organizations and careers: a relational perspective". *Career Development International*, 9(1), 7-11.
- Logan, J. K. (2000). Retention tangibles and intangibles: More meaning in work is essential, but good chair massages won't hurt. *Training & Development*
- McCrea, B. (2001) When good employees retire. *Industrial Distribution*, March 2001, pp. 63-66.
- Michael, E. *et al* (2001). *The war for talent*. Boston: Harvard: business school press,
- Mitchell, T.R *et al* (2001) How to Keep Your Best Employees: Developing an Effective Retention Policy. *Academy of Management Executive*, 15 (4):96107.
- Mobley, W.H. *Employee turnover: causes, consequences, and control*. Reading, MA: Addition-Wesley publishing company, 1982
- Moses B. (2000). *Give people belief in the future: In these cynical times, HR must assure employees that faith and work can coexist*. *Workforce*, 79 (6), 134-139
- O'Herron P. & Simonsen P. (1995). *Career development gets a charge at Sears Credit*. *Personnel Journal*, 74 (5), 103-106.
- Osteraker, M.C. (1999), Measuring motivation in a learning organization, *Journal of Work Place Learning*.
- Owens, P. L. 2006. *One more reason not to cut your training budget: The relationship between training and organizational outcomes*. *Public Personnel Management*, 35(2): 163-171.
- Pfeffer, J. (1994). *Competitive advantage through people*. Boston: Harvard Business School Press.
- Pleffer A. (2007). *Work-Life Balance: The Number 1 Retention Factor*. Retrieved October 19, 2012, from: <http://www.mccrindle.com>.
- Phillips, J. (1994) *Measuring Return on Investment, volume 1*. Alexandria, Va: American society for training and development,
- Prenda K. & Stahl, S. (2001). *Peak job performance at any age: The truth about older workers* [Electronic version]. *Business and Health*. 5 (30).
- Ramlall, S. (2003). Organizational Application Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness, *Applied H.R.M. Research*, 8(2), 63-72.

- Redington K. (2007). *Motivating employees: Is money or recognition more appreciated?* Retrieved from: <http://www.helium.com/items/1113809-recognition?pag>
- Robbins, S. P. (1996) *Organizational Behaviour, Concepts Controversies and Application* 7<sup>th</sup> edition, Prentice-Hall International, Inc, New Jersey
- Rwegoshora H, M.M, A guide to social science research. Mkuki na Nyota publishers, Dar es salaam, Tanzania 2006
- Sears, D. (2003) *Successful talent strategies: Achieving superior business results through market-focused staffing*. New York: Amacom,
- Steel R. *et al* (2002) *Practical retention policy for the practical manager*. Academy of management executive,
- Storey J and Sisson K (1993). *Managing Human Resources and industrial Relations*, Buckingham: Open University Press. pp: 22-31.
- Walker J.W. (2001), “Zero defections?”, *Human Resource Planning*, Vol. 24 No. 1, pp. 6-8,
- Wallgren *et al* (2006) *Managers’ work motivation and their conceptions of what motivates their subordinates: A study in an IT consultancy firm*. Wikipedia (2007)
- Wells, S.J, (2002) *Catch a wave; strategy, staffing flexibility, and retention issues float to the top when the economic surf’s up*. HR magazine, April
- Yates, M. (2001) *Keeping the best: and other thoughts on building a super competitive workforce*. Holbrook, Mass: Bob Adams publishers
- Yazinski S. (2009). *Strategies for retaining employees and minimizing turnover*. Retrieved from <http://hr.blr.com/whitepapers.aspx?id=80396>
- Young, T (2006) Implementing a knowledge retention strategy. *Knowledge Management Review*, Vol 9, issue 5, pp. 28-33, November/December 2006.
- Zenger J. *et al* (2000). The new leadership development: It’s about results for your company. *Training & Development*, 54 (3), 22-27.

Zeytinoglu U & Denton, M. (2005). Satisfied workers, Retained Workers: Effects of work and work environment on Homecare workers. Job satisfaction, Stress, Physical Health, and Retention.

## **APPENDICES**

### **APPENDIX ONE: RESEARCH QUESTIONNAIRE**

#### **Factors Influencing Employee Retention in Public Organization in Tanzania A case study of Mwanza Regional Secretariat**

Dear Sir/Madam,

I request you to answer the following questions. The questions are purely for academic purpose and they do not intend to victimize any person in one way or another. Therefore there is no need of hesitating to answer these questions in transparency manner.

Your contribution in answering these questions will assist me in writing a research report which is a partial fulfilment of the requirements for the Degree of Masters of Science in Human Resource Management of Mzumbe University

I need your cooperation. Thank you.

The researcher

**SECTION A: GENERAL INFORMATION**

Please put a tick mark on the correct answer bracket to the following questions then give explanation where needed

Gender (a) Male ( ) (b) Female ( )

Age (a) 18-29 years (b) 30-39 years (c) 40-49 years (d) 50-60 years ( )

Level of Education (a) Form Four (b) Form Six (c) Diploma/Adv dip (d) Degree (e) Post graduate/Masters ( )

Professional qualification.....

Employment status

(a) Permanent ( ) (b) temporally ( )

Time of employment (when were you employed) (a) Less than a year (b) 1-3 years (b) 4-9 years (c) 10-15years (d) More than 15 years ( )

Were you employed somewhere before joining this organization?

(a) Yes ( ) (b) No ( )

If yes why did you leave the organization (mention two major factors).....

**SECTION B: RESEARCH QUESTIONS**

**PART A: Employee Retention Strategies Employed by Mwanza Regional Secretariat**

1. What do you think are the retention strategies at Mwanza regional secretariat? Please mention them.  
.....
2. Which ones do you think are the most effective and which ones are the least effective strategies?.....
3. Here under, you are provided with a number of different things. You are required to analyse these things to the extent that you are satisfied by putting a tick mark on the box provided to indicate your position.

1 = Very satisfactory 2= Satisfactory 3 = Moderately 4= Not satisfactory 5 = Not satisfactory at all 6= Does not apply.

	1	2	3	4	5	6
The salary scale per month						
The level of allowance received per month						
The housing allowance per month						
Availability of medical facilities						
The level of job security						
Working environment i.e. hot/cold, light intensity, infrastructures, working instruments, transport facilities,						
Recognition of my performance by top management						
The position to develop my career through my job						
The level at which the organization value my job						
Working relationship between top management and their subordinate.						
Working relationships between employees						
Participation and involvement in different official decision making						
Involvement of management in different personal matters concerning employees i.e. transfer, diseases, death, etc.						
The level of safety at work						
Opportunities for further education and training						
The way I get promotion						
Retirement benefits plan						
Accessibility to join trade unions and other workers association						

PART B: How retention strategies are designed and implemented at Mwanza Regional Secretariat

4. Does the management involve you in designing retention strategies?

(a) Yes ( ) (b) No ( )

5. Do you have an opportunity to share your ideas at work?

(a) Yes ( ) (b) No ( )

6. Are the working facilities provided by the organization good enough?

(a) Yes ( ) (b) No ( )

7. Do you have rewards and recognition on your achievements?

(a) Yes ( ) (b) No ( )

8. Do you feel that the company provides opportunities for your growth and development?

(a) Yes ( ) (b) No ( )

9. How is your relationship with the reporting manager?

A) Excellent B) Very good C) Good D) Poor E) Worst ( )

10. Are you satisfied with the way retention strategies are carried out at Mwanza regional secretariat?

(a) Yes ( ) (b) No ( )

Please elaborate.....

PART C: Effects of Employee Retention strategies at Mwanza Regional Secretariat

11. Do you think the increment of salaries and other allowances, good working condition, opportunities for career growth, etc, may improve employee retention?

(a) Yes ( ) (b) No ( )

Explain how.....

12. Does the retention strategies of employee at regional secretariat have any effect?

(a) Yes ( ) (b) No ( )

If Yes, please mention them .....

13. Has anyone left this organization in the past nine month?

(a) Yes ( ) (b) No ( )

If yes what was their reason for leaving?  
.....

14. Would you consider leaving this organization?

(a) Yes ( ) (b) No ( )

Why?.....

15 Do the policies or procedures at Mwanza regional secretariat make your job more difficult?

(a) Yes ( ) (b) No ( )

16. If you are not satisfied with the retention strategies of this organisation what decision will you opt?

Quit the job

Leave the job after getting new employment opportunity

Tolerate the situation ( )

Pressure for changes

PART D: Solution for Effective Employee Retention at Mwanza Regional Secretariat

17. Are you satisfied with your job?

(a) Yes ( ) (b) No ( )

Explain why .....

18 What expectations did you have when you first came to Mwanza regional secretariat that has not yet been met?

Please mention them .....

19 Are you satisfied with the retention strategy of this organisation?

(a) Yes ( ) (b) No ( )

If no then what strategies do you think can contribute to your retention?

.....

20. Can you point out any retention problems in your organisation and their possible solution?.....

**APPENDIX TWO: THE ORGANIZATIONAL STRUCTURE FOR REGIONAL SECRETARIATS**

