

FACTORS CONTRIBUTING TO LABOR TURN-OVER IN TANZANIA

POLICE FORCE

A CASE OF POLICE FORCE MOROGORO MUNICIPAL

**FACTORS CONTRIBUTING TO LABOR TURN-OVER IN TANZANIA
POLICE FORCE**

A CASE OF POLICE FORCE MOROGORO MUNICIPAL

By

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**A Dissertation Submitted to the School of Public Administration and
Management in Partial Fulfilment of the Requirements for the Award of the
Degree of Master of Public Administration (MPA) of Mzumbe University**

2016

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “*Factors Contributing to Labor Turn over in Tanzania Police Force a Case of Police Force Morogoro Municipal*”, in Partial/Fulfillment of the Requirements for Award of the Degree of Master of Public Administration of Mzumbe University.

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DECLARATION AND COPYRIGHT

I, **SALUM MKELE**, declare that this dissertation 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.

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Lastly but not least I appreciate all efforts offered to me by every one whose name does not appear in this dissertation but in one way or another helped me to accomplish this job, Surely God will bless you all!

DEDICATION

This work is dedicated to my beloved father YUSUPH MKELE who passed away in 1979; may his Soul Rest in Peace. No far we are from each other, the way I miss you will never change. I appreciate you all and may almighty God bless you!

LIST OF ABBREVIATIONS

| | |
|---------|--|
| ACP | Assistant Commissioner of Police |
| CID | Criminal Investigation Department |
| CP | Commissioner of police |
| FFU | Field Force Unit |
| ICT | Information Communication Technology |
| IGP | Inspector General of Police |
| INSP | Inspectors |
| LTO | Labor turn-Over |
| MG | Medium Group (A/Inspector – SSP) |
| M&E | Monitoring and Evaluation |
| MIS | Management Information System |
| MKUKUTA | Mpango wa Kukuza Uchumi na Kuondoa Umaskini Tanzania |
| MKUZA | Mpango wa Kukuza Uchumi na Kuondoa Umaskini Zanzibar |
| NCO's | Non Commissioners Officers |
| NSGRP | National Strategy for Economic Growth and Reduction of Poverty |
| OCD | Officer Commanding District |
| OCS | Officer Commanding Station |
| OP | Operation Group (PC – RSM) |
| PC | Police Constable |
| PFO | Police Force Ordinance |
| PGO | Police General Order |
| RSM | Regimental Sergeant Major |
| R & F | Rank and File |
| RPC | Regional Police Commander |
| SPSS | Statistical Package for Social Scientists |
| SSP | Senior Superintendent of Police |
| TPF | Tanzania Police Force |
| TPFRP | Tanzania Police Force Reforms Program |

ABSTRACT

This study aimed to assess the factors that contribute to Labor Turn Over in the Tanzania Police Force (TPF) where Morogoro municipal council in Morogoro region was used as the case study. Specifically the study aimed to find out if there are labor turn-over in Morogoro municipal council; to identify the factors that influence the labor turn-over in Tanzania Police Force; to examine the effects of labor turn-over in Tanzania Police Force; and recommend measures to be taken by Tanzania Police Force to reduce labor-turn over.

The research employed a case study design. The data for this study were collected using questionnaire, interview and documentary review from Morogoro municipal council from Morogoro region. A sample size of seventy seven (77) respondents was used in this study. Both probability and non-probability sampling techniques were used to get the study sample. Under probability sampling technique, a simple random sampling was used while under non probability sampling, the purposive sampling techniques were used. The collected data were analyzed both qualitatively and quantitatively.

The research findings reveal that, lack of organization support was the major factor contributing to Labor Turn Over, followed by poor working conditions and insufficient salaries. Other factors include lack of professional recognition, allowances, leadership style, employees' expectations, dismissals, resignations, deaths, lack of HRD at District office,

The study recommends that the police Force should establish effective human resources strategy that is in line with the Morogoro municipality police force strategy. It is recommended in this study that, the motivation scheme for the employee's retention strategies and other strategies that are competitive for competent human resources in current situation in free market economy of labor mobility be adopted.

TABLE OF CONTENTS

| | |
|---|-----|
| CERTIFICATION | i |
| DECLARATION AND COPYRIGHT | ii |
| ACKNOWLEDGEMENT | iii |
| DEDICATION | iv |
| LIST OF ABBREVIATIONS | v |
| ABSTRACT | vi |
| TABLE OF CONTENTS | vii |
| LIST OF TABLES | xi |
| LIST OF FIGURES | xii |
| | |
| CHAPTER ONE | 1 |
| PROBLEM SETTING | 1 |
| 1.1 Background to the Problem..... | 1 |
| 1.2 Statement of the Problem | 3 |
| 1.3 Objectives of the Research..... | 4 |
| 1.3.1 General Objective of the Study | 4 |
| 1.3.2 Specific Objective | 4 |
| 1.4 Research Questions | 4 |
| 1.5 Significance of the Study | 5 |
| 1.6 Scope of the Study | 5 |
| 1.7 Limitations of the Study..... | 6 |
| 1.8 Definition of Terms..... | 6 |
| 1.8.1 Labor Turnover | 6 |
| 1.8.2 Motivation | 7 |
| 1.8.3 Job Satisfaction | 7 |
| 1.8.4 Job Security | 7 |
| 1.8.5 Tanzania Police Force Reforms Programme..... | 7 |
| 1.8.6 Police Force..... | 8 |
| 1.8.7 Field Force Unit | 8 |
| 1.8.8 Criminal Investigation Department Unit..... | 8 |
| 1.8.9 Higher Rank Management Group (Senior Officers)..... | 8 |

| | |
|---|-----------|
| 1.8.10 The Middle Rank Management Group | 8 |
| 1.8.11 The Lower Rank Operation Group | 8 |
| CHAPTER TWO | 9 |
| LITERATURE REVIEW | 9 |
| 2.1 Introduction | 9 |
| 2.2 Theoretical Literature Review..... | 9 |
| 2.2.1 The Concept of Labor Turnover | 9 |
| 2.2.2 Types of Labor Turnover | 10 |
| 2.2.3 Labor Turnover in Organization | 10 |
| 2.3 Labor Turnover on Prevent Programmes within the Police Force..... | 13 |
| 2.3.2 The Labor Turn over Index | 21 |
| 2.3.3 The Wastage and Survival Rate | 21 |
| 2.3.4 Accession methods..... | 22 |
| 2.3.5 Separation method..... | 22 |
| 2.3.6 Combination method..... | 22 |
| 2.4. Impact of Labor Turnover | 23 |
| 2.4.1 Benefits of Labor Turnover..... | 23 |
| 2.5. Competing Theories of Labor Turnover | 24 |
| 2.5.1 Human Capital Theory | 25 |
| 2.5.2 Job Matching Theory | 26 |
| 2.6 Empirical Literature Review | 26 |
| 2.7. Conceptual Frame Work | 30 |
| CHAPTER THREE | 31 |
| METHODOLOGY..... | 31 |
| 3.1 Introduction | 31 |
| 3.2 Research Design..... | 31 |
| 3.3 Study area..... | 32 |
| 3.4 Target Population | 32 |
| 3.5 Sample Size and Sampling Technique | 33 |
| 3.5.1 Sampling techniques | 34 |

| | |
|---|-----------|
| 3.5.1.1 Stratified sampling | 35 |
| 3.5.1.2 Purposive sampling | 36 |
| 3.5.1.3 Convenience/accidental sampling | 36 |
| 3.6 Data Collection Method | 36 |
| 3.6.1 Primary Data Collection methods | 37 |
| 3.6.2 Secondary Data Collection Methods..... | 38 |
| 3.7 Data analysis | 39 |
| 3.7.1 Data editing | 39 |
| 3.7.2 Data processing | 40 |
| 3.7.3 Statistical analysis of Validity and Reliability of Scales | 40 |
| CHAPTER FOUR..... | 42 |
| PRESENTATION OF FINDINGS | 42 |
| 4.1 Introduction | 42 |
| 4.2 Biographic data | 42 |
| 4.2.1 Gender of the respondents..... | 42 |
| 4.2.2 Working experiences of the respondents | 43 |
| 4.3 Labor turn-over in Police Force at Morogoro Municipal Council..... | 45 |
| 4.4 Factors influencing labor turnover in Tanzania Police Force | 46 |
| 4.5 Effect of labor turn-over in Tanzania Police Force..... | 48 |
| 4.6. Solution to be taken by Police Force to reduce labor-turnover..... | 50 |
| CHAPTER FIVE..... | 53 |
| DISCUSSION OF THE FINDINGS..... | 53 |
| 5.1 Introduction..... | 53 |
| 5.1 Factors that influencing the labor turns over in Tanzania Police Force..... | 53 |
| 5.3 Effects of labor turn over in Tanzania Police Force. | 55 |
| 5.4 Solution to be taken by Tanzania Police Force to reduce labour turnover | 57 |
| CHAPTER SIX | 59 |
| SUMMARY, CONCLUSION AND RECCOMENDATION..... | 59 |
| 6.1 Introduction..... | 59 |
| 6.2 Summary of the study | 59 |

| | |
|-------------------------------------|-----------|
| 6.3 Conclusion | 59 |
| 6.4 Recommendations | 60 |
| 6.5 To Policy Makers | 61 |
| 6.6 Need for further Research | 61 |
| REFERENCES | 63 |
| APPENDICES | 67 |

LIST OF TABLES

| | |
|---|----|
| Table 3.1 Sample size and composition..... | 32 |
| Table 3.2 Sample size and composition..... | 34 |
| Table 4.1 Gender of the respondents..... | 43 |
| Table 4.2 Working Experience | 43 |
| Table 4.3 Number of Police Members and level of Education | 44 |
| Table 4.5 Factors for labour turnover to Police members..... | 46 |
| Table 4.6 Effect of labor turnover to Police force members..... | 48 |
| Table 4.7 Strategies /Solution to reduce labor turnover..... | 50 |

LIST OF FIGURES

| | |
|---|----|
| Figure 2.1: The relationship of variables | 30 |
|---|----|

CHAPTER ONE

PROBLEM SETTING

1.1 Background to the Problem

Many organizations strive to ensure that there is labor retention in the organization to ensure that it meet customer satisfaction as well as the intended objectives of the organization are being attained accordingly. Police Force was established for the first time, on 25th August 1919 by British Colonial Government. This was after the British Conference where the European Countries divided the African continent into their Colonies. Tanganyika by then under the Germany rule introduced Police with aim of protecting the colonial interest. The Police was established under Section 6 of the Police Force ordinance charged with duties of maintaining law and order. This duty in fact involved Police and Prisons (www.policeforce.go.tz retrieved April 2009). Although Colonial Government had instructed reform – oriented measures, the British Colonial authority did not Institute the rehabilitation of Police in Tanganyika more emphasis was put on how to utilize them as a source of cheap labour for the benefit of colonial government. This persisted even after independence. Later on legislation came into force, known as Police Force ordinance Cap 322 as amended by the Police Force and Auxiliary service Act, revised Edition 2002. Cap 322, Section 5 (2) States that: “The Police force shall be employed in and through the United Republic for the preservation of Peace and Maintenance of law and order, Prevention and election of crimes”.

All members of the force shall be bound to serve anywhere in the United Republic or on bound any ship within the territorial water of the United Republic and to proceed to any neighboring country and to proceed to such other places as their duties of this Act. As provided in Police Force and Auxiliary Services Act, Cap 322. It is true that one can say that, to maintain peace and security it needs sustainable skilled labour, better Working conditions and good working environment.

In Tanzania the Ministry of Home Affairs has diverse mandates and functions to its departments. According to Police Force department, the service is delivered to customers through a network of regional/district offices and service points. According to the Police Report (2006) the Department of Police Force strives to become the leading state Department in Tanzania in terms of providing service through successful stakeholder relationships, collective and collaborative solution finding, empowerment, flexibility and creativity. Moreover, the Police Force aims at transforming itself from a reactive to a proactive department and to be recognized for being a successful service provider and staff commitment in providing excellent service. However, for more than a decade, the Police Force is still faced with Labor turn-over of its employees that has continued to reduce the efficiency and effectiveness in the provision of services to its clients. One of the problems experienced by the department is the high rate of staff turnover source (Beardwell and Hollden, 2001). The department of Police Forces loses some of their staff members who tend to move to better paying corporate organizations, which suggests inadequate initiatives that have been done to ensure labor retention in the Police Force. Consequently, the remaining staff experiences an increased workload leading to low morale, high levels of strain and therefore making the Police Forces fail to accomplish its task due to shortage of labor supply.

Labor turn-over is a product of employees' grievances relating to internal customer care within an organization. This tends to happen when the employees are not satisfied with the services provided to them (Armstrong, 2009). Employee dissatisfaction with a job occurs when there is unfavorable working condition, when organization does not offer protective gear, cleanness and safety in the working surroundings.

Nevertheless, another cause is a poor rewarding system due to bias and preferential treatment when appraising employee that in turn it leads to the employee turn-over. Moreover lack of recognition of employee profession and lack of appreciation of working of employee experience causes dissatisfaction among employees. Employees who are not motivated with their job are likely to leave their jobs to find other jobs that satisfy them in line with the level of their qualification.

This situation causes labor turn over in many organizations because employee would tend to look for job which satisfy them.

According to Armstrong (2009), harassment, bullying and poor relationship with managers or team leader causes an employee to leave the job. On the other hand, employees like better involvement and participation where they aim to articulate their individual dissatisfaction, demonstration of mutuality and cooperative relation and contributing to management decision-making. Nevertheless, good communication system and transparency is very important to establish a satisfied work force. Tanzania Police Force has a scalar of chain of command as a means of communication, and is characterized by top down communication of information that is always kept confidential. Nevertheless, Armstrong stresses that, job dissatisfaction is caused by the quality of supervision, social relationship with work group and the public, career opportunity and job challenges.

1.2 Statement of the Problem

Tanzania Police Force spends greatly money and time in attracting and recruiting new employees by sending some of policemen on training in order to attain the vision of the institution. These motivation strategies improve the performance of the organization by building a force which is efficient, skilled and community centered and which can be charged with maintenance of public safety and security in the country. Despite these substantial efforts made to ensure that workers especially police officers are motivated, there has been an increase in labor turn- over. For example the trends of labor turn over in Tanzania police force in Morogoro Municipality from 2011-2015 indicate that, in the year 2015, more than 9 police members left the job; whereas in 2012, there was no member of police force who quit the job.

But as time went on, the rate of labor turnover is increased by the year 2013 and 2015 at the national level. For the 2011 and 2015, evidence show that the labor turn-over increased from 5% to 9% respectively(Tanzania Police Annual Report, 2015). Thus, resignation and dismissal of policemen has been revealed to persist and threaten the police force in Tanzania and Morogoro municipal police force in particular.

The continued increase of labor turnover is very costly to individual, organization and the economy of the country as a whole and adversely affects efficiency, productivity, profitability, morale and finally results in poor performance (Haule, 2008:2). Salaria and Herani (2009) conceive low salary, poor working environment, poor promotion system as well as lack of recognition and reward as significant factors influencing employee turnover in the organization. It is in line with this conception that the researcher set to investigate the interplay of these factors and the labor turn over in Tanzania Police Force

1.3 Objectives of the Research

1.3.1 General Objective of the Study

The study was designed generally to assess factors which cause the labor turn-over in Tanzania Police Force in Morogoro Municipal Council.

1.3.2 Specific Objective

- i. To identify attributes that are responsible for policemen to resign and dismissed in Tanzania police force
- ii. To examine the effects of labor turnover in Tanzania Police Force
- iii. To find out solutions that may address the problem of labour turn over in Tanzania police force

1.4 Research Questions

The study was guided by the following questions:

- i. What are attributes that causes lab our turn over in Tanzania police force?
- ii. What are the effect of employee turnover in Tanzania Police Force?
- iii. What are the solutions for lab our turn over in Tanzania police force?

1.5 Significance of the Study

(a) Human Resource Department

The study is significant to Tanzania Police Force particularly Human Resource Department, because they will use recommendations made on this study for their reform programs to create internal capacity that will help to retain employed workers and attract new employees. Since the study was among the studies about employee turn-over in Tanzania Police Force, the research adds to a body of knowledge the attitude and views of employees working in Tanzania Police Force environment.

(b) Scholars

In this study there are areas which may not have been fully studied by the researcher. Thus, other scholars may focus on the related or un-investigated areas for further studies. Also, they may use this study as a point of reference.

(c) Senior officers of TPF

Senior police officers who are supervisors and managers in TPF may use these findings and recommendations as a measure of feedback of their responsibilities. The research provides practical guidance and suggestions to these managers in the Police Force as regards to solving human resources issues related to retention and turnover as well as giving suggestions on possible ways of reducing rate of employees' turnover in the Tanzanian Police Force.

1.6 Scope of the Study

The study assessed the factors that contribute to labor Turn-over in Tanzania Police force. The study was conducted at Morogoro municipal council. Policemen from all sections like General Duties, CID, Traffic and FFU were involved in the study. The study also considered police staff of the rank and file, middle officers and senior officers and former employees of Tanzania police force who were available in Morogoro Region. The study focused on the data that ranging from 2011 to 2015

1.7 Limitations of the Study

It is absolutely common in any study for the researcher to face some impediments and limitations. Hence, the study cannot be generalized to the similar organizations in the united republic of Tanzania due to the fact that there is variation of working environment to the same field. Nevertheless the study was narrowed to the single municipal council because of time and financial constraints which made it difficult to conduct a survey in more than one municipal council in order to come up with general conclusion and make it possible for making generalization of the results. In order to come up with the general conclusion and recommendation, there is a need to conduct a similar study in TPF all municipal and district councils as the organization differ across environments. Thus the focus on one case was meant to ensure an in-depth understanding and validity and reliability of the information.

1.8 Definition of Terms

1.8.1 Labor Turnover

Labor Turnover

Armstrong (2006) defines labour turnover as a number of people leaving the organization, He developed some reasons that employees tend to leave their organization due to looking for more pay, better working condition, bullying or harassment opportunity to develop skill, poor relationship, more security and others.

Davis and Newstrom (1997) define turn over as the proportion of employees leaving a job during a given time period. Nel *et al.* (2008) define staff turn over as the movement of employees in and out of the boundaries of the organization. Definitions of these authors indicate that when employee to leave or come in the organization there are reasons that influence this turn over. Thus the researcher decided to analyze these factors as related to the Tanzania Police Force. Their occurrences lead to inefficiency because new employees take time to gain experience for the job which the former employee was performing.

Abassi and Hollman, (2000) defined rate of labor turnover is a calculation in which the ratio of separations to total work forces during a given period and attempts to maintain it within reasonable propositions. Turnover is the rotation of workers around the labor market, between firms, jobs and occupations and between states of employment and unemployment.

1.8.2 Motivation

It is the action that impels or urges an individual to assume an attitude that is generally favorable towards his/her work leading to perform satisfactory (Matiku, 2003).

1.8.3 Job Satisfaction

Job satisfaction refers to the attitude and feelings that people have about their work (Armstrong, 2006:264). Positive and favorable attitudes towards the job indicate job satisfaction, whereby negative and unfavorable attitudes towards job indicate job dissatisfaction, satisfaction is when employees feel good about their jobs; this would be a source of motivation that may influence increase level of performance (Matiku, 2003).

1.8.4 Job Security

It is the situation in which an employee has assurance of their job. The employer provides security of tenure to employee by creating good environment for their job.

1.8.5 Tanzania Police Force Reforms Programme

This reform started in 2007 up to 2015. Its vision is building a force which focuses on professionalism, modernization and community policing, so as to maintain public safety and security of the people's life and their property.

1.8.6 Police Force

This is a core unit of the force which deals with all duties performing by the TPF all over the United Republic of Tanzania. It is so called general duties. This one contains large number of Police officer's including top management (senior officer's).

1.8.7 Field Force Unit

This unit deals with all emergencies, like crowd control, riots and other civil disorders. It is support unit to general duties. Traffic unit; is a unit or division charged with duties of traffic control, to investigate and prevent offences all over the United Republic of Tanzania (PGO, 2006).

1.8.8 Criminal Investigation Department Unit

It deals with duties of criminal investigation offences all over the United Republic of Tanzania. Police Force ordinance; is a principal set of rules and regulations of TPF inherited from the former colonialist.

1.8.9 Higher Rank Management Group (Senior Officers)

This is a group comprises Police officers from the rank of Assistant Commissioner of Police and above (Assistant Commissioner of Police – Inspector General of Police

1.8.10 The Middle Rank Management Group

This is a group comprising the Police officers from the rank of Assistant Inspector to Senior Superintended of Police (Assistant Inspector – Senior Superintendent of Police).

1.8.11 The Lower Rank Operation Group

This group comprises of the members of the Police force from the rank of Police Constable (PC) to RSM (rank & file) or (NCO's). This group contains large numbers of Police Force members (PGO revised edition in 2006).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the study focuses on the reviews of different bodies of literature is provided in order to understand the concept of labor turnover in reference to Tanzania Police Force.

In any organization the study of labor turn-over is important in the sense that it enables to understand cost, problems, and challenges as the result of labor turn-over in organizations. The chapter reviewed empirical studies to see how different scholars on labor matters have contributed to the knowledge and mitigations already existing on labor turn-over. Management of turnover may have the greatest organizational benefit (an effectiveness measure) where it is targeted at encouraging the retention of valued employees, or where the opportunity for change in personnel is capitalized upon, and ineffective employees can be replaced with more effective employees.

2.2 Theoretical Literature Review

The aim of reviewing is to ascertain what had been said on which factor influence employee turnover. Various literature and theories concerning labor turn-over are presented and discussed.

2.2.1 The Concept of Labor Turnover

In a human resources context, turnover or labor turnover is the rate at which an employer loses employees. Simple ways to describe it are “how long employees tend to stay” or “that rate of traffic through the revolving door”. Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover can be harmful to a company’s productivity if skilled workers are

often leaving and the worker population contains a high percentage of novice workers (Schlesinger and Heskett, 1991).

2.2.2 Types of Labor Turnover

Labor turn-over is divided into two types. These are voluntary and involuntary. Voluntary labor turn-over occurs when an employee personally resigns a job. This type of labor turn-over always occurs when the economy is strong and jobs are plentiful and that there are more opportunities available for people to change employers (Torrington, 2005:165).

Scholars further posit that, employees mostly tend to move from one organization to another organization. In this view labor tends to move from one employer to another employer early in their carriers, often staying in one employment for just a few months. But once they find a job that they like, the tendency is to remain for several years. Involuntary turn-over occurs when an employee is dismissed from the employment by his/her employer either by being terminated or inhibited to renew a contract (Torrington, 2005).

2.2.3 Labor Turnover in Organization

Turnover is an index of organizational effectiveness (Vandenberg and Nelson, 1999) and as such it warrants attention and some understanding accurately.

Additionally, however information of turnover can help the planning, prediction, and control of resourcing (Morrell et al., 2001). In any organization where the labor movement is high there could be a loss of profits. Through looking at each individual cases of turnover, it is possible to look at the value for money of that particular case, focusing on the actual costs of acquiring, developing and losing that person (Zanaida, 2006).

Rates of labor turn over provide a graphic illustration of the turbulence within an organization. High rates attrition can destabilize a business and de-motivate those who attempt to maintain levels of services and output against a background of vacant posts, inexperience staff and general discontent. Obviously recruitment, induction and training costs all raise within an increase in labor turn over.

As the CIPD (2000) has commended, turn over may be a function of negative job attitudes, that is, the state of the labor market.

On the other hand, turnover is the normal part of the organization functioning, and while excessive high turnover may be dysfunctional, a certain level of turnover is to be expected and can be beneficial to an organization (Armstrong, 2003).

Labor turn over may result in several disadvantages to the organization. The organization has to experience costs on every aspect due to labor turn over. This includes disturbing the stability of the organization because the sudden loss of experience and skilled employees usually takes time and effort to replace. It is a loss of investment made in terms of the training and work experience already given to departing employees. It portrays a bad image of the organization both to the remaining employees, to the labor market, and to the broader public outside the organization. It induces the remaining employees to plan further departures. It is a cost to the organization, in terms of separation costs paid to the departing employee, acquisition costs and be two to three times the monthly salary of the departing employee. These estimates do not include the indirect costs of reduced productivity before quitting, decreased morale and overtime to remaining employees as a result of their colleague's (Ngwira, 2005).

High turnover rates of skilled professional can pose as a risk to the business or organization, due to the human capital (such as skills, training, and knowledge) lost. Notably, given the natural specialization of skilled professionals, these employees are likely to be re – employed within the same industry by a competitor (Bureau of Labor Statistics, 2008). Therefore, turnover of these individuals incurs both replacement cost to the organization and results in a competitive disadvantage to the business.

Voluntary against involuntary turnover: Practitioners can differentiate between instances of voluntary turnover, initiated at the choice of the employee, and those involuntary instances where the employee has no choice in their termination (such as long term sickness, death, moving overseas or employer – initiated termination).

Typically, the characteristics of employees who engage in involuntary turnover are no different from job staves. However, voluntary turnover can be predicted and in turn, controlled by the construct of turnover intent.

Haule (2008) discussed factors of labor turnover which are caused by poor remunerations and poor working conditions. Kimwaga (2004) and Chijumba (1999) argue that, Labor turn over in Tanzania Police Force is associated with the number of factors including the followings:-

Variable incidence of domestic problems or extended family commitment

- a) Poor working conditions or environment
- b) Other causes are low wages and salaries, delayed promotions, lack of training, poor selection, poor supervision and job dissatisfaction.

Labor is defined by Rosemary (1983) as the human effort expended in the purpose of acquiring money or other compensation. Since it is impossible to separate the effort the person exerting it, labor is normally taken to involve the entire body physique of the person in question. Thus, when we talk about labor turnover, one actually talks of individual workers as a unit of human effort. Labor turnover refers to the amount of movement of employees in and out of the organizations (Chruden and Sherman, 1980:548).

Ngwiras (2005) in his work of human resource management viewed that turn-over is unforeseen movement of employees in and out of an organization. It is of course natural that employees enter and leave organizations. These unforeseen departures of employees however, can destabilize organizations both indirectly and directly depending on the nature of the organization and the current status of labor need on that organization.

Armstrong (2003:373) defines labor turnover as the analysis of the number of people leaving the organization. This analysis provides data for use in supply forecasting, so that calculations can be made on the number of people lost who may be replaced. More importantly however, the analysis of the numbers of the leavers and the reasons why they leave provides information that will indicate whether any action is required to improve retention rates.

It can prompt further investigations to establish underlying causes and identify remedies. The rate of labor turn-over in organizations is important indicator of the efficiency with which the various Human resource functions are performed by managerial and line managers as well as the Human resource department in the organizations.

2.3 Labor Turnover on Prevent Programmes within the Police Force

2.3.1 Tanzania Police Force Reforms Programme (TPF – RP)

The main Tanzania Police Force Reform Programme (TPF – RP) articulates policy framework and strategic action plan to facilitate promote and support provision of effective, efficient and transparent service delivery. It addresses the primary problems and factors limiting the performance of the Tanzania Police Force (TPF) in discharging its functions. The programme document addresses specific short -, medium – and long – term policy on public safety and security strategies related to creation of enabling corruption – free environment through promotion and enhancement of adequate Human Resource Development and efficient Institutional Framework, Legal and Regulatory Framework, Management Information System and Financial Resources in TPF. The programme is located within the overall Tanzania Development Vision 2025, National Strategy for Growth and Reduction of Poverty and Second Medium Term Strategy (2nd MTS) for the Legal Sector Reforms 2005 – 2009.

2.3.2 Social, Economic and Political Reforms

The reform through its modernization cannot be considered outside the economic set – up in the country. The behavior of the national economy affecting unemployment, national income, rate of growth, gross domestic product, inflation and price levels have a great bearing on the policing structure in the country. Policing and the economy are therefore closely interlinked.

Economic development and growth among other things can only perform in an environment of stable peace and stability while effective and efficient policing can only take place with adequate input of economic resources. It is in this context that

we can acknowledge the relevance of the formulation and implementation of a series of sector specific, macro – economic and other broad – based national development policies.

These broad–based policies include National Development Vision 2025 (1999) and National Strategy for Economic Growth and Reduction of Poverty (2005).

At political level, the country has adopted a more open and liberalized political system, which allows for a more explicit articulation of interests of various groups in the society. The country has ushered in political localization and increased democratization as part of the overall domestic political reforms to build a national consensus and sustainable development strategies. TPF is accordingly duty bound to enhance professionalism in nurturing this process. TPF is already implementing a number of ongoing reforms. These include formulation and preparation of a training policy, community policing, information and communication technology, customer service training, criminal intelligence training and national joint operational efforts to curb armed robbery and corruption. The measures proposed herein are built on what exists on the ground and what is expected of a modern Police Force of a developing nation.

2.3.4 Vision, Mission and Objectives of the Reform Programme

The Vision, Mission and Objectives of the Reform Programme are founded on legal sector, public safety and security implicit policies, and Tanzania Development Vision 2025. The Tanzania Police Force is one of the core legal sector institutions.

All legal sector institutions have a crucial role to play in ensuring that there is a legal framework that supports maintenance of peace and socio – economic order and promotes good governance, rule of law, social justice and security. Section 5 of the Police Force and Auxiliary Services Act (Cap 322) spells out the core functions of the Force as follows:

The Force shall be employed in and throughout the United Republic for the preservation of peace, the maintenance of law and order, the prevention and detection of crime, the apprehension and guarding of

offenders and the protection of property, and for the performance of all such duties shall be entitled to carry arms

The mission of the legal sector is to support and promote the development of social justice, equality and rule of law through equal and accessible legal services. The mission seeks to promote and facilitate an effective and efficient system capable of providing a transparent framework for good governance and delivering legal services to government, public, and private sector. The overall objective of the legal sector policy is to promote effective management and coherence among the institutions in the legal sector; enhance professionalism, transparency, accountability and integrity of legal professionals; promote quality, fair and efficient system of justice; and improve the legal framework and adherence to human rights in the face of changing needs. On the other hand, the vision of the Ministry of Public Safety and Security is to be the centre for excellence in sustaining public safety and security. The mission of the Ministry is to safeguard and ensure sustainable public safety and security through preventing and combating crime, enforcement of laws and maintenance of order in the country (TPFRO, 2008).

The vision of the Tanzania Police Force Reform Programme is to have a Police Force which is *professional, modernised and with community policing* that supports maintenance of public safety and security in the country. The reformed Police Force must win public confidence, recognized and accepted by its professional response to crime and incidents in application of modern methods, techniques, technology and equipment.

The mission of the Tanzania Police Force Reform Programme is to enhance public security, safety and protection of both life and property of all inhabitants of our community; regulate and control the flow of traffic in order to facilitate the movement of persons and goods within our towns; and to reduce the impact of crime on the inhabitants of community through investigation, apprehension, and adjudication of persons involved in criminal offences. Thus, the Police Force has the mandate of enforcing law and order, preserve peace and tranquility, prevent and detect crime, protect life and property and the detection, apprehension and prosecution of offenders.

The Tanzania Police Force, which is among institutions under the Ministry of Home Affairs is guided by the following vision: To have a Police Force which is professional, modernized and with a community policing that supports maintenance of peace and tranquility by reducing incidences of crime and fear of crime; justice administration, rule of law and good governance and public safety and security in the country. The reformed Police must win public confidence, recognition and acceptance by its professional response to crime and incidents in application of modern methods, techniques, technology and equipment.

It can therefore be discerned that, TPF reform comprises national processes and efforts to create a professional community police institution responsible for public safety and security of the country. Policy reform aims to create a ‘more dispersed, visible, accessible, and service – oriented force which interacts freely and gently with its community’ and sees its primary duty as protecting citizens. The programme is composed of three major interlinked clusters of desired outcomes, namely: (i) Community Policing, (ii) Professionalism, and (iii) Modernization. The Government of the United Republic of Tanzania has a role in providing resources and setting national priorities for the Police, which are founded on the TDV – 2025 and NSGRP to deliver basic necessities of policing to all communities. Consultation with a number of stakeholders suggested the following priorities regarding the said three major interlinked clusters of desired outcomes.

2.3.6 Community Policing

The vision of community policing is to enable communities and other stakeholders have direct involvement in setting day – to – day local police priorities in exchange for their cooperation and participation in efforts to prevent and reduce crime and the fear of crime in the communities.

The mission is to establish an active, strong and functional partnership between the Police, community and other stakeholders through which crime, police service delivery and police community relations can jointly be analyzed and appropriate solution designed and implemented. In a democratic society, law enforcement is a shared responsibility between law enforcement organs and the public.

In this context, it is generally agreed that community – based mechanisms of social control play a greater role than formal mechanisms based on traditional, reactive, enforcement – based policing. Greater community participation in policing is likely to have benefits for both police – community relations and actual levels of crime and disorder. This essential draws its legitimacy from the Constitution, Article 146(2) (b) which provides for community – based policing.

To deliver the service the public deserves, TPF needs to take into account the cooperation and participation of the communities and other stakeholders it serves. This is critical especially in a situation where TPF is experiencing shortages in terms of human resources and infrastructure. There is an assumption that organized and informed communities are a powerful weapon against crime if given opportunity to participate and offer input in matters relating to policing their respective areas. TPF in collaboration with communities and other stakeholders will strive to enhance awareness of basic rights and ensure adherence to a code of conduct by those responsible for the implementation of community policing activities, as well as observance of fundamental human rights in every aspect of their work.

2.3.7 Professionalism

On professionalism, the vision is for TPF to serve as a professional vehicle by which to improve police quality of service and performance through all of its programmes. The mission is to maintain law and order in accordance with powers conferred by written laws in more professional manner by assessing training and policy gaps, establishing and maintaining the highest professional standards, limiting litigation and liability, increasing accountability, trust, commitment and honesty at all levels, tracking officers' performance and enhancing quality services and integrity with the qualitative policing services.

The strategy aims at creating a professional Police Force through reforming its training systems, administrative practices, operations, investigation practice, operations and specialized functions. There is a need to create a police officer who is law abiding, humane, accountable, impartial, disciplined, innovative, skilled or knowledgeable and with integrity. The main constraints which frustrate the attainment of this goal have to be addressed.

TPF should recruit, train and retain the best personnel in terms of competencies required for police duties. It should have a transparent staff development policy offering eligible and interested employees opportunity to pursue educational goals with a view to competing with others for promoting and re – classification available with the force. Deliberate measures should be taken to combat corruption since it contradicts all the core values of professionalism.

There is need to review the legal and regulatory framework as well as the institutional framework to facilitate a more efficient and effective discharge of police duties. This includes clear identification of the relationship of the link between the Ministry of Public Safety and Security and the Police Force to have an effective line of authority and balanced power. This document also proposes detailed revisions to the Police Force and Auxiliary Services Act, Police General Orders, TPF Service Regulations and other laws affecting the Police with a view to creating an enabling legal and regulatory framework conducive to developing a professional force.

2.3.8 Modernization

Professionalism in the TPF cannot be accomplished without the modernization of the Force. In other words, professionalism and modernization are two sides of the same coin. On the aspect of modernization, the TPF reform programme addresses three basic issues: (i) Equipment development; (ii) Infrastructure development, and (iii) Information and Communication Technology (ICT).

2.3.9 Equipment Development

There is a dire need to equip the Police with modern equipment that with current technological advances. The bulk of this equipment should be operations – based. Since equipment is expected to consume the bulk of police finance, this item should be properly budgeted for. Proper utilization of purchased equipment should be achieved with appropriate training, and having an active logistics department at the headquarters. Transparency in the tendering process and regular stock verification are necessary to prevent corruption and pilfering or misuse of equipment.

2.3.10 Infrastructure Development

On infrastructure, the focus is on staff and office accommodation. Current staff accommodation caters for 25 – 30% of the Force, and the houses are generally dilapidated. Office accommodation accounts for only 50% of the needed accommodation and is equally in a dilapidated state. It is therefore, necessary to construct cost-effective modern police buildings. This calls for acquisition of suitable land for infrastructural development.

It is necessary also to establish an Estates of Department within the Force to deal with construction, maintenance and allocation of accommodation. The Force has to secure budgetary allocation for this purpose from the government and seek additional financial support from its development partners, financial institutions and banks.

2.3.11 Information and Communication Technology

ICT is a necessary instrument of modernization. It provides timely and accurate information useful for receiving and processing data, dispatching files, records keeping and generating useful templates. It is indispensable for developing necessary linkages internally (within the force) with other government departments, agents, private sector, civil society and at international level. It is essential therefore, to promote ICT training at all levels for enhanced ICT skills and general literacy. It is equally important to promote ICT use through equipping the Force with the required hardware and software.

2.3.12 Institutional Framework and Implementation Arrangements

The institutional framework should be organized in a way that it ensures excellence, transparency, accountability, public trust and self – sufficiency of the Force. The present structure and organisation of the Force is based on the Constitution of the United Republic of Tanzania, 1977 and the Police Force and Auxiliary Services Act.

The recent creation of the Ministry for Public Safety and Security with its vision, mission and objectives offers a unique point of departure for the Ministry and the Force to build a facilitative internal environment and forge institutional collaboration and partnership.

It was planned that the first phase of the TPF reform would be launched during financial year 2007/2008 and the Medium Term Strategic Plan (MTSP) 2007 – 2010 would be the main instrument document. The implementation plan refers to the respective MTSP to be formulated and adopted for execution for each period. It will be the responsibility of the TPF in collaboration with the Ministry to plan, endorse and prepare all stages effectively for the success of TPF reform.

2.3.13 Financing Framework of the TPF Reform Programme

TPF has never been given the priority it deserves under government budgetary allocations. There is need for the financing to focus more on costs of attaining specific outcomes. Some of the outcomes (community policing, professionalism and modernization) are interdependent thus requiring clear identification of linkage interventions and therefore financing needs. Although the financing desired of development interventions will continue to depend mainly on domestic resources (public and private), foreign financing will be crucial in complementing domestic resources. The government through MKUKUTA and MKUZA windows will engage development partners and other stakeholders to direct their support to TPF reform programme.

2.3.14 Monitoring and Evaluation Framework

For the TPF Reform Programme to be consistent, alive and dynamic, its implementation strategies and plans will have to be subjected to regular and continuous Monitoring and Evaluation (M&E) by all implementing agents. M&E will facilitate review of the performance of the programme implementation and performance, and provide feedback that will enable updating of the programme management and implementation. Monitoring implementation of the TPF Reform Programme and evaluation of progress shall be an integral part of the Ministerial Monitoring and Evaluation system, which was established in the year 2001 and is now operational.

2.3.1 Measurements of Labor Turn over

According to Armstrong (2006), labor turn over can be measured through labor turn over index, wastage and survival rate, half-life index and stability index.

2.3.2 The Labor Turn over Index

Sometimes known as the employee or labor wastage index, is traditional way of measuring wastage of labor in an organization. It is calculated in percentage as:

$$\text{Turnover} = \frac{\text{Number of leavers in a specified period (usually 1 year)} \times 100}{\text{Average number of employees during the same period}}$$

2.3.3 The Wastage and Survival Rate

It is a method of analyzing turnover that is particularly useful for human resources planners in the survival rate; the proportion of employees engaged within certain that remain with the organization after so many months or years of service. For wastage curve, the number of leavers is plotted against their length of service on leaving. A characteristics turnover pattern shows a high level for new starters. Alternatively, survival curve represents the number of people who stay against length of service, providing measures of retention instead of turnover.

Half-life index is the time taken for a group or cohort of starters to reduce its original size through wastage. Comparison can be made for successive entry years or between different groups of employees, in order to show where action may have to be taken to counter undesirable wastage trends.

The stability is considered by many to be an improvement on the turnover index. It is calculated in percentage as:

$$\text{Turnover rate} = \frac{\text{Number with 1 year services or more} \times 100}{\text{Number employed 1 year ago}}$$

This index provides an indication of the tendency for longer services employees to remain with the organization and indicates the continuity of employment. According to Gupta (2005), also for methods can be used to measure labor turnover in an organization as follows:

2.3.4 Accession methods

Where labor turnover is calculated by dividing the total accession to average number of employees during the specified period and multiply it by 100. The total accession means the new employees joining the payroll including transfer from the units of the company. The average number of the employees means the number of employee at the beginning plus the numbers of employees at the end divide by 2, thus;

$$\text{Turnover rate} = \frac{\text{Number of employees joining organization during the year} \times 100 \times 2}{\text{Number of employees at the start of the year} + \text{Number of employees at the end of the year}}$$

2.3.5 Separation method

Estimates labor turnover by dividing the total separations by the average number of employees. Total separations simply include all employees who have quitted the concerned organization due to the layout discharge, retirement, death, resignation and transfer to other concern, hence;

$$\text{Turnover rate} = \frac{\text{Total separation during the year} \times 100}{\text{Average number of employees}}$$

2.3.6 Combination method

Turnover rate is estimated in the neither combination since due to cyclical and seasonal fluctuations neither accession nor separation formula gives a correct measurement. During prosperity separation may be nil. While, during depression accession may be zero. To minimize cyclic effects, companies use a combined formula as follows:

$$\text{Turnover rate} = \frac{(\text{Accession} + \text{separation during the year}) + 2 \times 100}{\text{Average number of employees}}$$

In this replacement method different between accession and separation is divided by the average number of employees, thus;

$$\text{Turnover rate} = \frac{(\text{Accession} - \text{separation during the year}) + 2 \times 100}{\text{Averagenumberofemployees}}$$

2.4.Impact of Labor Turnover

Extreme turnover can be detrimental to the firm's productivity and can result in the loss of business and relationship, and can even put at risk the realization of the firm's objectives (Johnson et al., 2000). Decreased innovation, delayed services, slow implementation of new programmes and degenerated productivity are the problems also associated with employee turnover as Abassi and Hollman (2000) provided.

According to Armstrong (2008), labor turnover incurs a number of costs to the organization. These include, Loss of input from those leaving before they are replaced in terms of contribution, output, sales and customer satisfaction, direct cost of training replacement in the necessary skills, Loss arising from the reduced input from new starters until they are fully trained or gain experiences. Direct cost of introducing replacement (advertisement, interview, testing). In some cases costs associated with the communication of proprietary trade secrets, procedures and skills to competitive organization and Administrative hiring costs.

2.4.1 Benefits of Labor Turnover

Torrington (2005) argues that, "it is fair to say that organizations need to be rejuvenated with fresh blood from time to time if they are to avoid becoming stall and stunted". This is true as organizations want to move from one level performance to another and to have sustainable performance, the staff especially senior level has to be changed, whereby new leadership with new skills are required time to time so as to drive these changes forward and tackle challenges effectively. Moreover, new faces bring new ideas and experiences which may help make organizations more dynamic. Also, labor turnover helps manager to keep firmer control over labor costs than would otherwise be the case. This is common in the organizations which are

subject to regular and unpredictable changes in business level. Moreover, employee turnover is functional rather than dysfunctional because it results in the loss of poor performers and their replacement with more effective employees.

Turnover may also facilitate the upward mobility of underrepresented group in an organization, especially when that turnover consists of significant number of retirements.

Retirements allow employers to replace more highly paid senior employees with less highly paid junior employees or to leave these positions vacant. Moreover, turnover may boost morale of employees when some of the employees are disliked by their co-workers. Therefore, leaving from an organization may influence other staff's morale to rise up. Turnover creates opportunities for the remaining employees, particularly when senior people leave. Turnover also promotes staff from within but not always, because bringing in an outsider can shake up a business.

2.5. Competing Theories of Labor Turnover

Employers and employees share some common causes of labor turnover in many countries. One of the factors is demographic. It holds the view that the young and more educated people change jobs more often than the old and less educated. Labor shortage and job hopping among the uncontrollable factors stand out in the perceptions of most people as important factors causing turnover (Debra, 1994). Moreover, most literature considers satisfaction which is controllable factor as one of the most important causes of turnover intention (Debra, 1995). Theoretical studies have suggested that, human capital and job matching as the major mechanism through which employee turnover reduce productivity. It is widely acknowledged in the business that human capital as the prime asset of an organization, business needs to invest in that asset to ensure their survival and growth (Armstrong, 2008). The firms which consider human resources as invaluable asset suffer more from labor turnover.

Employee turnover has been researched across a number of disciplines including psychology, sociology, management and economics. Each discipline has its own focus, and accordingly, employs different research methodologies. Psychologist and

sociologists for example, are generally interested in the motivations behind quitting the job. Issues of job satisfaction, organizational commitment and job involvement are considered (Carsten and Spector, 1987, Muchinsky and Tuttle, 1979). In the discipline of management high staff turnover has been of great and continuous concern too (Mok and Luk, 1995). Economics focus mainly on the implications of turnover on unemployment.

A class of matching theories has been developed extensively to explain equilibrium unemployment, wages and vacancies (Lucas and Prescott, 1974, Lilien, 1984).

2.5.1 Human Capital Theory

In this theory, organizations need to bear the cost of training and other incentives to provide training to their staff. So, it emphasizes on added value that people can contribute to an organization (Armstrong, 2008). People are not to be seen as a cost, but an asset in which to invest, so adding to inherent value.

By doing so, it is expected to lower turnover rates within the organization. The incentive will be even weaker when organization specific and general training are less separable as employees have lower opportunity cost of quitting (Lynch, 1993). As a result, productivity falls as turnover increases. Even if the theory is developed through learning by doing, its accumulation remains positively related to employee's tenure. Human capital is associated with the resources based view of the firm as developed by Barney (1991). This proposes that sustainable competitive advantage is attained when the firm has human pool that cannot be imitated or substituted by its rivals.

In addition to the direct loss of human capital embodied in the leavers, there is another negative impact of turnover on productivity. Beside the output forgone during the vacant and training period, the administrative resources used in separation, recruitment and training could have invested in other aspect of the production process. Moreover, high labor turnover adversely affect the morale of the organization. Shechan (1993) used a controlled experiment, that the leavers alter the perception of the stayer about the organization and therefore negatively affect its productivity.

Moreover human capital model in this study provide remarks or foundation to the employer to establish strong basis for training employees which this incidence help to ensure that there is labor retention in the institution, Furthermore this theory provide guideline to the employer/administrators to take initiatives to set strategic plan which will provide sustainable development for the particular/institution to be achieved in ensuring labor retention. Succession of any firm it dependent how the investment of human capital is considered particular in training

2.5.2 Job Matching Theory

Job matching theory was developed by Burdett (1979) and Jovanovic (1979). The content of the this theory is that, the organization will search for the employees and job seekers will search for the organization until there is a good match between employee and the organization. But the condition for an optimal matching may change over time leading to continuous reallocation of labor.

The model determine that employees and organization are interdependent since the organization is responsible to seek employees and as well as employees are responsible to seek employment to the organization. Literature demonstrate that satisfaction of work with conducive environment are key determinant for holding employees to any organization, However the many institution have failed to maintain favorable condition to ensure labor retention to the employees ,Job matching theory draw a line to the study that in order to ensure labor retention employer in Police Force should make sure that the working environment are favorable to the employees this will disappoint labor turnover to the institution.

2.6 Empirical Literature Review

This section explains the research gap based on information or evidence that from researches done by various researchers concerning labor turn over.

Many public and non-governmental organizations face the problem of labor turnover. From the study done by Clement (2007) there are several causes of voluntary labor turnover in non-government organizations. These include job satisfaction, lack of job security, low salary, looking for green pastures, lack of recognition, poor

supervision, and poor methods used in conflict resolution, lack of training and unfair promotion.

According to Mobley (2002) in the study of human behavior in the organization, labor turnover can have several negative consequences, especially if the turnover rate is high. Often it is difficult to replace the departed employees and the direct and indirect costs to the organization of replacing workers are expensive.

The remaining employees may be demoralized from the loss of valued co-workers and both work and social pattern may be disrupted until replacement is found. The disadvantage of losing employees is that the organization's reputation in the community may suffer. However, some benefits may arise from turn over, such as more opportunities for internal promotion and the infusion of expertise for newly hired employees.

Another study conducted by Ndemo (2006) in Dar es Salaam, revealed that although money does not seem to be a strong motivating force after the employee has developed an income to point where needs are comfortably met, the standard of living makes it an essential factor to decide staying or leaving the job. Low pay leads to lack of commitment, which in turn leads to underproduction, ineffectiveness, inefficiency, absenteeism as well as turnover. The study also shows that lack of security leads to morale and poor performance as individuals work on contract basis. When working on contract the worker is not sure of tomorrow as he/she is always still in the probation time that does not guarantee benefits of an employee.

Moreover, the study conducted by Meaghan and Nick (2002) found that, unskilled position often have high turnover and employees can be replaced without the organization or business incurring any loss of performance. According to the study, the case of replacing unskilled employees provides little incentives to offer generous employment contract, conversely, contract may strongly favor the employee and lead to increased turn over as employees seek, and eventually find more favorable employment. Study also found that, high turnover rates of skilled professionals can pose a risk to the business or organization due to the intellectual property (skills, training and knowledge) loss.

However, given the natural specialization of skilled professions, skilled employees are likely to be re – employed within the same industry by competitor.

Therefore, turnover of these individuals incurs both replacement costs to the organization as well as results in a competitive disadvantage to the business (Meaghan and Nick, 2002). Also, the research done by Cohen and Meyers (2001) observes that it is very true, though seemingly true to say that the continuity and success of any organization depends to great extent on its ability to attract, evaluate, develop, utilize, and retain well qualified people at professional and managerial levels. To retain qualified employees needs training them internally and externally. The researchers also found that labor turnover exists when there is favorable condition in the labor market and employees are moving out from one organization to another organization following best treatment of employees in the other organisation. Those treatments include training opportunity, high wages, promotion, opportunity, good working condition, recognition and appreciation from higher authorities. So, when employees find conducive environment outside their organizations, they tend to leave.

George Thomas (1989), who conducted the research on the causes of labor turnover, asserts that inefficiencies in recruitment and selection procedure, inadequate provision for induction of new employees, inadequate training to enable the individual to carry out the work required and inadequate wage level as the individual compares to other organisation are the main causes of labor turn over in many organizations.

Chijumba (1999) argued that, lack of training, poor or unattractive in contrive package, misallocation of man power, lack of promotions and poor working environment conditions were main causes of job dissatisfaction and employees demoralization leading to absence behavior and labor turn over, for example, in Tanzania Harbors Authority, 100% of the respondents complained of low remuneration package, 50% lack of delayed promotions, 40% lack of training opportunities and 53.3% complained of poor working environment.

The study done by Clement (2007) argued that, the main cause of voluntary labor turn over include job satisfaction, lack of job security, low salary, looking for green pastures, lack of recognition, poor supervision, poor methods used in conflict resolution, lack of training and unfair promotion. Darren Moss (2005) argued on why do good employees leave the job. In this view, most good people leave an organization because they feel there is nothing more in it for them. Whilst Human Resources departments and company management are responsible for the well-being of the organization through financial success and may be even cultural change, the real influencers are direct managers of staff working in the business.

In my opinion, as a manager in an IT environment, the thing you can do for your people is to know who they are and what motivates them to come into the office each day; put in place an agreed program to grow and develop their talent. It is only when you take care of others that they will have a vested interest in taking care of your needs. Developing individual talent through training, skills enhancement, project and exposure opportunities are just some of the ways to grow technical team talent.

Talent that is developed will always serve business needs (they will even go the extra mile when you need to deliver the goods!). And sometimes when the business no longer requires the talent, they will find it much easier to locate another opportunity in the market place. For that, technical talent will be truly grateful for the time a “real” manager invests in their career and wellbeing. Lip service is common, even awards, lunches and celebrations.

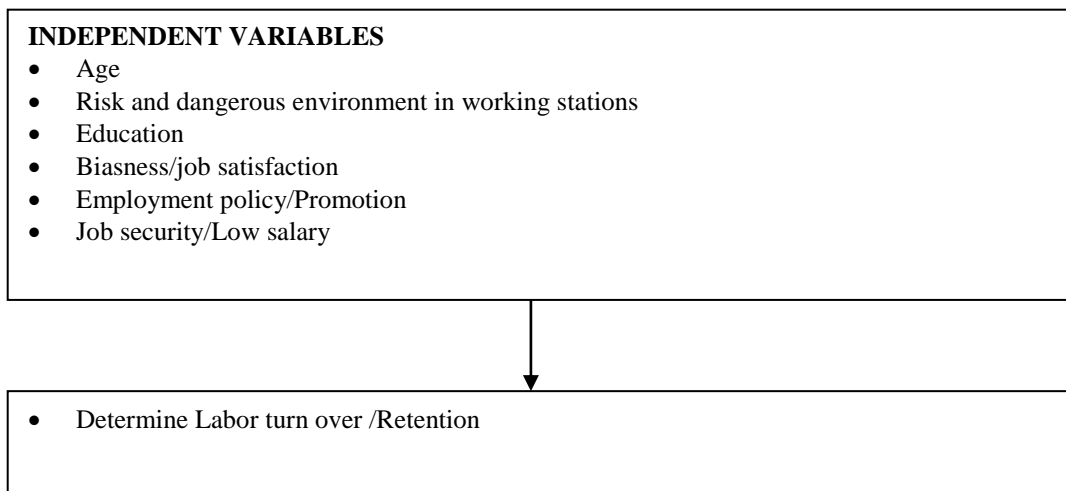
At the end of the day it is all about what you have to show for the time spent at an organization. Make sure you have set goals (both personal and employer) and agreed targets that can be measured. Don't spend another 12 months serving everyone else except yourself.

Technical Managers – connect with your teams and talent, understand their drivers, and find a way to align their goals with business drivers. Technical Talent – make sure there is something in it for you. If you are going to slog it out for 12 months, make sure there are goals that you are working towards which grow your skills for the next opportunity.

2.7. Conceptual Frame Work

Conceptual framework presents existing relationship between variables that will be used in the study. The conceptual framework binds facts together and provides guidance towards collection of appropriate data or information (Katani, 1999). On this study the framework focused on the relationship of Tanzania Police Force and the employee's welfare. Any positive intention in the independent variables affects directly the dependent variable by making labor retention to be improved

Figure 2.1: The relationship of variables



Source: Field Data (February, 2016)

This framework display that independent variables like poor remuneration, unfavorable Canteen and social welfare provisions, Poor working environment, Persistent Risk and dangerous environment in working stations, Cross cutting issues, Employment policy, and job security may cause poor performance of Police Force department, because at the end of the day it Reduces labor forces, increased crime rate, increased costs of recruiting new staffs and Poor delayed services delivery to the community.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This Chapter contains information on methodological approach of the study. The chapter presents the research design, study area on which the study was conducted and the reason for selection, Sample size, Sample techniques, Methods of data collection and data analysis. The chapter also presents the study population, Sampling (Sampling procedures, Sample size and instrument) and lastly the Method of data collection.

3.2 Research Design

In this study a researcher employed mainly qualitative approach; there are also some areas where quantitative methods were used. This is what Creswell (2005) calls “mixed method”. Creswell (2005:510) defines mixed methods research design as “...a procedure for collecting, analyzing and “mixing” both quantitative and qualitative data in a single study to understand a research problem”. By using both qualitative and quantitative approach, the researcher collected the required data sought to address the research problem.

A Case Study research design was adopted. Case study is one of the most popular types of research methods, and its purpose is to understand the life cycle of the unit under study or the interaction between factors that explain the present status or development over a period of time (Krishnaswami, 2003:64). It is an in – depth comprehensive study of a person, a social phenomenon an episode, a process, a situation, a programme, a community or an institution (ibid). Churchill (1999) argues that analysis of selected cases is something referred to as the analysis of insight stimulating. In this study, the units of study comprised Police Members in Morogoro Municipal Council.

3.3 Study area

The study was conducted at Morogoro Municipal Council. It is about 195 kilometers to the west of Dar es Salaam City, found at the lower slopes of Uluguru Mountains. The Municipal Council is located at latitude 0626°S, Longitude 3732°E. Its altitude is about 360 meters above the sea level (Encarta world map). The study area was selected because it is one of the municipal councils in Tanzania and covers large areas in term of police work. This study area was chosen because it is a researcher's working place and can easily access to all needed information and data for his research work. However, the study focused on a single social unit that is Tanzanian Police Force specifically in Morogoro Municipal Council.

3.4 Target Population

The population of study was all Police Officers and retired Police officers at Morogoro Municipal council which comprises of 340 officers in total. Targeted Population among others included Main Police Force, Field Force Unit, Traffic Unit, CID unit and Absconded Police involved Voluntary resigned and Dismissed as well as retired Officers

Table 3.1 Sample size and composition

| Respondent's category | Population |
|------------------------------|------------|
| Main Police Force | 155 |
| Field Force Unit | 60 |
| Traffic Unit | 45 |
| CID Unit | 35 |
| Absconded police members | 30 |
| Retired work Police officers | 15 |
| Total | 340 |

Source: Field Data (February, 2016)

A list containing all such sampling units is known as sampling frame (Kothari, 2004). Thus, sampling frame consists of a list of items from which the sample is to be drawn. The sampling frame operationally defines the target population from which the sample is drawn and to which the sample data was generalized. The sampling frame of this study was drawn from the Morogoro district Police headquarters where members who are employed in Tanzania Police Force are listed.

3.5 Sample Size and Sampling Technique

3.5.1 Sample size

Sample size refers to the total number of respondents who constitute a sample that will be involved in data collection (Huysamen, 1991). The sample is supposed to be representative of the entire population in order that a researcher can be able to collect the requisite information and reach conclusions that reflect the entire population to a great extent (Kothari, 2004). There are many criteria that are used in determining the size of the sample, they include: population variability, time for the study, the purpose of the study, research approach and methods used and availability of respondents as well as financial resources (Huysamen, 1991).

There are many ways of determining the sample size. In this study, the sample was determined using the sample size calculation formula that was established by Yemane (1967). The formula is as follows:

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

Where

n=Sample size

N=the size of the population

e = the error of 0.1 points

Given that the target population is 340, the calculation to get the sample size using the above formula is as follows:

$$n = \frac{340}{1 + 340(0.1)^2}$$

$$n = \frac{340}{1 + 3.4} = \frac{340}{4.4} = 77.17 \approx 77$$

$$n=77$$

Thus, the sample size for this study was 77. This sample size is seen appropriate due to time and financial constraints, but the size caters the need of representativeness as the Police Force members in Morogoro District. Also, the researcher is confident that the sample conforms to the recommended size of representative samples in research by basing on the idea by Kothari (2004) that a sample size of at least 30 respondents is enough for data collection and making inferences.

The sample composition entailed the following elements: 34 respondents from the Police Main Force, 10 from the Field Force Unit, 12 from the Traffic Unit, 11 from the CID unit and 10 absconded police members to form a sample of 77 respondents. The sample composition is illustrated in Figure 3.2 as follows:

Table 3.2 Sample size and composition

| Respondent's category | Population | Sample Size |
|------------------------------|-------------------|--------------------|
| Main Police Force | 155 | 35 |
| Field Force Unit | 60 | 14 |
| Traffic Unit | 45 | 10 |
| CID Unit | 35 | 08 |
| Absconded police members | 30 | 07 |
| Retired Police Officer | 15 | 03 |
| Total | 340 | 77 |

Source: Field Data (February, 2016)

3.5.1 Sampling techniques

According to Dawson (2007), there are many different ways to choose a sample. In this study, the method used depended upon the area of research, research methodology and preference of the researcher

In this study the researcher employed three sampling techniques, namely, purposive sampling, stratified sampling and accidental/convenience sampling. The techniques are explained in detail as follows:

3.5.1.1 Stratified sampling

According to Kothari (2009) stratified sampling is the method that involves dividing the population into different groups or classes. And these classes or categories are called strata and the sample is drawn from each stratum.

The researcher was also used the proportionate stratified sampling technique in which members in the target population was categorized according to their respondents category Then proportionally members was selected to constitute a sample. In determining the number of respondents in each stratum the researcher multiplied the number of members available in the stratum with the ratio between the expected sample and the total number of the target population. This process is summarized using the following formula:

$n^s = N_s \times \frac{n}{N}$ whereby $n^s =$ is a sample size in the stratum, $N_s =$ total number of the members in the stratum, $n =$ the sample of the whole population, and $N =$ the population size.

This technique also helped in eliminating any chances of having bias in obtaining a sample for the study. It means no stratum was neglected or favored in selecting a sample. As demonstrated below in the calculation

| | |
|---------------------------------|----------------------------------|
| Main Police Force | $155 \times \frac{77}{340} = 35$ |
| Field Force Unit | $60 \times \frac{77}{340} = 14$ |
| Traffic unit | $45 \times \frac{77}{340} = 10$ |
| CID Unit | $35 \times \frac{77}{340} = 8$ |
| Absconded Police Members | $30 \times \frac{77}{340} = 7$ |
| Retired Police Officer | $15 \times \frac{77}{340} = 3$ |
| Total number of the sample size | =77 Respondents |

3.5.1.2 Purposive sampling

In this technique the researcher was selected respondents that he is sure that they possess required information due to holding their positions in the units or sections. Heads of the units was selected because they are the ones who keep records and handle various complaints raised by the employees in the police force. They also have records on the number of the police force members who join and quit the profession. Also, police officer who quitted especially those who joined other fields and are in Morogoro district was selected purposively. This is because they shall be able to provide the first-hand information based on their experiences that forced them to quit. Kothari (204) argues that in using purposive sampling technique a researcher should make sure that those who are selected possess the required information for the study. This is what was considered in the use of this technique when selecting the respondents.

3.5.1.3 Convenience/accidental sampling

Convenience sampling technique was applied to get the respondents who were readily available to participate in the study from each stratum. This technique helped in reducing wastage of time for data collection especially where it was noted that some members were either not ready to participate or are not available at all.

3.6 Data Collection Method

Data for this study was collected using both primary and secondary data collection methods. Primary data collection methods involve collecting the data from the field. Examples are interviews, questionnaire and observation. The major advantage of this method is that a researcher assumes high level of objectivity (Kothari, 2004) and collects first-hand information which tends to be reliable. Secondary data collection methods involve gathering from the documents such as reports, attendance registers and other records (Krishaswami, 2003).

3.6.1 Primary Data Collection methods

In primary data collection, the researcher collected the data using methods such as interviews, questionnaire and observation.

(i) Interview Methods

Huysamen (1991) and Kothari (2004) define interview as the method that entails collecting data through face-to-face interaction between a researcher and the respondents. This method was used to solicit information from the heads of units and the police office members who quitted the police force profession. The use of interview allowed high flexibility in the process of interaction as a researcher was able to clarify the questions that might not have been clear to the respondents. Probing questions were also applied where necessary for gathering in-depth information that could not be found through observation or questionnaire.

Also the method was appropriate in identifying the views of Heads of Units in Police Morogoro to identify the labor turn over and what should the Police do to reduce the labor turn over. The questions were structured. The structured directive interview was used and this allowed coding and standardization of responses.

(ii) Observation

This method was employed in order to observe various activities through participant observation to see how the police office staffs do their activities, the work environment and the mode of interaction among the workers and between them and their seniors especially the top level. Observation provided first-hand information as the researcher had a chance to eye-witness what was happening rather than being told by someone else or reading from documents. The researcher observed Police Quota residence as well as working environment.

(iii) Questionnaire

This method involved the use of readily prepared list of questions that appear as forms to be filled in by the respondents (Krishnaswami, 2003). The researcher in this study applied this method to all other workers who are not head of units. These respondents were given the questionnaire because they are many; it was not possible to interview all of them in a given short time frame for the study. Also, the use of

questionnaire enabled the respondents to be free to confidently provide information for the research as they did not indicate any feeling of being identified or threatened. To enhance confidence, the respondents were not asked to indicate their names or anything that would reveal their identities. Both open and closed-ended questionnaires were used in soliciting data from the respondents. Open-ended questions allowed the respondents to express themselves as much as they wished as to generate more comprehensive information. Closed-ended questions were involved requiring a respondent to select from the given options.

“Questionnaires are useful tools for investigating patterns and trends in data and are frequently used with success in management and consumer research” (Smith, et al., 1991 as cited in Othman, et al., 2001).

3.6.2 Secondary Data Collection Methods

Secondary data collection method was used in this study through the documentary review.

Under this method, data was collected from various documentary sources presented below:

- (a) Police annual reports
- (b) Police general orders
- (c) Police force ordinance
- (d) Standing orders
- (e) Police Force and Auxiliary Service Act. R.E 2002. Cap 322
- (f) Police force service regulations
- (g) Other documents (published and unpublished) which helped in successes this study
- (h) Minutes of meeting

The above instrument used to provide statistic data on the labor turn to Morogoro Municipal Council, where the secondary data show that 2011-2015 there was 19 employees left the work in Police Force among them 16 is voluntary and 3 is involuntarily.

This data from this method was used to complement the data collected using the primary data collection methods. The combination of both primary and secondary data collection methods enabled a research to avoid bias in data collection and hence reach plausible conclusions regarding the findings. It was also enhanced making constructive recommendations or proposals for curbing the problem to improve the situation in the police force.

3.7 Data analysis

The study involved application of qualitative and quantitative data analysis method/techniques. Quantitative the data was analyzed through the descriptive analysis where mean, frequency, figure, table were used to summarize the findings in the aspect of Qualitative the data were analyzed through content analysis. The process went through data editing, data processing, content analysis and statistical analysis with the help of Statistical Package for Scientific Studies (SPSS). The use of SPSS facilitated attaining high level accuracy in data analysis because of its high precision.

3.7.1 Data editing

Data editing is the process of checking to detect and correct errors and omission (Krishnaswami and Ranganatham, 2007). This means, data should always be edited before being presented for processing. In this study data editing was done to ensure that data provided were accurate, complete and consistent. A researcher performed data editing for the following purposes: to ensure the accuracy of data, to establish the consistency of data, to determine whether or not the data were complete, and to obtain the best possible data available.

The data editing was done at two stages, one at the time of recording the data and second at the time of analyzing data.

3.7.2 Data processing

Data processing is the conversion of data into a form that can be processed by computer or other methods (Huysamen, 1991). It also means the storing or processing of data by a computer. In data processing stage, the data were defined as numbers or characters to represent measurements from observable phenomena. The data were processed using the Statistical Package for Social Scientists Software Package.

3.7.3 Statistical analysis of Validity and Reliability of Scales

Statistical analysis of data is the tool for prediction and forecasting based on data. It is a mathematical science pertaining to the Collection, analysis, interpretation or explanation, and presentation of data. This study took consideration of two concepts of validity and reliability.

Validity refers to the accuracy of a measure and a measurement is valid if it measures what it is supposed to measure and performs the functions that purports to perform. The greater the degree of validity of the data collection device, the more confident you will be that the results you achieve reflect true differences in the scores of your subjects and not some random or constant error. The degree of validity reflected the degree to which we are controlling the account for constant error.

Reliability refers to the consistency, stability, and repeatability of a data collection instrument. A reliable instrument does not respond to chance factors or environmental conditions; it will have consistent results if repeated overtime or if used by two different investigators. Reliability demonstrates that the operations of a study – such as the data collection procedures – can be repeated, with the same results (Yin, 1984). Nevertheless according to Saunders *et al.*, (2003), there is a relationship between validity and reliability, and therefore the researcher is in the position to use both of them and that it is not easy to focus only on one of it.

In order to ascertain validity and reliability, the researcher made respondents to participate in the study willingly; the survey research instruments were selected, data collected, processed and analyzed. Reliability was estimated by measures of the

extent to which similar results was expected from similar samples within the population study. The focus was on the stability of results across time, setting and samples

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Introduction

This chapter presents demographic information of respondents and findings of the study. The research findings presented based on the specific objectives in this study as presented in the first chapter of this document. The specific objectives of this study focused on the need to identify the factors that influence the labor turn-over in Tanzania Police Force; to examine the effects of labor turn-over in Tanzania Police Force; and recommend measures to be taken by Tanzania Police Force to reduce labor-turn over

4.2 Biographic data

This involved three parts; the gender of the respondents, the working experience of respondents, and education qualification of respondents. This drew from Main Police Force, Field Force Unit, and Traffic unit, CID Unit, Absconded Police Members and Retired Police Officers which involved 77 respondents.

4.2.1 Gender of the respondents

Gender of the respondents involved in the provision of data for this research was vital as it helped to know the information given by both males and females. To the researcher, this was important as it provides evidence that on the account of the Factors Contributing Labor Turn over in Police Force Morogoro Municipal council is of a gender balanced perspective. The research results regarding the gender of respondents are as presented in table 4.1

Table 4.1 Gender of the respondents

| Gender | Number of respondents | Percent (%) |
|--------------|-----------------------|-------------|
| Male | 55 | 72 |
| Female | 22 | 28 |
| Total | 77 | 100 |

Source: Field Data (February, 2016)

The findings from the Table 4.1 reveal that, 72% of respondents were male while 28% of respondents were female. The findings suggest gender inequality among the Police Force employees. Therefore gender equality should be promoted in Police Force employment opportunities in order to maintain gender balance as seen in the study.

4.2.2 Working experiences of the respondents

Data concerning the working experiences of respondents were presented into five categories; these include those who had worked between 1to 5 years (50%); 6 to10 years (15%) of respondents; 11to15years (20%) of respondents; 16 to 20 years (5%) and more than 21 years (10%) of the respondents. The research results regarding to working experiences of respondents are as presented in table 4.2.

Table 4.2 Working Experience

| Working Experiences | Number of respondents | Percent (%) |
|---------------------|-----------------------|--------------|
| Under 5 years | 16 | 22.0 |
| 5-10 years | 30 | 39.0 |
| 10-15 | 9 | 12.0 |
| 15-20 | 15 | 19.0 |
| 21+ | 7 | 9.0 |
| Total | 77 | 100.0 |

Source: Field Data (February, 2016)

Table 4.2 findings shows that, 22.0% of respondents had a working experience under 5 years, followed by 39% of respondents who had a working experience between 5-10 years; 12% respondents had 10-15 years of working experience; 19% respondents had a working experience of 15-20 years; whereas 9% respondents had

21years working experience. Therefore, the findings show that, majority of respondents had a working experience above 5 year. As majority had an experience beyond 5 year, the researcher was confident that the respondents would provide reliable and valid information from the wealthy experience from having seen the employee who leave the job at the Police Force Morogoro Municipal council.

4.2.3 Education Qualification of the respondents

Data on the education qualifications of respondents are presented into seven categories; which include those who had Primary education (STD VII), Form four level, Form six level, Certificate, Diploma, Degree and Master degree levels of education. The research results regarding education qualification of respondents are as presented in the Table 4.3

Table 4.3 Number of Police Members and level of Education

| Education Qualification | Number of respondents | Percent (%) |
|-------------------------|-----------------------|--------------|
| Primary Education | 5 | 6 |
| Secondary Education | 42 | 55 |
| Diploma | 11 | 14 |
| Advanced Diploma | 7 | 9 |
| Degree | 9 | 12 |
| Master | 3 | 4 |
| Total | 77 | 100.0 |

Source: Field Data, 2016

The table above shows that the number of police members and their level of education. The respondents statistics indicate majority (55%) of Police members having secondary education; Followed by those who have diploma (14%).Up to 12% graduated for the first degree, 9% have advanced diploma and 6% of the respondents have primary education. At least 4% of the respondents, however, have master degree.

The research results indicate that the large number of Police members who quit the Police jobs are those who were at the rank of operation group. They are called rank and file Police Officers; medium group (the rank of Inspectors to SSP) fewer in number quit Police Department. Most of them are graduates who completed their studies for higher degrees.

4.3 Labor turn-over in Police Force at Morogoro Municipal Council

Data on the labor turnover in police force at Morogoro municipal council are organized into five years categories indicating the percentage of labour turnover, where in 2011, the turn-over amounted to 11%; 2012 indicated no labor turnover ; the 2013 reached 21%, while the 2014 and 2015 experienced an increase to 47% respectively, which show an alarming increase in labour turnover in police force . The research results regarding to labor turnover in Morogoro municipal council are as presented in table 4.4:

Table 4.4 Number of staffs left the office between 2011 and 2015

| Trend of labor turnover | Number of respondents | Percent (%) |
|-------------------------|-----------------------|--------------|
| 2011 | 2 | 11 |
| 2012 | 0 | 00 |
| 2013 | 4 | 21 |
| 2014 | 4 | 21 |
| 2015 | 9 | 47 |
| Total | 19 | 100.0 |

Source: Field Data, 2016

Table 4.4 shows the trends of labor turn over in Tanzania police force at Morogoro Municipality between 2011 and 2015. The findings show that in the year 2015, more than 9 police members left the job, whereas in the year 2012 there was no an police members who quit the job. But as time went on, the rate of labor turnover increased, in which the years 2013 and 2015 experienced the highest increase rate. These findings are also reiterated through the interview with one of the Police employees and head in charge of Police unit who acknowledged the labor turn-over in Morogoro municipal council; the interviewee posited that;

..I remember one my co-workers who quitted the Police force for TRA. He is a graduate; he decided to leave from Police institution to another institution because he was attracted by working environment of the other institution which was favorable to him. Therefore, I also see the reason so that for those with qualification should leave for good jobs when such opportunities emerge.

Another response in the interview from other Police employee on the labor turn-over in Morogoro municipal council said that:-

It is absolutely true that the issue of labor turn-over is prevailing in our organization particularly in Police Force. I usually see some of employee having negative attitude with this employment! This provides remark of prospects for the employee to quit once for new job opportunities This is something always happening here at Police Force.

4.4 Factors influencing labor turnover in Tanzania Police Force

The focus of the first objective of the study was to identify the factors that influenced labor turn over in Police Force Morogoro municipal council. In accomplishing this specific objective, the researcher met respondents at their work place. The researcher managed to extract information from 77 respondents who responded on the questionnaire distributed to them and other respondents were interviewed. From those who filled questionnaire 15 respondents were then after interviewed. Both methods were applied to extract information as per the study objective, as presented in Table 4.5.

Table 4.5 Factors for labour turnover to Police members

| Reason for Police member to left the job | Mean response | (%)=([mean/5]*100) |
|---|----------------------|---------------------------|
| Little Salary | 5.0 | 100 |
| Unsatisfaction working conditions | 4.8 | 96 |
| No regular permission for further studies | 4.7 | 94 |
| Conservative of top management | 4.2 | 84 |
| Other factors | 3.9 | 78 |
| Grand mean and Total % | 4.5 | 90 |
| Key scale 1=Strongly disagree 2=Disagree 3=Neutral; 4=Agree 5=Strongly Agree | | |

Source: Field Data, 2016

The table 4.5 above shows the response on the likert scale as given by the police members on the factors which lead to labor turn-over. According to data collected from 77 respondents as indicated in the table 4.5, findings show that, 100% respondents asked on likert scale strongly agreed that they were not satisfied with the current salary as it was seen to be insufficient to meet the basic needs of the employees. Poor working condition was indicated in the likert scale by up to 96% of the respondents.

The argument here implies that, the working environment do not provide opportunities to perform personal task accordingly. Nevertheless up to 94% of the respondents remarked over lack of permission to pursue further studies as a critical inconvenience in the police force that would lead the Police member to leave the job. Furthermore, the factor of conservativeness of the management was mentioned by 84% of the respondents as a factor behind some labor turn-over.

The grand mean scored of all responses is 4.5 which show that respondents strongly agreed that are the factors led the employees to leave the job at the Police force in Morogoro municipal council. The response is justified by the 94% of the respondents who acknowledged the factors indicated in the table

Anthon et al. (2009) views that, qualifications held by an employee influence the choice of a job to work for. From these findings, it is realised that employees with qualification have opportunities to select the job that satisfy them from different organisation, and terminate the employment which satisfy their interest.

The following interview extracts present expression on the factor that influences the labour turnover by one Police respondent;

Graduate employees particularly police workers are subjected to change jobs because they have many choices of work which they think will benefit among the available job position which is paying more.... so the employee tend to quit the police job

In the same line, another respondent in interview on the factor which influences labor turn-over in Tanzania Police Force stressed that:-

“In the Tanzania Police Force, being a graduate does not account for a consideration to higher position. But what matters is the rank one holds. Lots of graduate employees hardly get a chance to be part of the organization decision committee. This tend to discourage most academically qualified employees especially graduates into the TPF and some give up the force for this reason”

Moreover, the researcher deployed the documentary review as a method of data collection. The aim of the documentary review was to find out the factors which contribute to labor turn-over in Police Force particularly Morogoro Municipal Council. The researcher observed various documents of the Police employee such as various data which show labor turn-over in Morogoro municipal council. The researcher reviewed a magazine entitled *the same factors Influencing Labor Turn over and long spells of sick leave*. The magazine provided vital information on the case study by showing the factors for labor turn-over as well as way forward to reduce labor turn-over.

The above documents helped to substantiate the information received from the other research instruments. Moreover, the documents were used to account for the similarities and differences of findings as well as to support the findings of this study. The reason for using this method was provide the researcher access to vast amount of information on the matter. Such documents contained permanent source of data that was checked by the researcher and sometime gave verification on the factors which influence labor turn-over in Police Force Particular in Morogoro municipal council.

4.5 Effect of labor turn-over in Tanzania Police Force

The third objectives of the study aimed to find out the effect of labor turn-over where it involved all Police Force employees of Morogoro municipal council which were Main Police Force, Field Force Unit, Traffic unit, CID Unit, Absconded Police Members which involved 77 respondents, Nevertheless questionnaire and interview method of collecting data was used to gather information regarding the effects of labor turnover in Tanzania Police Force. Below are the factors which appeared an outstanding factor from the questionnaire on the effect of labor turnover.

Table 4.6 Effect of labor turnover to Police force members

| Effect of labor turnover to Police force members | Mean response | (%)=([mean/5]*100) |
|---|---|---------------------------|
| Cost training new staff | 4.0 | 80 |
| Reduce efficiency and effectiveness | 4.5 | 90 |
| Grand mean and Total percent | 4.5 | 85 |
| Key scale | 1=Strongly disagree 2=Disagree 3=Neutral; 4=Agree 5=Strongly Agree | |

Source: Field Data, 2016

The data from the table 4.6 were obtained through the questionnaire distributed to the respondents on the effects of labor turnover. The finding revealed two factors as the major outstanding factors; from the response, the cost of training staffs accounted for 80% of the 77 respondents. The cost here entails the cost of recruitment of new workers. On the other view, the findings present 90% respondents agreed that labor turn over reduced efficiency and effectiveness to Tanzania Police Force.

The information extracted from the interview show that Labor turnover incurs a number of costs to the organization. These include, loss of input from those leaving before they are replaced in terms of contribution, output, sales and customer satisfaction. Others are direct cost of training replacement in the necessary skills, loss arising from the reduced input from new starters until they are fully trained or gain experiences and direct costs of introducing replacement (advertisement, interview, testing). In some cases costs are associated with the communication of proprietary trade secrets, procedures and skills to competitive organization and Administrative hiring costs

For example in the interview with head in- charge of Police unit one respondent reiterated that:

Normally as Police organization, we experience labor turn- over, the situation which leads to loss of labor power supply. The Police Force is experiencing costs to train other replacement labor. Due to that I think the Police Force should review the best ways which will ensure labor retention in our organization so as to avoid costs of training new staff daily

Another respondent in interview, who is head in –charge of Police unit emphasized on the effect of labor turn-over in Police Force when he stressed that:

Due to the continuation of labor turn-over to our organization it leads the Police fail to meet the customer satisfaction due to the shortage of labor supply hence fail to accomplish the objective as intended due to shortage of the employee which is caused by drop out of our employee so the government should look the best alternative to solve this problem particularly in ensuring labor retention

4.6. Solution to be taken by Police Force to reduce labor-turnover

The fourth objective of this study was to establish measures to be taken to by Tanzania Police Force to reduce labor turn-over in Morogoro municipal council. This section shows the opinion of the respondents with regards to the measures to be applied to ensure there is labor retention in the Police Force. To accomplish this objective, the methods used to collect data was questionnaire as well as interview guide. From the questionnaire the findings present responses of employee at the Police Forces in Morogoro municipal council as indicated in Table 4.7.

Table 4.7 Strategies /Solution to reduce labor turnover

| Strategies to be taken by Police Force to reduce labor-turnover | Mean response | (%)=([mean/5]*100) |
|---|---|--------------------|
| Salary improvement | 5.0 | 100 |
| Ensuring conducive working environment | 4.9 | 98 |
| Employees rights should observed accordingly | 4.8 | 96 |
| Adoption of NPM system in TPF | 4.2 | 84 |
| Consensus orientation in Decision making | 4.0 | 80 |
| Grand mean and Total % | 4.58 | 91.6 |
| Key scale | 1=Strongly disagree 2=Disagree 3=Neutral; 4=Agree 5=Strongly Agree | |

Source: Field Data, 2016

The table 4.7 above shows the response in the likert scale presented by the police members on the strategies for labor retention. According to data collected from 77 respondents, findings show that 100% respondents strongly agreed that strategies to improve workers retention as salary increase, to facilitate the affordance of the basic needs, and the need to put in place conducive working environment at 98%; Furthermore, up to 84% respondents from the questionnaire agreed that there is need to adopt new public administration management modern management through as a tool to labor retention. In the same view, 96% of the respondents stressed on observation of workers' right as a way to ensuring labor retention in the police force. 80% respondents perceived the necessity for consensus orientation in decision making critical to labor retention.

The grand mean scored of all responses is 4.5 which suggest that most of respondents strongly agreed that are such measure/strategies should be adopted to address the problem of labor turn over to Police members in Morogoro municipal council.

The responses are however justified as the 94% of the respondents agreed that such initiatives have to be adopted to ensure labor retention to Police Force.

The data extracted from the interview revealed that, 90% of the interviewees mentioned that in order to control labor turn-over in Police Force the following should be improved to Police employees; first salary increase, improvement of working environment, provision of incentives to the workers, promotions be done on time as well as improved residence. Respondents' views on the measure to improve labor retention are reflected in the following extract from one of the respondents:

I think the best way to handle employee in Police Force is to increase salary; by doing that, it will ensure labor retention in our organization as most of employee who have graduated tend to look the work which have a big return. Any such opportunities outside the police force will make them quit.

Huang, Lin and Chuang (2006) argued that, the speed of promotion and economic cycle has a significant impact on how long employees are retained in their job. This finding signifies that if the speed of promoting employees is maintained in a good manner, employees will be satisfied with a job and stay in the organisation. On the other views, if the speed of promotion is poor and employees are not promoted for a long time they decide to resign. Employees hate to be in the same designation for a long time when they have qualifications for promotion. This causes employees with opportunities to be employed elsewhere to resign.

The following interview extract justify the perceived measure to reduce turn-over in the police force by one respondent:

Always the working environments for the Police employees including residential areas are definitely not good for the employee with some better qualifications. They are therefore convinced to automatically quit In regard to the residence and working environment, the government should ensure some improvements in order retain the employee

To emphasize on the need for measures to reduce turn-over, one of the police officers explained during the interview that:

For the last 10 years that I have worked here, the issue of promotion has not been okay. It therefore requires that Police Force should consider that promotion is done on time as to motivate the employee to fill that they are valued accordingly. This feeling will raise the spirit of loving their work; nobody will be in the position to quit the job and therefore the organization will be able to retain the employee”

The interview response from Head in- charge of Police Unit to ensure labor retention in Police Force is presented in the following quote:

I think in order to ensure labor retention; the government should improve the working facilities like motor vehicles, motorcycle, radio calls, computers as well as information systems. By doing that, it will motivate the employee to feel comfortable with work hence no one will quit the work due the clamors about working environment.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This part is mainly concerned with the discussion of the findings as from the analyzed data in chapter four. The discussion of the findings is organized and guided by three specific objectives; these are to identify the factors that influencing the labor turns over in Tanzania Police Force; to examine effects of labor turn over in Tanzania Police Force as well as to recommend measures to be taken by Tanzania Police Force to reduce labor turn over at MMorogoro municipal council.

5.1 Factors that influencing the labor turns over in Tanzania Police Force.

The Morogoro municipal council employees particularly the TPF seem to be aware of labor turnover. Majority of the respondents strongly agreed that, they were factors which influenced labor turnover. This is evidenced by findings from the questionnaire. Thus, a large number of respondents said they were aware of labor turnover attributes of the job.

Based on the data, the study revealed the causes of labor turnover in Tanzania Police Force. Findings in this study indicated that, there is a number of Police members who quit the Police department to work for other organizations. The findings of this provides the reasons for the migration as low wages and salaries, poor working conditions, delayed promotions, lack of training, poor selection and placement in a right places, poor supervision, lack of job recognition, job dissatisfaction and employees' demoralization. Besides factors for the Police members to leave the Police job the findings of this study establishes certain measures to ensure labor retention in the organization.

The revealed findings in this study about the factors of labor turnover on this study are in line with the study conducted by Clement (2007), who argues that, the main cause of voluntary labor turn over include job satisfaction, lack of job security, low

salary, looking for green pastures, lack of recognition, poor supervision, poor methods used in conflict resolution, lack of training and unfair promotion.

Nevertheless the factors for labor turn-over in the organization have also been presented in the study of Darren Moss (2005), who investigated on why do good employees leave the job. According to this study, most good people leave an organization because they feel there is nothing more in it for them. Whilst Human Resources departments and company management are responsible for the well-being of the organization through financial success and may be even cultural change, the real influencers are direct managers of staff working in the business.

The study finding above observed various factors which are influential to labor turn over, which are similar to the findings presented in this study. There is need to for the Police Force to review on these factors which cause labor turn over to Police Forces so as to ensure labor retention in the organization and thus promote good service delivery to the clients

The interview revealed that 95% of the interviewee acknowledged that there was a labor turn –over in Morogoro municipal council. For example, during the interview a respondent had this view:

..I remember one of my co-workers who quitted the Police force for TRA. He is a graduate; he decided to leave from Police institution to another institution because he was attracted by working environment of the other institution which was favorable to him. Therefore, I also see the reason so that for those with qualification should leave for good jobs when such opportunities emerge.

The observation justify that there is labor turn –over in Police force and that the situation is contributed by various reason including low salary. Despite the presence of ration allowance, the issues of labor turn-over still prevail among the employees. Such turn-over among employees makes the Police force fail to accomplish the intended tasks as due to the shortage of labor supply. This suggests a high need to labor retention in the organizations as to guarantee effectiveness in the organization performance.

The existence of the labor turn-over is also reflected in the following quote:

... Absolutely, the issue of labor turn-over is prevailing in our organization; I usually see some of employees tend to have negative attitude with this employment. This provides remark to the employee to quit for new job opportunities... this is the something common here at Police Force.

The responses provide the remark that there is of labor turn-over in the Police Force where employees would quit from their police employment due they lack incentives and unfriendly working environments. As from the findings of this study, it can be learned that an average of 70 Police are employed each year in Morogoro municipal council. The recent (2015) data show 9 Police staff having quitted the job, majority of which being graduate who got better opportunities in other employment. Most employees who quit from Police Force are graduates who happen to conceive further employment, more paying jobs in other sectors

5.3 Effects of labor turn over in Tanzania Police Force.

This study aimed to examine the effects of labor turn over in Tanzania Police Force. The findings revealed that extreme turnover can be detrimental to the firm's productivity and can result in the loss of business and relationship. Labor turn-over can even put at risk the realization of the firm's objectives, lead to decreased innovation, delayed services, slow implementation of new programmes and degenerate productivity.

Labor turnover incurs a number of costs to the organization. These include, loss of input from those leaving before they are replaced in terms of contribution, output, sales and customer satisfaction, direct cost of training replacement in the necessary skills, loss arising from the reduced input from new starters until they are fully trained or gain experiences. Other direct costs relates to introducing replacement (advertisement, interview, testing). In some cases costs are associated with the communication of proprietary trade secrets, procedures and skills to competitive organization and Administrative hiring costs.

The finding of this study coincides with Mobley (2002) in his study of human behavior in the organization which observed that, labor turnover can have several negative consequences, especially if the turnover rate is high. Often it is difficult to replace the departed employees and the direct and indirect costs to the organization of replacing workers are expensive. The remaining employees may be demoralized from the loss of valued co-workers and both work and social pattern may be disrupted until replacement is found. The disadvantage of losing employees is that the organization reputation in the community may suffer. However, some benefits may arise from turn over; such as more opportunities for internal promotion and the infusion of expertise for newly hired employees.

The focus the current study was on impact of labor on turn-over in Police Force where most of respondents acknowledged that presence of labour turnover increased cost to the organization in terms of training other members and it reduced the efficiency of service delivery to clients that led to failure to meet customer satisfaction. The information which extracted for example in interview with head in-charge of Police unit emphasizes the impact of the labor turn-over:

Normally as Police organization we experience labor turn- over. Such situation leads to loss of labor supply. The Police Force also faces cost to train other replacement labor supply, as a result. I think the Police Force should review the best way which will ensure labor retention in our organization.

The quotation above shows that the labor turn-over has many effects in the Police Force. The effects include shortage of labor supply to the organization, some costs which the Police Force incur in the training the employees, and failures of the police force to accomplish its task as intended.

Moreover, head in -charge of Police unit viewed in relation to the effects of the labor turn-over that;

Due to the continuation of labor turn-over to our organization, it has made the Police fail to meet the customer satisfaction due to the shortage of labor supply, and hence fail to accomplish the objective

as intended due to shortage of the employees which is caused by drop out of our employees; so the government should look for the best alternative to solve this problem mainly to ensure labor retention

The quote corroborate the evidence that labor turn-over compromises the Police Force's efforts to meet the customer satisfaction. It results to poor service delivery to the majority and therefore inability to meet the needs of citizen. This suggests the need for strong mechanism to be introduced ensure that there is labor retention

5.4 Solution to be taken by Tanzania Police Force to reduce labour turnover

The perspectives from this study indicate the urgency to improve the rate of salary to in line with levels of education and other sectors. This study also establishes the need to improve the working standards and environments, provide the Police with equipment like motor vehicles, motor cycle and stationeries, building and computers applications. Promotions to the educated should be done promptly after graduating their studies unlike nowadays where series of complications characterize promotions. This demoralizes the educated people from continue to work under TPF.

The findings in this study are in line with the study by Taplin and Winterton (2007) on the importance of management style in labor retention. The intention of the study was to observe the role that management style plays in retaining workers in a high labor industry. Interview was employed to elicit from workers and managers derived from industry using wide data set. The study was important in understanding the role of management style as a motivational factor at work place that affected labor turn over in organizations.

The findings suggested that the adoption of new public management will retain workers in organization. The relevance of this study to the current study is on methods used to collect data, that is, the questionnaire and interview and the variables of management style as a likely factors influencing turn over in TPF. The weakness of this study is that, it relies too much on management side leaving the employees side and giving the interpretation that only management can sustain labour retention which is obvious not true. There are other motivational factors which determine employees' perception which the researcher wanted to study.

The Tanzania Police Force should adopt suitable personnel policy framed for employing the right man for the right job and giving a fair and equal treatment to all workers. Nevertheless it should improve the wellbeing of employees such as improvement of working environment, improvement of salary and rewards to employees who perform better. Moreover, managements should recognize educated people in terms of the level of education and therefore give them moral and courage to ensure labor retention in Police Force.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECCOMENDATION

6.1 Introduction

This chapter presents the summary of the findings of the study, conclusion and recommendation in line with specific objectives and questions of the study.

6.2 Summary of the study

The study assessed the factors which contribute labor turnover in Police Force, The data were collected through questionnaires, observation, and interview from Morogoro municipal council, A sample size of 77 respondents comprised employees of Police Force, Furthermore the data were analyzed through quantitatively as well as qualitatively, The research findings revealed that the causes of labor turnover relates to low salaries, poor working environment, lack of incentives and motivation. Moreover the study findings stipulate that in order to ensure employees are retained, the findings establish that, there is a need to improve working environment and rate of salaries as the way of controlling labor turnover in Morogoro municipal.

6.3 Conclusion

From the research findings and its discussions, it can be concluded that, there is an increase in labor turnover whereby police members quit the police force and go to other organizations to works for. The research findings conclude that the increase in number of labor turnover has been attributed by several factors, which include low wages and salaries and poor working conditions, delayed promotions, lack of training, poor selection and placement in a right position, poor supervision, lack of recognition job dissatisfaction and employees demoralization.. Labor turnover reduces effectiveness and efficiency of employees particularly for the majority of TPF at Morogoro Municipal council as well as at national level. In a view of the situation, this study puts forward the need for improved salary rate and working environment as necessary mechanisms to motivate and consequently retain employees.

6.4 Recommendations

In this dissertation the findings were analyzed and discussed relating to the empirical data on the labor turn among Tanzania Police Force members in Morogoro Municipal Council. The results revealed that, the number of Police members who quit this department is associated with poor quality of service delivery to the community. Basing on research findings, a number of recommendations are put forward in this section. It gives a researcher great pleasure to make some few remarks on labor turnover and prevention programmes for the Tanzania Police Force Reform Programme. Tanzania Police Force like other Forces worldwide cannot escape the effects of the ongoing social, economic, political and cultural changes taking place in our societies. The Force cannot keep on performing the Police function in the same way it has been doing. It has been said that the surviving quickly to the modern changes is the only option for the survival of our Police service. Tanzania Police Force should do the followings so as to solve the problems of labor turnover:-

- (a) Appreciation via compensation and benefits. Offering things like competitive salaries, profit sharing, bonus programs, pension and health plans, paid time off, and tuition reimbursement sends a powerful message to employees about their importance at the organization. The plunder given to employees must be meaningful in order to impact their perception of the organization and therefore have a marked influence on its retention efforts. The rate of salary should be equal to the cost of living.
- (b) This study recommends the need to improve the working standards environments in doing Police duties in terms of equipments like motor vehicles, motor cycle, and stationeries, buildings and computers applications.
- (c) The study also recommends that, educated employees should be promoted promptly after graduating their studies, unlike nowadays where the attention to promotion is very poor, as it takes a lot a time, ranging from three years and above after graduation. This demoralized the graduating people to continue to work under TPF.
- (d) TPF Management should recognized educated people in terms of the level of education and treat them in accordance

- (e) Employees should be rewarded at a high level to motivate higher performance. The use of cash payouts could be used for on-the-spot recognition. These rewards have terrific motivational power, especially when given as soon as possible after the achievement. It is important for employers to say “thank you” to employees for their efforts and find different ways to recognize them.
- (f) Work load should be scheduled in the balanced way as to ensure labor retention to the organization.
- (g) In decision making TPF should promote various approaches to decision making by using bottom– up approach and top down approaches altogether depending the situations. It is unfortunate that the TPF they still uses a top – down approach besides several modern management approaches for decision making..

6.5 To Policy Makers

There is a need to review the Tanzania Police reforms programs in order for them to go with time and changes that are occurring in the world. The reforms must reflect the weakness of policies and standing orders of Tanzania Police Force.

I call upon every member of Police Force and everyone that can play a role in making the implementation of the Police Reform Programmes. This requires combined efforts possible to bring about retention of labor in Tanzania Police Force and cure the current persistent tendency of labor turnover in Tanzania’s Police Force.

6.6 Need for further Research

The study was limited to Morogoro Municipal Council, focusing to assess factor contributing to labor turn over in Police Force. The findings of this study were limited to exploratory research that was confined to Morogoro Municipal Council. Thus generalization possibility is low and that the findings may not reflect characteristics of the entire Police Force organization in Tanzania, There is need for a comprehensive survey involving more than one District so as to provide adequate grounds of the problem to researchers and Police members to understand the situation of factors influencing labor turnover in Tanzania Police Force at difference

districts and where necessary in other organizations including private organizations in order to increase the reliability and ability to generalize the research findings.

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APPENDICES

Appendix I: Research Questionnaire

APPENDIX A

Dear Respondent,

I am doing research on Factors Contributing to Labor turn over in Tanzania Police Force a case of Morogoro District . The study conducted as a partial fulfillment for the award of the Master's degree as according to Mzumbe University.

The purpose of this questionnaire is to request you to have chance to tell the researcher about your present job, how you feel about your job, what things motivate you at work place. Through these the researcher shall be able to analyze and understand factors that make people either like their job or quit their job.

All these information will be treated confidential and is for academic purpose not otherwise so your requested to feel free when you're filling thing questionnaire.

Thank you in advance

Your sincerely

SALUM Y. MKELE

Part one: Personal traits

Instruction: Tick where a appropriate and fill where needed.

1. What is your section.....
2. What is your academic qualification: Primary education level..... Secondary education level..... Certificate education level.....Diploma education level.....University education level.....
3. Age of respondent
(a) Below 25years (b) Between 25 and 40 years
(c) Between 40 and 60 years (d) Above 60 years ()
4. Gender of respondents
(a) Male (b) Female ()
5. Marital Status
(a) Married (b) Single ()
6. Working experience:
1-5 years (), 5-10 years () 10 -15 years ()
15 – 20 years () 20 – 30 year ()
31 and above years ()
7. Staff level cadre;
Rank and file (), Middle Officer () senior officer ()

Part two factors cause resignation of policemen and contributing to laborturn over in TPF- Morogoro Municipal

- (8) Please rank each of the motivational factors below in accordance to our level of motivation by writing the number of the specific item in the column provided.

(Use TICK to indicate your position in the column provided).

1= Very much satisfied 2= Neutral

3= Satisfied 4 = Not satisfied 5 = completely not satisfied

6= Not a applicable.

| | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
| The amount paid per month | | | | | | |
| Professional allowance | | | | | | |
| Working condition | | | | | | |
| Amount paid as house allowance per month | | | | | | |
| Recognition and appreciation of employee | | | | | | |
| Organisation support (in case of injuries, death or transfer) | | | | | | |
| Rewarding system | | | | | | |
| Police culture | | | | | | |
| Promotion | | | | | | |

Choose the best answer

()

9. Employees who have professional tend to resign because they are under Utilised.
 - (a) To some extent
 - (b) To large extent
 - (c) To very large extent
 - (d) Not applicable ()

10. Unfulfilled expectation that policemen have before you join the Police Force and that when you joined the police force is that causes other employees to quit the TPF organization.
 - (a) To some extent
 - (b) To large extent
 - (c) To very large extent
 - (d) Not applicable ()

11. Lack of training opportunities and career development contribute policemen to resign the job.

- (a) Yes (b) Not applicable (c) No ()

12. Poor leadership style used in Tanzania police force causes some employees to resign police work.

- (a) To some extent
(b) To large extent
(c) To very large extent
(d) Not applicable ()

Combine questions with the same response

13. Command provided by seniors to subordinates causes some policemen to resign the job.

- (a) Yes (b) Not Applicable (c) No ()

14. What do you think are other factors that contributing some employees in Tanzania police force to leave?

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

15. Death and retirement are among of causes of employees turn over in TPF at Morogoro Municipality.

- (a) Yes (b) Not applicable (c) No ()

(i) At what extent death cause laborturn-over in TPF

Very large extent (b) at large extent (c) Not at all ()

16. What do you think about prolonged sickness does it causes turn over in TPF.

If answer is Yes or No give reason(s).....

.....

(ii) At what extent prolonged sicknesses contribute to labourturn over in TPF?

- (a) Very large extent (b) at large extent
 (b) Not at all ()

(iii) Do you think it is necessary to have labour-retention programme.....

- (a) Yes (b) No ()

Part three: solution for the problem

What do you think will be the best solution in order to retain employees in Tanzania police force at Morogoro District. Tick the appropriate answer

- A = Strongly agree B = Agree
 C = Neutral D = Disagree
 E = Strongly disagree

| S/N ^o | | A | B | C | D | E |
|------------------|---|---|---|---|---|---|
| 1. | If the government increases employees' salaries | | | | | |
| 2. | If Mgt add more or increases types of allowances | | | | | |
| 3. | If Mgt recognize professions and utilise them effectively | | | | | |
| 4. | If Tanzania police force improve working condition of her employees | | | | | |
| 5. | Human resource department should be established from District level and have autonomy to perform duties | | | | | |
| 6. | If relationship among employee from subordinate to seniors and vice versa improved | | | | | |
| 7. | If Mgt Stop to punish employees by dismissing them from employee | | | | | |
| 8. | When health programme become more improved. | | | | | |

Appendix II: Dodoso la Utafiti

CHUO KIKUU MZUMBE

KITIVO CHA UTAWALA

Kwako Mpendwa,

Nafanya utafiti wa sababu zinazopelekea baadhi ya askari kuacha kazi ya polisi. Utafiti huu ni moja ya vigezo vya kupata shahada ya uzamili kama inavyoelezwa katika kanuni za Chuo kikuu Mzumbe.

Taarifa utakazotoa zitatumiwa kitaaluma tu, hivyo usiwe na wasiwasi wala uoga katika kujibu maswali yaliyomo katika dodoso hili, unaombwa kuwa muwazi na mkweli katika kujibu maswali hayo, kupitia taarifa utakazozitoa utamuwezesha mtafiti kugundua chanzo na sababu za baadhi ya askari polisi kuacha kazi

Nategemea ushirikiano wako

Mtafiti.

Salum Y. Mkele

SEHEMU YA KWANZA

TAARIFA ZA JUMLA

MAELEKEZO: Tiki sehemu inayotakiwa au jaza sehemu iliyoachwa wazi

1. Unafanya kazi gani au Idara ipi
2. Kiwango cha elimu uliyofikia:
 - (a) Darasa la saba ()
 - (b) Sekondari ()
 - (c) Cheti ()
 - (d) Diploma ()
 - (e) Elimu ya Chuo Kikuu ()
3. Umri Wako
 - (a) Chini ya miaka 25.
 - (b) Kati ya miaka 25 na 40.
 - (c) Kati ya miaka 40 na 60
 - (d) Zaidi ya miaka 60 ()
4. Jinsia
 - (a) Mwanaume
 - (b) Mwanamke ()
5. Ndoa
 - (a) Umeolewa/ Umeoa
 - (b) Hujaolewa/ Hujaoa ()
6. Uzoefu kazini/ miaka uliyofanya kazi.
 - (a) Kati ya mwaka 1 – 5 ()
 - (b) Kati ya miaka 5 – 10 ()
 - (c) Kati ya miaka 10 – 15 ()

- (d) Kati ya miaka 15 – 20 ()
- (e) Kati ya miaka 20 – 30 ()
- (f) Kati ya miaka 31 – na zaidi ()

7. Cheo

- (a) Askari wa Cheo cha chini ()
- (b) Askari wa Cheo cha kati ()
- (c) Askari wa Cheo cha juu ()

Sehemu ya pili: sababu zinazochangia askari polisi kuacha/kujiuzuru kazi

8. Tafadhali hapa chini kuna mambo mbalimbali yameonyeshwa kwenye jedwali unachotakiwa nikuainisha kiasi cha kuridhika na mambo hayo kwa kuweka alama ya tiki sehemu husika

1 = Nimeridhika sana

2 = Nipo katikati.

2 = Nimeridhika 4 = Sijaridhika

5 = Sijaridhika kabisa

6 = Haiusiki

| | 1 | 2 | 3 | 4 | 5 | 6 |
|--|---|---|---|---|---|---|
| Kiasi cha mshahara ninacholipwa kwa mwezi | | | | | | |
| Posho ya ujuzi unayopata | | | | | | |
| Hali ya mazingira unayofanyia kazi | | | | | | |
| Kiasi cha pango la nyumba unalolipwa | | | | | | |
| Msaada wa jeshi kwako kwenye kifo, uhamisho na kujeruhiwa kazini | | | | | | |
| Mfumo wa utoaji zawadi | | | | | | |
| Utamaduni na mila za kipolisi | | | | | | |
| Mfumo wa upandishaji vyeo | | | | | | |
| Kiwango cha ujuzi wako unavyota mbulika | | | | | | |

Chagua jibu sahihi

9. Askari polisi wenye utaalamu wanajiuzulu au huacha kazi kwa sababu taaluma zao hazitumiki ipasavyo
- (a) Kikubwa sana (d) haihusiki ()
10. Matarajio wanayo kuwa nayo askari polisi kabla na baada ya kujiunga ya sipotimilika yanakuwa chanzo cha kujiuzulu au kuachakazi.
- (a) Kwa kiasi kidogo (b) kwa kiasi kikubwa
(c) Kwa kiasi kikubwa sana (d) Haihusiki ()
11. Kukosekana kwa nafasi za masomo na kujiendeleza kitaaluma inachangia askari polisi kujiuzulu/ kuachakazi.
- (a) Kweli (b) Haihusiki (c) Sikweli ()
12. Uongozi mbaya unachangia askari kujiuzulu/ kuachakazi.
- (a) kwa kiasi kidogo (b) kwa kiasi kikubwa
(c) kwa kiasi kikubwa sana (d) Haihusiki ()
13. Amri zisizo zingatia taratibu na utu zitolewazo na viongozi kwa askari wa cheo cha chini huchangia askari kujiuzulu/ kuachakazi.
- (a) Ndio (b) Haihusiki (c) Hapana ()
14. Unafikiri ni sababu zipi zingine zinazoweza kuchagua askari polisi kuacha kazi na idadi yao kupungua.....
.....
.....Askari polisi kufariki au kustaafu ni miongoni mwa sababu zinazochangia idadi askari polisi kupungua.
- (a) Kweli (b) Haihusiki (c) Si Kweli ()
- (ii) Unafikiri ni kwa kiasi gani kufariki kwa askari polisi kunachangia upungufu wa askari.
- (a) Kwa kiasi kikubwa sana (b) kwa kiasi kikubwa (c) haichangii ()
16. Unafikikiri kuna umuhimu wa kuwa na mkakati wa kuwatunza wafanyakazi wasiache kazi ?.....
- (a) Ndiyo (b) Hapana ()

17. Unafikria nini juu ya magonjwa na ugonjwa wa kudumu kwa askari kuhusiana na kupungua kwa idadi ya askari polisi Wilaya ya Morogoro. Kama jibu ni Ndiyo au Hapana toa sababu.....
-
-
18. Unafikiri ugonjwa wa kudumu/muda mrefu unachangia kwa kiasi gani upungufu wa askari polisi
- (a) Kwa kiasi kikubwa sana (b) kwa kiasi kikubwa
- (c) hauchangii ()

Sehemu ya tatu utatuzi wa tatizo.

19. Unafikiri ni mambo yapi mazuri yanaweza kuwa suluhisho la tatizo ilikuwafanya askari polisi wasiachekazi?

Weka tiki sehemu ya jibu sahihi.

- A= Kwa kiasi kikubwa na kubali
- B= Nakubali
- C= Niko katikati
- D= Nakataa
- E= Nakataa kwa kiasi kikubwa

| S/No | | A | B | C | D | E |
|------|--|---|---|---|---|---|
| 1. | Serikali iongeze mshahara. | | | | | |
| 2. | Jeshi la polisi liongeze idadi na aina ya posho kwa askari. | | | | | |
| 3. | Uongozi wa jeshi la polisi utambue na kuzitumia vizuri taaluma za askari. | | | | | |
| 4. | Jeshi la polisi liboreshe mazingira ya kufanyia kazi na vitendea kazi. | | | | | |
| 5. | Idara ya rasimali watu iwe kuanzia ngazi ya Wilaya na iwe na maamuzi ya kujitegemea. | | | | | |
| 6. | Mahusiano kati ya viongozi na askari wa vyeo vya chini yaboreshwe. | | | | | |
| 7. | Utawala wa Jeshi la polisi uachekufukuza askari. | | | | | |
| 8. | Huduma ya afya iboreshwe kwa askari. | | | | | |

Appendix III: Interview Guide

To management

1. The rate of dismissal increases day to day what are the reason behind?.....
2. What causes employee to resign?
3. What is the management doing to this high employee turnover?.....
4. What suggestions would implement to employees at Tanzanian Police Force?
5. At what extent does TPF affected from laborturn over ?.....

General duty policemen

1. What level of education do you have.....
2. How long have you been working with Tanzania Police Force?.....
3. What has kept you working there?
4. Is the Tanzania Police Force a good place to work for
Yes No.
Why.....
5. What causes employees in police force to quit police work.....
.....
.....

At your view what do you think are best solutions to the problem of employees turn over in the police force?

.....
.....

6. From your view, at what extent laborturn over affect Tanzania police force?
.....
.....
7. What you think about TPF support on welfare of employees.....
.....