

**AN ASSESSMENT OF HEALTH SECTOR STAFF RETENTION
PRACTICES IN LOCAL AUTHORITIES IN TANZANIA: THE
CASE OF BUKOBA DISTRICT COUNCIL**

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

2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by Mzumbe University, a dissertation entitled **An Assessment of Human Resource Practices on Health Sector Staff in Local Government Authorities in Tanzania: The Case of Bukoba District Council**, in partial fulfillment of the requirements for award of the degree of Masters of Science in Human Resource Management of Mzumbe University.

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DECLARATION

I, **Franciscar Joachim**, 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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I however take responsibility for all errors and omissions in this report.

LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
AMREF	African Medical Research Foundation
BDC	Bukoba District Council
CHMT	Council Health Management Team
FBO	Faith Based Organizations
HIV	Human Immune Deficiency Virus
HR	Human Resource
HRH	Human Resource for Health
HRIS	Human Resource Information System
HRM	Human Resource Management
HRMHM	Human Resource for Health Management
HRHSP	Human Resource for Health Strategic Plan
HSSP III	Health Sector Strategic Plan III
LGA	Local Government Authority
LGCDG	Local Government Capital Development Grant
MMAM	Mpango wa Maendeleo ya Afya ya Msingi
MOHSW	Ministry of Health and Social Welfare
NGO	Non Government Organizations
PMO - RALG	Prime Minister's Office - Regional Administration and Local Government
PO - PSM	President's Office – Public Service Management
PHSDP	Primary Health Service Development Programme 2007 -2017
QWL	Quality of Work life
RHMT	Regional Health Management Team
SPSS	Statistical Package for Social Science

ABSTARCT

This is both quantitative and qualitative case study which assessed human resource practices on retention of health sector staff specifically at Bukoba District Council in Tanzania. The overall objective of the study was to assess human resource practices on retention of health staff to local government authorities. More specifically the study sought to identify reasons responsible for the failure of the national Health policies in retaining health sector employees; to investigate challenges on implementing human resource practices like work environment and communication facilities to health staff retention and to determine interventions that can be useful in retaining health staff. This study has identified job satisfaction, career development opportunities, rewards, compensation, supervisors' support, working environment and working facilities as an important factors for health staff retention in the organization.

Data were collected from health sector department and involve staff from all cadres. Primary (questionnaires and interview) and secondary (documentary) methods of data collection were involved. The study involved sample of one hundred (100) respondents who was both randomly and purposively selected. The study was limited to Health Sector Staff at Bukoba District Council. Quantitative data were analysed through statistical package for social sciences (SPSS) and qualitative data were pertinent to factual and logical interpretation.

The findings show that employee's retention in the organization is influenced by human resource practices. The elements of dependent variable 'employee's retention' found to be affected by intermediate variables which are job satisfaction, career development opportunities, rewards, compensation, training and development opportunities and supervisor's support. This information might be useful for human resources managers to develop other means of increasing health staff retention in local government authorities in Tanzania. The study therefore recommends that, health staff retention should be implemented effectively so as to enable employees to stay with local government authorities particularly Bukoba District Council in order to improve performance.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE PROBLEM

1.0 Introduction

Most of the organizations face a great amount of stress related to retention of most valuable employees in current competitive labour market as a result of free labour mobility. High employee turnover costs organization in productivity, inefficiency, decreasing quality of service delivery. This is according to Howatt (1999) who says, that according to the American Management Association, the cost to replace employees who leaves is, conservatively, 30 percent of their annual salary. For those with skills in high demand, the cost can rise to a frightening 1.5 times the annual salary to replace them. Organization and job performance is among of the areas affected as a result of failure of employee retention. Some of these retention failures are compensation schemes, recognition, training programs, financing training of Health Workers and Human Resource Planning. The purpose of this study is to assess on why the Human Resource Practices and Policy fail in coordinating retention of Health Sector Employees' in Local Government Authorities. This chapter explains the background of the problem, statement of the problem, objective of the study, research questions, and significance of the study and scope of the study.

1.1 Background of the Problem

According to Jyothi & Venkatesh (2005), after a process of recruitment a major challenge being faced by managers is retaining the talents. Several factors are enticing the employees and particularly when they possess rare skills or expertise, they are at advantage. More than the costs involved in recruiting, employer loyalty is also an expectation from the employee. A demonstration of loyalty to current employees can prevent the loss of mobile employees during the tough times and their continued desire to stay with it when they find opportunities to jump ship.

According to Armstrong (2006), the retention plan should address each of the areas in which lack of commitment and dissatisfaction can arise. Organization should review pay levels on the basis of market survey, introduce job evaluation, reviewing performance – related pay schemes to ensure that they operate fairly. Dissatisfaction may be caused by jobs that are unrewarding in themselves. Employees can be de-motivated if they are unclear about their responsibilities or performance standards. Resignation and turnover can increase if people are not trained properly or feel that demands are being made upon them that they cannot reasonably be expected to fulfill without proper training. Retention strategies aim to ensure that key people stay with organization and that wasteful and expensive levels of employee turnover are reduced. They should be based on analysis of why people stay and leave.

According to Tanzania National Health Sector Strategic Plan III (July 2009 - June 2015) with a wide-spread population, delivering services to the population requires many health workers in health facilities, from dispensary level to tertiary hospital level. The health sector is understaffed. The total of staffing in the health sector stands at 35% of the actual need according to defined staffing norms. The available number of professional health workers in the public sector is 35,202 and deficit is 90,722. Shortages in the private sector, especially in FBO institutions are also immense. There is an enormous shortage of human resources for health across all cadres: clinicians, nurses, pharmaceutical technicians, laboratory technicians, radiographers, physiotherapists, health officers and health administration cadres. The shortage is more severe in rural districts councils. Tanzania for instance, is facing a significant problem of distribution due to its limited supply of health staff. About 70% of Tanzania's population lives in rural area, but most of health workers are heavily concentrated in urban areas, and this is especially the case for higher skilled workers. According to MoHSW, there are 53 physicians per million Tanzanians in urban areas compared with only 17 per million in rural areas. Similarly, Tanzania's cities have 43 Assistant Medical Officers per million people compared to only 16 Assistant Medical Officer per million in less populated

areas (Source: 2001/2002 Health Census, Emergence Recruitment and Retention of Health workers to resolve the HRH crisis).

Improvement of the human resources situation is priority number one for the health sector in Tanzania. The formulation process of the Third Health Sector Strategic Plan 2009 – 2015 (HSSP III) was lead by the Health Sector Reform Secretariat under the Division of Policy and Planning, Ministry of Health and Social Welfare (MOHSW), involving key stakeholders from relevant levels and institutions including the Prime Minister's Office for Regional and Local Government (PMO-RALG). The HSSP III will consolidate existing Health Sector Reforms and it retains the key strategic priorities of the HSSP II adding some new priorities identified namely Social Welfare, Emergency Preparedness and control and Maternal, Newborn and Child Health. The MOHSW will achieve more coherence in policies on Human Resource for Health & Social Welfare by entering into dialogue with other Ministries, Departments and Agencies, and by increasing the lobby for better remuneration, conditions of service and career development opportunities. The planning and management capacity for human resources will be improved at all levels, based on an effective and a comprehensive human resource information system. Collaboration between public and private sectors will be improved, to come to joint planning of staffing needs, and to improve rational use of available resources.

In practical sense, Tanzanian's health sector needs to have strong and effective retention schemes following the truth even those few available human resource in the sector are not sufficient. The 2004 Joint Annual Health review noted a gap of 33% between official staffing norms and people in post and interviewees often quoted the figure of 22,000 vacancies. Using data from the World Development Indicators 2003, Tanzania clearly has one of the lowest personnel to population ratios in the world (at 8.5 nurses per 10,000 population 1995-2000, compared to 9 in Kenya, 21.9 in Botswana and

47.2/10,000 in South Africa). At the same time, the differences in staff availability between more and less well resourced regions of the country range from 77% for medical staff and 158% for nursing staff. There is also some evidence that shortages of doctors, specifically, are exacerbated by an overall leakage of to the private sector. One estimate, for example, suggests that as a result of external migration, migration to the private sector and moonlighting whilst employed within the public sector, only 20-40% of graduate doctor's practice entirely in the public sector. However, primary care health workers are increasingly looking to move from public sector to church-managed health facilities, due to higher salary levels and the greater availability of equipment, drugs and training opportunities.

1.2 Statement of the Problem

Despite the fact that Tanzania has been trying for a long time to ensure that health sector is manned by sufficient staff with adequate skills and motivation, evidence shows that the health sector is still characterized by a number of hindrances one of them being labour turnover. The labour turnover is the failure of proper retention of health staff. There are policies and practices which seem that they have failed to answer the question why health sector staffs do leave. In that case there is a need to investigate where the Human Resource Managers in Local Government Authorities engage themselves fully and play their part by using the available policies and practices in ensuring health staff retention.

Torrington *et al.*, (2011) adds that the turnover of key employees can have a disproportionate impact to organization. The people organizations wish to retain are often the ones most likely to leave. Reed (2001) assert that every worker is five minutes away from handing in his or her notice, and 150 working hours away from walking out of the door to a better offer. There is no such thing as a job for life and today's workers have few qualms about leaving employers for greener pastures. Purposive actions required to retain talented, skilled and innovative worker though there are limits to what

organization can do. Monetary dissatisfaction is one of the major reasons for an employee to look for a change. Retention becomes a problem when an employee quotes an exceptionally high figure beyond the budget of the organization and is just not willing to compromise.

There is a problem of new employees not reporting to their work stations. Some of the health workers who reported to their duty station left immediately. The highest attrition rate is that of the pharmacists (18%) followed by medical doctors (15%) and assistant medical officers (13%). More surprisingly, more than 95% of physiotherapists, dentists, health secretaries, and laboratory technicians retained their positions at their new duty station (Human Resource for Health – Deploying Trucking Survey, November, 2010).

There are various policies and practices such as the Public Service Act, 2002, Public Service Regulations, 2003, Public Service and Incentive Policy, 2010, National Health Policy and many others were established to ensure that employees are treated equally and fairly so that they will be able to provide excellence service to the community. My 6 years of experience of working with Bukoba District Council show that all these practices and policies seem not to be enough to retain employees.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study is to assess the Health Sector Staff Retention Practices in Local Government Authorities in Tanzania.

1.3.2 Specific Objectives

- i) To identify the reasons responsible for the failure of the National Health policies in retaining health sector employees?

- ii) To investigate challenges on implementing Human Resource practices like Work environment and communication facilities to Health staff retention
- iii) To determine interventions that can be useful in retaining Health Staff.

1.4 Research Questions

- i) What are the factors hindering implementation of Human Resource Practices and Policies?
- ii) Does the failure to implement policies and Human Resource practices at Bukoba District Council have any effects on employees' retention?
- iii) What initiatives should be taken to ensure effective utilization of available policies and practices to retain health staff?

1.5 Significance of the Study

This study is of paramount significance since the researcher conducted the study in order to assess the factors leading to the failure of human resource policies and practices on health staff retention in Local Government Authorities, whereby ones they are identified and set some interventions, the retention of health staff will be improved as well as organizational performance. The findings of the study are useful to LGAs and other decision makers in improving employees' retention schemes. The findings of the study will be used for further studies, as terms of references and the recommendations that will be given can be used to improve the available retention schemes if the organization the study conducted agree with them.

1.6 Scope of the Study

It is difficult to conduct the intended study in all Local Government Authorities in Tanzania; in that case the study focused only Bukoba District Council due to the limited time and resources required in evaluating the implementation of retention schemes to

health staff. Implementation of retention scheme should focus to all employees at the district level but the study is confined dealing with health workers only.

1.7 Definition of Key Terms

1.7.1 Retention

Retention is a voluntary move by an organization to create an environment which engages employees for a long term. Hausknecht *et al.*, (2008), defined it as “the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs”.

1.7.2 Turnover

Armstrong (2006) defines labour turnover as the analysis of the numbers of people leaving the organization (labour turnover or wastage) provides data for use in supply forecasting, so that calculations can be made on the number of people lost who may have to be replaced. More importantly, however, the analysis of the numbers of 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.

1.7.3 Retention Schemes

These are official planned series of actions that are intended to help employees in some way achieving both organizations and employees objectives. Some of these plans are training provision, rewards and promotion.

1.7.4 Motivation

Motivation is concerned with the factors that influence people to behave in certain ways. Robbins (1994) defines motivation in terms of some outward behavior. He says that people who are motivated exert a greater effort to perform than those who are not motivated.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The previous chapter addresses background information to the study. This chapter is dealing with literature review pertinent to assess the health sector staff retention practices in local government authorities. The chapter is divided mainly into two major groups: theoretical and empirical literature review. Theoretical literature review consist review on the concept of retention, evolution of employee retention and theories of motivation which are related to employee retention. Empirical literature review deals with review of varied studies related to health sector staff retention in local government authorities. The link between theoretical and empirical literature review help research to identify the gap existing in literature.

2.1 Theoretical Literature Review

2.1.1 Conceptualizing Employee Retention

Retention is a voluntary movement by an organization to create an environment which engages employees for a long term. The main purpose of retention is to prevent the loss of competent employees from leaving the organization as this could have adverse effect on productivity and profitability. The costs associated with employee turnover can include lost customers and business as well as damaged morale. However, retention practices have become a daunting and highly challenging task for managers and Human Resources (HR) practitioners in a hostile economic environment.

According to Hausknecht *et al.*, (2008), retention is a critical element of an organization's more general approach to talent management, which is defined as "the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and

utilizing people with the required skills and aptitude to meet current and future business needs”.

Employee retention has been conceptualized different as Choboiwa *et al.*, (2010) comment that employee retention means different things to many people in the organization. There is no single definition of employee retention. Various views mentioned pertaining the meaning of the term employee retention are summarized by McKeon (1999), that employee retention means stopping people from leaving the organization for various reasons such as dissatisfactions by low pay. It also refers to the keeping good and potential people to the growth and prosperity of the organization particularly keeping scarce trained and skilled personnel in the organization. Employee retention is defined as a systematic effort by employers to create and foster an environment that encourages current employees to remain with the organization.

There is a relationship between retention and employee turnover because retention helps in achieving organization's corporate objectives, and maintains and retains a productive workforce. If employees perceived they are inadequately rewarded, it is often likely that they will leave; and replacement can be costly and in most cases not readily available. According to Ilgen *et al.*, in Holtom, (2008) turnover effects on the individual employees left behind has a great impact on the future of the organization. For example, coworker turnover may be a “shock” to the remaining employees and/or significantly reduce their job embeddedness, thus triggering thoughts of quitting in them.

Hausknecht *et al*, (2008) propose that retaining top talent remains a primary concern for many organizations today. Critical analysis of workforce trends points to an impending shortage of highly-skilled employees who possess the requisite knowledge and ability to perform at high levels, meaning that organizations failing to retain high performers will be left with an understaffed, less qualified workforce that ultimately hinders their ability to remain competitive.

Howatt (1999) states that to keep employees, organizations must understand what they like and do not like. What they do not like organizations need to address, focusing on the masses' needs. Organization work to meet the overall big picture first. Once they have the process in place, they have more chances to help employees meet their individual needs. Organizations can never satisfy all employees, but if they have a workplace that is driven to help all team members feel good about what they do, employees will more likely want to stay in this culture.

Therefore, employees retention encompasses efforts done by the employers particularly management to ensure that potential people, scarce employees utilize their talents contributing towards the organizational objectives and remaining in the organization.

However, approach to the employee retention has developed gradually and has undergone focused attention to various periods (McKeon, 1999): First phase was the Paternalistic 'Status Quo' employer – employee relationship, which intended to rate of employee turnover. This was dominant up to 1980; the focus was on providing hygiene factors. However, job mobility and turnover of employees increased due to changes in job market and opportunities outside the organization. People did not remain with one employer for long or for career in working life, so employees started voluntary leaving the organizations. Thus, to retain employees, organizations laid emphasis on hygiene factors as propagated by Herzberg Two Factor Theory of Motivation. Therefore, compensation benefits and physical aspects of working environment (health, safety & comfort) at workplace mattered as far as motivation and retention of employees were concerned.

The focus was to reduce employees' turnover and also to work out on turnover rates. Then another change came in retention when emphasis of employers became dominant on motivating factors such as feeling of achievement, recognition, challenging work itself, career advancement, increased responsibility and opportunity for growth as a person. The emphasis was equally for growth or higher orders needs as advocated by

Maslow's Hierarchy of Needs model particularly the social needs such as affection, friendship, acceptance, belongingness, esteem or ego needs (status, recognition, self respect) and self actualization needs (growth, achieving one's potential self fulfillment).

The other epoch constituted of improvement in quality of work life. Later organizations started providing various job design and improvement in quality of work life (QWL) measures to enable individuals to satisfy variety of needs. These measures included meaningful work, challenge in learning and problem solving, control over one's job, a chance to collaborate with one's colleagues. This retention approach has profound impact on shaping individuals personality, determining the performance, commitment and job satisfaction.

Some scholars are of the opinion that, retention of employees in contemporary times needs to put together number of strategies by employers and management. For instance, building organization's culture and making compensations, rewards and benefits more competitive so as to have a difference between organizations. It is pointed out that during 1990's it came to be realized that corporate culture is important for corporate growth, success, excellence and survival. It has motivating effect on employees as it influences initiative, trust, support and innovation. Good culture is usually typified by excellence, openness in communication, participation in decision making, high standard of safety and good corporate citizen. This is sustained employee retention called holistic approach that deals with employee's higher needs such as acceptance, esteem and self fulfillment.

2.1.2 Reasons for Employee Turnover

2.1.2.1 Negative Relationship with direct Manager

There has been reported poor relationship between employees and their managers. Normally, employees want to be recognized with their managers due to efforts rendered

on duties. When an employee feels unrecognized and unappreciated by the person they report to it is unlikely they will be motivated to perform at a high standard or feel compelled to stay. Human Resource Managers must understand the impact their management style has on retention is vital.

2.1.2.2 Career Advancement or Growth

Employees want to be promoted for achievement made; most employees often feel that many jobs offer little or no opportunity to advance. Employers should work with employees to understand each individual's career expectations and where possible design a clear, step by step development path to achieve these goals. It is important that employers don't over promise in this area, because not delivering an agreed promise can quickly lead to an employee becoming disengaged which automatically encourage labour turnover of potential employees.

2.1.2.3 Unrealistic Job Descriptions

This is when employees found that the reality of a role assigned does not match with what was promised during the recruitment process. In this regard, if an employee believes they received an unrealistic or incorrect job description when they applied for their position, they quickly develop a general lack of trust in their employer (Swanson and Holton (2008). Employers must ensure they provide a detailed and accurate description of the job throughout the entire recruitment process, from placement to interviewing and at all touch points in between.

2.1.2.4 Overwork and Stress

Most of work entails a lot of stress and if employees are overworked things becomes very bad which accelerate labour turnover. It is reported that many employees perceive an overwhelming lack of respect for themselves and their work/life balance. It is ironic that this perception is one of the primary reasons for leaving employers when so many

are publicizing the fact that work/life considerations are a priority. Employees have decided that, in many cases, this is more rhetoric than fact (Steers *et al.*, 1987). Employers need to lead by example, showing that they have a balanced life and encouraging staff to do the same. Ultimately a balanced life will lead to a healthier and more productive workforce.

2.1.2.5 Lack of Coaching and Mentoring

When employees experience poor coaching and mentoring from their employers they normally decide to cease work or fall under work. Armstrong (2006) argues that heavy workloads and a focus on short-term success can result in employers not making sufficient time for meaningful and constructive individual engagement with their employees. When this one-to-one interaction is not provided employees can quickly lose direction and feel unappreciated. Employers need to ensure they regularly acknowledge both negative and positive performance. Setting aside regular times to engage with employees is vital as is ensuring quality employees have the ability to engage with other people across the business in a bid to drive knowledge sharing and development.

2.1.3 Factors affecting Employee Retention

It is recognized that human resource management play pivotal role in employee's retention. Researchers found that human resource management practices in job satisfaction; career development opportunities, compensation and rewards, training and development, supervisor support, work environment, organization justice and motivation can help to reduce absenteeism, employee retention and better quality work.

2.1.3.1 Job Satisfaction

Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influence retention and

productivity in the organizations. Though there is no conclusive evidence that job satisfaction affect productivity directly because productivity depends on so many variables, it is still prime concerns for the managers but it is crucial factor for employee's retention.

Prasad, (2005) add that all individuals do not derive the same degree of satisfaction though they perform the same job in the same environment and at the same time. Therefore it appears that besides the nature of the job and job environment, there are individual's variables which affect job satisfaction. Such individual's variables include level of education where there is a negative correlation between level of education and job satisfaction because high educated person have high expectations for the job which remain unsatisfied. Age is another factor which relates to experience. Individuals experience different degree of job satisfaction at different stages of life. Job satisfaction is high at the initial stage, get gradually reduced, start rising up to certain stage and finally dips to low degree. Social and family life is another individual factor which affects job satisfaction. If individual does not have social and family life, he may not feel happy at the work place. Other determinant of job satisfaction include nature of the job, situational variables like working conditions, supervision, equitable rewards, opportunity for promotion and work group .

2.1.3.2 Career Development

Career is a pattern of work related experiences that span the course of a person's life. Since work related experiences may result into upward movement in organization's hierarchy. Career is defined as a sequence of position occupied by a person during his life time. According to Yumkella (2006) career development is how employees and employers take steps to further an employee's career opportunities. Career development can include supporting staff to seek opportunities for promotion, but is not necessarily. The focus can be on broadening their skills and helping staff identifying potential ways

in which they can develop, both personally and professionally. Developing career opportunities for staff can range from simply providing employees with information about the opportunities open to them to providing targeted training opportunities to help them develop skills (Dick, 2007).

2.1.3.3 Rewards

The literature meaning of word “reward” is something that offered by the organization to the workers in response of their performance and contributions which are expected by the workers (Agarwal, 2010). The amount of pay, benefits, or equivalents employee received in return for service which employee render to organization. A reward can be intrinsic or extrinsic, it can be in form of cash i.e. bounces etc or reward can be in form of recognition or certificate such as commendation certificate or worker of the month. In business environment rewards are offered in several form such as, recognition, cash bonuses, awards, free trips and free merchandise. However, reward is the thing which offered by the organization in any form in response of employee’s contribution, it also motivated them for doing well with positive behavior in future. Rewards are very important because they have enduring impression on employees and support the perception of employees that they are valued (Adams, 1965).

2.1.3.4 Compensation

Compensation plays significant role in attracting and retaining good employees especially those employees who give outstanding performance or unique skills which is indispensable to the organization because organizations invest amounts of money on their training and orientation. Some researchers argue that on the organization’s side, competitive compensation package is the only strong commitment which also builds strong commitment to the workers side (Chiboiwa *et al.*, 2010). However, the contribution of compensation towards retention, help in retention of employee irrespective of their skills and contribution to the organization, it is likely affect both

turnovers desirable and undesirable. The large amount of compensation offered by other organizations also affects the turnover and it also creates the culture of excellence.

According to Smith (2001) money brings the workers in the organization but not necessary to keep them. Many organizations implement very good employee's retention strategy without offering high compensation or pay based retention strategy .In such circumstances a wide number of factors seem to be successful in retention of employees so they should not be ignored.

2.1.3.5 Training and Development

An investment on employee Training and career development is considered as important factor in employee retention. Organizations should invest on development of talented employees, through proficiency analysis, input on employee interests, training need analysis, and multisource appraisal of capabilities and formulate plans for action to enhance the skills of employees (Agwarala, 2010). Employees have an expectation of acquiring new knowledge and skills which they apply on the job and also share with other employees to improve their performance. Research studies found that organizations with poor employee training program, experience employee turnover.

2.1.3.6 Supervisor Support

The relationship between supervisor and workers play pivotal role in employee turnover intention. The organization "human face" is supervisors. Leaders are the human face of the firm. If there is supervisor support, open communication and good relationship with employees, the employee's turnover intention is likely to be less and they should engaged more with organization. If the relationship among workers and supervisor is strong, they will never seek to any other new employment opportunity but stay in the organization and vice versa. Employees who are valued will take active part in the

organizational goals, show productive behavior in the workplace and increase job involvements, which decrease absenteeism and turnover intention rates (Noe, 1999).

2.1.3.7 Work Environment

Work environment is considered as one of the most important factors in employee's retention. The work environment and attitudes of the modern day employee has changed. Although most employees are self directed and willing to work hard, they want to do so on their own terms and expect development in the work environment. Unlike the past, where the employees expected long term job security and employment with dependence on their employer for career opportunities and income, people now tend to take personal responsibility for their career growth and advancement (Kreitner, 2008). Some of the employees go for further studied at their own costs and decide to change their jobs rather than waiting for the promotion by the current employers. So employers need to manage employee turnover to ensure as little disruption in the workplaces as possible and therefore staff retention needs to be as a strategic human resource issue.

2.1.4 The relationship between Motivation and Employee Retention

According to Butkus & Green (1999) motivation is derived from the word "motivate", means to move, push or persuade to act for satisfying a need. In another terms, a motivated person have the awareness of specific goals must be achieved in specific ways; therefore he/she directs its effort to achieve such goals. It means that motivated person is best fit for the goals that he/she wants to achieve as he/she is fully aware of its assumptions. Motivation is reason for individuals' accomplishments to carry out the project. One of the functions of human resource manager is related to ensure employees' workplace motivation. The human resource manager's function should be to assist the general manager in keeping the employees satisfied with their jobs. Another goal in organization is the goal for the services manager is to develop motivated employees and encourage their morale regarding their respective works. Human beings are motivated

by requirements that fulfill their needs. Employee work morale, such as supervisors, peers, organization, and work environment can be defined in a sense that the employee has the feeling and be conscious about all aspects of the job; by practicing all these employees will never think of looking for new job in few days after their recruitment but rather remain in the organization. The performance is poor if the employee is not satisfied and happy. Workplace dissatisfaction often leads organization and its employees' poor performance and hence high labour turnover is likely to occur.

Employee motivation is one of the important factors that can help the employer to improve employee and organizational performance. There might be many other strategies to keep the employees comfortable in the present job but motivation strategies boost the employees on day to day basis. Money and perks matter, but employees are interested in challenging and meaningful work, good bosses, and opportunities for learning and development. Employee motivation is one of the important factors that can help the employer to improve employee and organizational performance. Through employee motivation, the employer can encourage the employees by enhancing their skills and also by improving their morale. Employee's Retention involves various steps taken to retain an employee who wishes to move on. Incentives, perks, cash prizes are good motivators to motivate the employees. Performance appraisals are also important motivators to motivate the employees. Increase in employee performance helps the organization achieve higher productivity.

2.1.5 Review on Health Sector Reform

In 1986 the Government signed an agreement with IMF and the World Bank where it required implementing certain economic, institutional; financial and civil service reforms. The changes in global economic situation in the late 80's coupled with numerous factors have led the deterioration of the quality of health care being provided over the years. Social economic development in the Tanzanian society in general such

as the structural adjustment, decentralization, abolition of Local Governments as well as changes in the demographic profile placed a heavier burden on the Government such that it was unable to continue as a main provider of health care. The Government budget allocation in the health sector decreased from 9.4% in the early 70's to about 5% in 1990/91.

The Proposal for Health Sector of 1994 came out with different reforms to attempt some of the health sector problems where the Government changed its role from more of a provider to a facilitator of health services to the public. Some of the issues discussed in the proposal were:-

2.2.5.1 Financial Issues

Due to population growth there was a rapid expansion of Government health facilities which put more strain on the Government budget. The Government in collaboration with the World Bank estimated that it could finance only 29% of the total financial requirements to the health sector. There was a large gap in 1993/94. Lack of adequate financial resources resulted into problems of low staff morale due to wages, drug shortages, lack of equipment, supplies and the overall deterioration of the infrastructure. Resources among districts were allocated on the basis of the number of functioning dispensaries and health centers. In this regard a district's budget depended on the health units. This means that there was an incentive for districts to build many health units even if they were poorly staffed.

There was a problem of dependency on donor funding in the health sector. Nearly 81% of the total amount budgeted for preventive service came from donors. The funding levels and resource allocation were affected by the limited number of formalized sources of financing. Legalization of private sector practice increases the number of clinics in major towns. The aim was to reduce congestion in the public out – patient departments

but due to lack of clear Government regulations and guidelines it ended up in providing low quality care at a high cost to the user.

2.1.5.2 Managerial Issues

The system of developing independent health plans among districts and regions led a situation whereby there were many different plans operating simultaneously instead of one comprehensive plan for the health sector at all levels. The coordination of health services based on two mechanisms established: Primary Health Care Committee and Regional/ District Management Committees. These committees did not work because they were undermined by vertical programs whose operations by – pass regional and district administrative structure. The system was seriously fragmented. The management support system was poor. There was lack of an effective information system, unreliable transport, poor communication and shortage of medical equipment. There should be establishment of Health Management Information System to ensure the availability of vital statistics on health issues.

Another weakness of the system was lack of effective supervision at the local level, poor capacity building plans which biased towards individual program needs rather than towards team building. Many of the managerial positions were filled without consideration of the skills of individuals. It was recommended that DMO's and RMO's to be holders of Diploma and/or Masters Degree in Public Health. The majority of health staff was poorly motivated. Due to the absence of coordination between programs, many managerial decisions on staff development were fragmented. Staff promotions were administered different authorities and rarely take into consideration individual performance. Working tools were inadequate or unavailable, housing was uncertain or of poor quality and remuneration which could never meet basic needs.

2.1.5.3 Organizational Issues

The distribution of facilities has a heavy rural emphasis due to the fact that more than 80% of the populations live in rural areas, but this has been seriously overtaken by the high population rate. On the other side, the Arusha declaration's objective was to create self sufficient in manpower by providing training to different cadres. However there were incidences of misappropriation of such manpower based through misallocation and underutilization. The way to rectify this problem was to integrate preventive and curative activities at the health facility.

The former health service delivery system at the district level had dual responsibility. While the district hospital was under the Regional Administration, all other services were under the Local Government, this situation created problems of accountability.

The implementation of vertical programs like HIV/AIDS, Maternal and Child Health, TB/Leprosy and others resulted into duplication of generic function, training and supplies as well as lack of coordination. Some of the donors prefer to operate without the coordination from the Ministry of Health and deal directly with the regions/districts. This resulted to uneven distribution of health care services and lack of coordination which caused poor integration of planning, monitoring and evaluation.

2.1.6 Staff related recommendations provided by the Proposal for Health Sector of 1994

2.1.6.1 Financial Issues

It was proposed that to curb the financing gap that existed, the Government should increase health funding to not less than 14% of her budget and develop alternative financing options. Training on health planning, management and financing should be provided to District Health Management Teams and other health related management teams. Implement a comprehensive health management information system (HMIS) in the districts to support the planning and budgeting exercise.

2.1.6.2 Managerial Issues

A comprehensive health sector plan should be developed and used by the Ministry of health to implement health activities at all levels and coordinate donor input. Extra work/over load allowance to be established in areas where these situations exist.

2.1.6.3 Organizational Issues

The available health personnel should be rationalized by conducting a thorough function analysis and redeployment where necessary. There should be a proper personnel mix for an efficient and cost effective implementation of all health service delivery system. All health services at the district level should be under the Local Government and DMO's should be answerable for health service delivery to the district council.

2.1.7 Implementation for the Proposed Reforms

2.1.7.1 Organizational Reforms

Health Service organization follows along the referral pattern. The Ministry of Health is directly responsible for administration and management of National and District Designated Hospitals. Administration and management of Regional and District hospitals is currently the responsibility of Regional and District administration respectively. There is an establishment of District Health Boards which are led by an elected chairperson and the secretary to the board is the District Medical Officer or Medical Officer in charge of the hospital.

2.1.7.2 Managerial Reforms

There is an establishment of Health Sector Strategic Plan III (2009 – 2015) as a tool of implementing Health Sector Reform. The management of District hospital is currently under the respective district. The DMO is responsible for the transaction of the fund deposited to the then Account No. 6 for district health services respectively. There is a dual responsibility to districts for district health services management and responsibility

to fill the DMO's position at the district level though the system has currently changed whereby such positions are filled by the PO – RALG. There is an establishment of Zonal Continuing Educational Centers for providing training to district health management teams on health planning and management.

2.1.7.3 Health Facilities

There are some efforts done by the Government on the rehabilitation and consolidation of the existing health facilities. In the rural areas the community with collaboration with the Government considers the construction of new primary health care facilities through its program of constructing dispensaries at the village and health centers at ward levels.

2.1.8 Revision of the National Health Policy

In 2003 there was a revision of the public health policy where some of the human resource for health issues included. These are human resource planning and training, financing training of the health workers, management of training institutions and deployment and retention of personnel.

2.1.8.1 Weaknesses on Implementing the Reforms

Nothing has been done to increase health sector budget allocation; it has never reached 14% of the national budget as recommended by the proposal or 15% as directed by Abuja Declaration. There are no sources of finance but rather depending on donors at large. No efforts of introducing incentives to staff who are working in the areas with high work load.

The health management information system (HMIS) project is currently owned by Evangelical Lutheran Church of Tanzania (ELCT which in partnership with the Government, by the support of IICD Cordaid, a Dutch development organization. ELCT owns and manages 23 hospitals, 5 paramedical institutions, over 160 dispensaries and

health centres and various projects and programmes, which constitutes about 15% of the national health services in Tanzania. Though the ICT Roundtable workshop on ICT for health held in Mwanza in February 2005 and organized by the Ministry of Health and Social Welfare (MOHSW) no deliberate efforts to establish the system.

Some of the managerial positions filled without consideration of the skills of individuals. It was recommended that DMO's and RMO's to be holders of Diploma and/ or Masters Degree in Public Health but currently the positions are filled by medical professionals whose their skills are highly demanded in serving the public.

2.1.9 National Health Policy (2003) and the Initiatives Forward on HRH

2.1.9.1 Human Resource Planning

Planning will have to be flexible and responsive to changing needs in the Public, NGOs and Private Sectors. Planning of the numbers and types of health workers will take into consideration health needs, disease burden, workloads, and available financial resource base. However, Human Resource Planning will also focus on curricula studies and other changes and adopt and adapt models and theories related to education and learning.

2.1.9.2 Training

Human Resources Development and Management will be responsible for facilitating pre-service training, in-service training and continuing education. It will also be responsible for facilitating graduate, post-graduate training, internship and fellowships in collaboration with appropriate authorities. Human Resource Development and Management will oversee the quality of training, registration and re-certification through collaboration with health professional authorities, owners of private health training institutions, the National Council of Technical Education and other stakeholders.

2.1.9.3 Funding and Financing Training of Health Workers

The Government will continue setting mechanisms for funding and financing the training for health workers. The Ministry of Health will continue to review and provide guidelines on cost sharing mechanisms in health training institutions. It will be the responsibility of employing sectors, agencies and other authorities to budget and finance training for their employees.

2.1.9.4 Deployments and Retention of Personnel

The Ministry of Health in collaboration with Presidents Office, Public Service Management (PO-PSM) and Presidents Office, Regional Administration and Local Government, will set up a clear program for recruitment, deployment and retention of trained health personnel in appropriate numbers and skills mix. It is important to ensure that deployed staffs are retained in those service areas to ensure sustainable provision of quality health services (Tanzania National Health Policy, 2003).

An Explanatory Study of 2009 conducted in Ethiopia, Kenya, Tanzania and Uganda on Competency Gaps in HRM in the Health Sector came up with some recommendations which Tanzania like any other country facing employee retention problem, could work on them. The recommendations were; creating a professional cadre of HR managers whose sole responsibility is the maintenance of capable, productive health staff, from recruitment, hiring, deployment, transfer, promotion and development to resignation and /or dismissal, provide training in effective HR management practices to health managers at various levels who have some degree of HR responsibility, identify local HR consultants who can provide direct technical assistance in the short term and put proven, practical tools directly into the hands of health managers with responsibility for HRM.

Others are Review on national-level HR policy to identify and address obstacles that inhibit effective and efficient HR management, strengthen human resource information

systems (HRIS) to enable the collection of timely data for informed decision-making and develop HRM training programmes at local management schools of higher learning. These training programmes should be at the certificate, diploma, or degree level. Managers who participate should be supported in implementing the skills learned. Currently very little has been done by the government on the recommendation above so as to improve human resource for health management (HRHM), for example the Health Policy (2003) to some extent fails in implementing some of the issues like funding and financing training of health workers, deployment and retention of personnel. No reliable system for tracking information on health sector cadres. Information is collected from multiple sources which are associated with difficulties in coordination and reliability of human resource data.

Human Resource for Health Strategic Plan 2008 – 2013 shows that The Abuja Declaration recommends allocation of at least 15% of national budget to health sector, by contrast the health sector has been receiving as follows; in 2001/02 it was 11%, in 2003/04 the share dropped to 9.7% and in 2004/05 there was an increase up to 10.1% while in 2005/06 it was 11.6% and in 2006/07 it dropped to 10% of national budget. The fluctuation affect allocation to human resource in particular the recruitment, training, incentives, retention and capacity building. So from the above data it is difficult to implement the National Health Policy specifically on HR issues due to inadequate budget allocation to health sector.

2.1.10 Employee Retention Strategies

2.1.10.1 Good Planning, Distribution and Redistribution of Workloads

The management approach that most strongly sets apart facilities with low rates of turnover from those with higher rates is a commitment to not calling employees into work during scheduled time off. Proactively engaging workers in planning workload distribution and redistribution is also an effective retention practice: while some

individuals (particularly part-timers with commitments elsewhere) may find added hours a burden, they are less stressed when they know in advance that extra work time is required.

2.1.10.2 Employee Training Program

Another best retention practice is creating and managing an ongoing staff orientation, training and development program. Employee training and development should be looked upon as an investment, rather than a cost, with planning and budgeting requirements similar to those dedicated to capital improvements. An organization's human capital is one of its key sources of differentiation, and employees are more likely to remain satisfied if they receive an effective orientation and regular access to technical and non-technical training. Ongoing competency-based training and development increases employee productivity, reduces turnover, improves job satisfaction, aids in the recruiting process, rewards long-time employees, and reduces the need for employee supervision.

2.1.10.3 Offer Competitive pay rates

While it certainly takes more than money alone to attract and retain skilled professionals, it's helpful to offer competitive compensation packages. Employees who feel they're underpaid will also feel they're undervalued and are more open to even small increases from other organizations. When communicating a compensation package to prospective and existing employees, it is important to identify and attach a monetary value to all aspects of the package. Healthcare benefits, reward programs, training allowances and bonus structures all have intrinsic value, but there is often too great an emphasis on base pay alone as the point of comparison

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2.1.10.4 Staff Engagement

Staff engagement in their welfare encourages them to retain. Grocery retail outlets that stand out as more engaged with employees have notably higher rates of retention. They interact frequently with staff; communicate company goals, values and culture; actively convey a commitment to health and safety, training and development; instill a fun and relaxing atmosphere; and make employees feel a part of the social culture of the workplace through team engagement, off-hours gatherings and/or community involvement. Employee engagement is the extent to which employees value, enjoy and believe in their jobs and their employer. Attaining engagement is the result of a strong relationship between an employee and employer.

Managers can engage to employees by creating an employee newsletter to communicate company news and articulate what makes the organization unique for example its values, goals & workplace culture. Celebrate events that are important to employees, including birthdays, milestones, cultural holidays and service excellence, focus on development like mentoring programs, peer advisors and succession planning, make rewards and recognition systems transparent.

2.1.10.5 Reward and recognize good performance

Managers who make an effort to recognize employees in meaningful ways and focus on creating solutions out of problems earn great respect among their staff. Giving employees recognition for a job well done and specific feedback about their performance has a direct influence on employee confidence and job satisfaction. By rewarding and recognizing people with good performance, will not only affect the person being recognized, but it affect others in the organization as well. Financial rewards are one possible component of a reward system, but there are other factors that can be just as effective in motivating employees and influencing their level of performance (www.sasknetwork.com).

2.1.11 Adams's Equity Theory of Motivation

Kreitner & Kinicki, (2008) wrote that Equity Theory is model of motivation that explains how people strive for fairness and justice and social exchanges or give and take relationships. As process theory of motivation, equity theory explains how an individual's motivation to behave in a certain way is fueled by feelings of inequality or lack of justice. Adams points out two primary components are involved in the employee employer exchange, *inputs* and *outcomes*. An employee's inputs for which she /he expects a just return include education, skills, creativity, seniority, age, personality traits, efforts expended and personnel appearance. On the outcome side of the exchange, the organization provides such things as pay / bonuses, fringe benefits, challenging assignments, job security, promotion, status symbols and participation in important decisions.

Equity theory has important practical implications. It provides managers with explanation on how beliefs and attitudes affect job performance. For employees to remain in the organization, the theory emphasizes the need for managers to pay attention to employee's perceptions of what is fair and equitable, no matter how fair management thinks the organization's policies, procedures and reward system are. Managers benefit by allowing employees to participate in making decisions about important work outcomes. In general employee's perception of procedural justice are enhanced when they have a voice in the decision making process. Employees are more likely to accept and support change when they believe it is implemented fairly and when it produces equitable outcomes. Generally, the equity theory needs managers to pay attention to the organization's climate for justice.

There are many factors which hinder the implementation of human resource practices and policy as stipulated by the theory in the sense that, always employees expect to receive outcomes equal to inputs they provide to their employers. Things managers with poor knowledge of employee's management, financial position of the organization,

budget constraints and decision making are factors which might lead to injustice to employees and hence failure to retain them.

2.2 Empirical Literature Review

2.2.1 The study by Lucy and Erwin (2005)

This study conducted on labour turnover and identified that, HR problem relating to employee turnover, is the weak available skills mix relative to health and health system needs. The results show that there is too little supervision of lower level cadres by the few available doctors. There is a need to encourage doctors to do less administrative work and more clinical work by ensuring adequate administrative support at district level. Second, changing health needs and the changing profile of health care programmes are poorly-served by the available staff and skills. Most clearly, the implementation of the care and treatment programme for HIV/AIDS will require new skills, such as those of counseling. The findings indicate that shortages and skills' mix gaps cause problems for retention and motivation because they lead to increased workloads and require health workers to do jobs for which they are neither trained nor supervised. From this study one can see that, majority of the health sector employees, especially those in the grassroots level lack new skills which will enable them to provide services with required standard.

2.2.2 Yumkella and Swai, (2007)

The literature review of health workers retention drivers in Tanzania revealed high vacancy rates in rural areas, with many unfilled positions for clinical officers, assistant medical officers and nurses. Among final-year medical students, less than half (48.5%) were willing to apply for or accept rural posts even though most of them grew up in rural areas. The literature also shows that adverse working conditions is a key factor keeping health workers from taking open positions (attraction) and leading those who had accepted rural posts to consider or act on the decision to leave (retention). Workers in

Tanzania expressed strong feelings about low compensation, overwhelming responsibilities in a challenging work environment, limited training opportunities as well as inadequate supervision from their immediate managers. From this study we can see that, work environment for health workers in Tanzania is a big challenge and this is the reason why majority of rural population lack proper health services despite of the fact that other areas are equipped with health facilities with limited number of staff.

2.2.3 Health Sector Strategic Plan III (2009 – 2015)

It was revealed that District Health Services still face problems with low geographical coverage of health services in remote areas and a non-functional referral system. The infrastructure of some health facilities does not meet the official standards. Also policies, standards and guidelines are not fully used at implementation level. They may not be known or understood by health workers or not read due to the human resource crisis and the ongoing sector reforms leaving the health workers with little time to study sector development. Occasionally, health workers in peripheral institutions do not function well: cases have been found of unacceptable attitude of health staff and corruption in the health sector. Provision of the comprehensive National Package of Essential Health Interventions therefore cannot be fully provided. Other challenges included inadequate managerial skills of staff in various areas. Supervision within the district to facilities needs improvement and supervision from the RHMT to backstop CHMTs is not optimal. As a result health programmes are not always implemented as designed. But, most importantly, there is inadequate human resource for health, Council Management Teams are not fully informed on health policies, programmes, or specific activities, and may therefore not appreciate their importance. Furthermore, the Decentralisation by Devolution has not reached the grass root level, leaving health workers and communities disempowered. Decision making is too much concentrated in the district centres.

2.2.4 Study by Yumkella, (2006)

This study was conducted in Zambia and shows that, there are many factors which can assist the organization to recruit and retain staff. A combination of two factors depending on the prevailing circumstances is necessary. It is suggested that both financial and non financial incentives be used to retain health workers. These include the rural and scarce skill allowance which was introduced in South Africa in 2003. Zambia's Central Board of Health initiated same retention scheme in the public health sector as a pilot in 2003. The scheme sought to recruit and retain doctors in rural areas by providing a financial incentive (hardship allowance), school fees and loans for large purchases like cars or houses. Funds are also made available for renovation of government housing. At the end of the three-year contract, the doctors are eligible for postgraduate training. A 2005 midterm review found that the program had been successful in attracting doctors to rural areas, and 53 additional doctors joined the scheme. Although four left by the midterm review, attracting 53 doctors in two years was a significant milestone for Zambia. In this case, it is obvious that health sector employees need more attraction so as to remain in the organization, they need work environment which will enable them live comfortable with the assurance of better future.

Having gone through various literatures relating to the health sector employee retention to local government authorities in Tanzania a case of Bukoba District Council, the importance of this study is valid.

This research intends to assess health sector staff retention practices on to what extent they have contributed or not contributed to the retention of health staff in local government authorities. If an employee in local government authority is asked to: What makes you stay or not to stay in your organization? We will almost be sure to have different answers. Some of them will answer good pay, good incentive schemes, good working conditions or opportunity for advancement. Others will say that they wish to

leave the organization due to different reasons like limited opportunity for career development, poor reward and compensation schemes and difficulty work environment. This research tries to find out exactly to what extent human resource practices succeeded or not succeeded in retention of health staff.

From the studies above, one can say that there is a big gap especially on implementation of human resource practices responsible for health staff retention. Things like poor infrastructure of some of health facilities, poor implementation of policy, standards and guidelines at the lower level, inadequate managerial skills of staff and too little supervision of lower level cadres by the few available doctors are the sensitive areas need more research especially in Tanzania where little research has been done.

2.3 Conceptual Framework

Ndunguru, 2007 defines conceptualization as to specify what is meant by a research concept. Put differently, conceptualization is about giving literal and scientific meaning, or definition of the concept. In literatures concerned about strategies for making employees to remain in a certain organization, it is difficult to separate employee's retention and labour turnover. Labour turnover is concerned with the number of people leaving the organization. The analysis of labour turnover serves two purposes. First, it provide data for use in supply forecasting so that calculations can be made on the number of people lost who may have to be replaced. Secondly, it provides information that will indicate whether any action is required to improve retention rates.

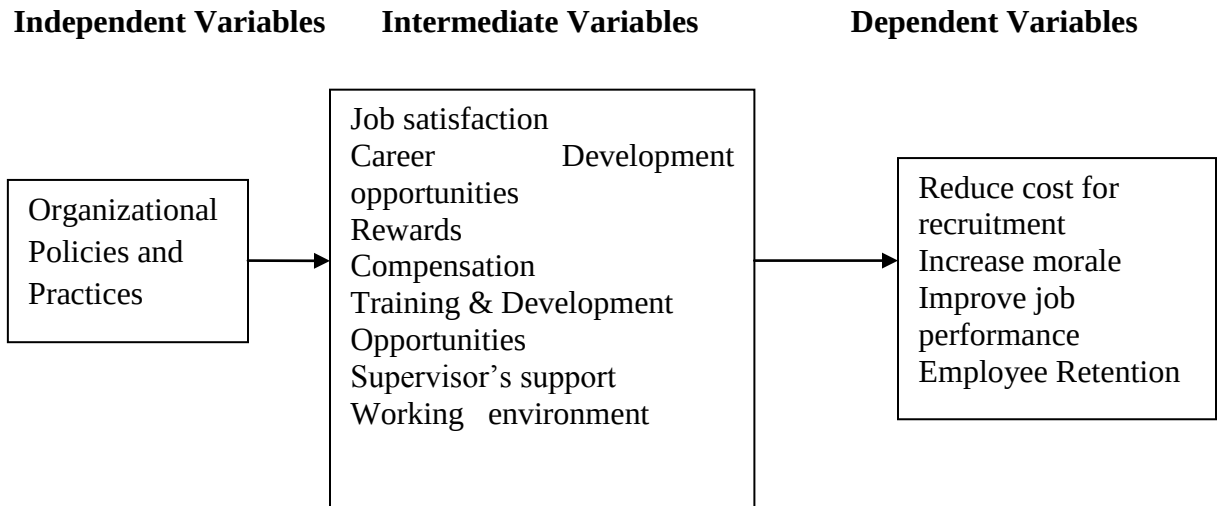


Figure 1: Conceptual Framework on Health Sector Staff Retention Practices

2.3.1 Conceptualization of study variables

- **Organizational policies and practices**

Policies are statements of agreed intent that clearly and unequivocally sets out an organisation's views with respect to a particular matter. These are sets of principles or rules that provide a definite direction for an organisation and defining what must be done. Practice is a clear step by step method for implementing an organisation's policy or responsibility.

- **Job satisfaction**

According to Locke and Lathan (1976) job satisfaction is a positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. Most of the employees in Local Authorities are not satisfied with their jobs due to many reasons one of them being inadequate funds for implementing HR practices like training and development.

- **Career development opportunities**

Career development is how employees and employers take steps to further an employee's career opportunities. Career development can include supporting staff to seek opportunities for promotion, but is not necessarily. The focus can be on broadening their skills and helping staff identifying potential ways in which they can develop, both personally and professionally (Dick, 2007). Advancement opportunities to local authorities in Tanzania depend on different criteria. Someone may find that some of the cadres require specific knowledge and skills which must be acquired from training institutions out of work environment. Majority of employees cannot afford training costs; as a result many of them lack qualifications for development opportunities.

- **Rewards**

The literature meaning of word "reward" is something that offered by the organization to the workers in response of their performance and contributions which are expected by the workers (Agarwal, 2010). Experience shows that majority of health staff are not rewarded. Normally, few employees who seem to be the best performers are rewarded once a year during World's Workers Day leaving many of them with no even a letter of recognition on what they contribute to the organization.

- **Compensation**

Dessler (2007) defines employee compensation as the "all forms of pay or rewards going to employees and arising from their employment". Compensation is an important for both employers and employees. Salary to local authorities employees specifically health staff, is the only reliable source of income they depend on, other things like extra duty and overtime allowance depend on availability of own source funds which is unreliable.

- **Training and development**

Training and development has been defined as a process of systematically developing work-related knowledge and expertise in people for the purpose of improving

performance (Swanson & Holton, 2008). An inadequate fund is a major constraint for implementation of training plan in most of local authorities. In that case, few employees go for further studies through self / private sponsoring.

- **Supervisor's Support**

Supervisor's support is the level of supervisor trust, kindness, agreeableness, extraversion and emotional stability which are directly related to employee job satisfaction, job commitment, satisfaction with supervisor and innovative attitude (Smith & Canger, 2004). According to the nature of work of health staff, supervisors support is very important, majority of health staff in local authorities consider support they get from their supervisors to improve performance.

- **Reduce cost for Recruitment**

This is organization's minimization of recruitment costs through maintenance of internal talent pools while delivering improved productivity and retention. Internal redeployment reduces costs and ramp-up time while increasing retention and employee satisfaction. The Ministry of Health and Social Welfare has recently allocated new employees to different employers. This reveals the truth that many employers still have something to do ensuring employee retention so as to minimize the costs of recruiting for the purpose of filling the vacancies resulting from attrition

- **.Increase morale**

Lawrence (1966:9) states that 'morale' includes all those psychological factors which lead workers to do what the organization (i.e. management) expects from them or which deter them from doing what the organization expects of them. Increasing employee morale is creating better employees' psychological environment for better performance. Experience shows that there is a problem in increase employees' morale specifically in

local authorities, things like inequality among employees and favouritism leads to low employees morale.

- **Improve job performance**

Job performance is a central construct in work psychology. Borman and Motowidlo (1993) describe the construct of job performance as comprising task and contextual performance. Briefly, task performance focuses on performing role-prescribed activities whereas contextual performance accounts for all other helping and productive behaviours. In improving employees job performance, the government introduced an Open Performance Review and Appraisal System where employees and supervisors agree on activities to implemented within a financial year; what is happening especially to the lower cadre employees is the failure to implement some of activities because of unavailability o enough funds which affects employees job performance.

- **Employee Retention**

Hausknecht *et al.*, (2008) define employee retention as “the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs”. From the experience I have, most of local authorities’ employees stay longer with their organization not because of good retention schemes but due to other reasons like fear of seeking new employment and other social reasons.

The above figure shows the relationship between dependent, intermediate and independent variables and the outcome of the relation between the variables. The changes that occur on independent variables might affect the intermediate and dependent variables negatively or positively. The conceptual framework suggest that organizational policies and practices should focus on the fulfillment of the intermediate variables which are job satisfaction, career development opportunities, rewards, compensation, training

and development, supervisor's support and working environment. The dependent variables like employee morale, job performance improving and reduction of recruitment costs depend on how intermediate variables affected by organizational policies and practices. These variables relate to the research objectives in the sense that, having poor Human Resources Planning and Training, inadequate funds for financing health worker's training and provision of working facilities are the results failure of health staff retention.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research design used to conduct the study. It provides the systematic way to solve the research questions on assessing the Human Resource Practices on Retention of Health Sector Staff. The important aspects in this chapter include research design, research area, and population of the study, sample size, sampling procedure, data collection and data analysis methods.

3.1 Research Design

Research design is the detailed blue print used to guide a research study towards its objectives. It is a detailed plan of work to be done to achieve the research objectives. The research design that used in this study was the case study design. This is because the case study method facilitated to simplify the collection of the required. Bukoba District as a case study; helped in assessing of the human resource practices on retention of health sector staff in Local Government Authorities in Tanzania, so it represented other authorities.

The case study design allows an intensive observation in a manner that it deals with specific area and specific population which have direct contact to a researcher. The design is expected to provide useful answers to research questions and objectives.

Research design is essential for a successful research process because it provides an opportunity to plan in advance and reduces amount of resources to be spent, it serves time and less efforts expected to be applied to complete the project. It was an opportunity for a researcher to gather relevant and reliable information from the roots.

3.2 Research Area

The study was conducted at BDC as a case study. The area has been chosen because of accessibility of the important information and materials. The district is one of the nine district councils in Kagera region. Other districts are Bukoba Municipal, Missenyi, Karagwe, Kyerwa, Muleba, Biharamulo, Ngara. Bukoba District Council covers an area of 2,844 km², out of which 300 km² are covered by the water of Lake Victoria and Lake Ikimba. Favourable area for agricultural activities is 1,045 km², 879 km² for pasture land and the remaining area of 620 km² covered by rocks and forests (see also Appendix 1).

BDC has been working since 1984 and was established under section 5 of Act No 7 of 1982 within the realm of article 145 of the constitution of United Republic of Tanzania, 1977. The council is composed of thirty nine (39) councilors, 10 represent women special seats and one Member of Parliament. Administratively, the council is made up of 13 departments (Administration and Human Resource, finance and trade, works, water, health, primary education, secondary education, natural resource, agriculture irrigation and cooperative, community development, livestock and fishing, planning and statistics, cleanliness and environment), 6 units (legal, internal audit, technology, information and communication; supplies; election and beekeeping units, Appendix 2). According to population census of 2002, Bukoba District Council had a population of 241,178 with 1.1% growth rate. This district has 4 divisions, 29 wards, 92 villages and 508 'vitongoji'. The area has been chosen for the study because of the accessibility of the required information, materials and related services convenient to the researcher.

3.3 Population of the Study

BDC has a total of 181 health sector employees which is the researcher's target population. This number is just part of 2,028 employees of Bukoba District Council. The target population is categorized in different cadres include medical officers, health secretary, assistant medical officers, assistant dental officer, assistant environmental

officers and environmental health assistant. Others are clinical officers, assistant nursing officer, nurses and laboratory assistant.

Table 1: The Target Population

S/N	Cadre	Number of employees in each cadre
1	Medical Officer	1
2	Health Secretary	1
3	Assistant Medical Officer	2
4	Assistant Dental Officer	1
5	Assistant Health Environmental Officer	11
6	Health Environment Officer	2
7	Clinical Officer	19
8	Assistant Nursing Officer	8
9	Nurses	55
10	Laboratory Assistant	2
11	Medical Attendant	79
	TOTAL	181

Source: BDC Health Department, 2013

3.4 Sampling Techniques and Sample Size

Kothari (2004) and Leedy et al. (2001) argue that a sample is a smaller group of subjects drawn from the population in which a researcher is interested for the purposes of drawing conclusions about the universe or population. While sampling technique is a process whereby the researcher makes estimates or generalization about a population based on information contained in a portion (a sample) of the entire population (Wellington, 2000 and Nachmias, 2008). Furthermore, stratified sampling was also used to select students and teachers and finally simple random sampling was employed to select parents.

3.4.1 Sampling Techniques

This study employed purposive sampling and simple random sampling to select relevant respondents and study area. Purposive sampling was employed to select Bukoba district council, District Medical Officer, Health Secretary, Assistant Medical Officer, Assistant Dental Officer and Laboratory Assistant since they were believed to have reliable data on staff retention. Furthermore simple random sampling was used to select Health staff respondents from different cadres who were used to obtain the sample as shown in table 3.2 below. Adam and Kamuzora, (2008) defines simple random sampling as a probability sampling whereby all members in the population have equal chance of being selected to form a sample. The technique was significant as it cancelled out biasness and therefore each staff from the population had an equal opportunity of representation into the sample.

3.4.2 The Sample size and its Descriptions

Rwegoshora, (2006) defines a sample as a part of population which is studied to make inference about the whole population. The population under the study comprise of all Health department employees in Bukoba District Council. The total number of employees is 181. The simple random and purposive sampling was used to ensure, equal chances of all respondents to be selected into the sample.

Table 2 Composition of the Sample

S/N	Cadre	Data collection strategy	Number of employees in each cadre (Targeted population)	Sample size	% of the targeted population.
1	Medical Officer	Interview	1	1	100
2	Health Secretary	“	1	1	100
3	Assistant Medical Officer	“	2	1	50
4	Assistant Dental Officer	Questionnaire	1	1	100
5	Assistant Health Environmental Officer	“	11	7	18
6	Health Environment Officer	“	2	2	50
7	Clinical Officer	“	19	16	84
8	Assistant Nursing Officer	“	8	6	75
9	Nurses	“	55	30	54
10	Laboratory Assistant	“	2	1	50
11	Medical Attendant	“	79	34	43
	TOTAL		181	100	55

Source: Researcher, 2013

3.5 Data Collection Methods

The procedures and methods used to collect data in the study were:-

3.5.1 Primary Data Collection method

Primary Data is the data collected by the researcher himself/herself or by research assistant from the field for the purpose of answering a research question.

3.5.1.1 Questionnaire Method

The structured questionnaire prepared and distributed to 100 respondents from health worker cadres which is 55% of the targeted population. The questionnaire were designed to answer three research questions identified in chapter one. The ten different health staff cadres were distributed. 5 questionnaires were intended for District Medical Officer, District Health Secretary, Assistant Medical Officer, Assistant Dental Officer and Laboratory Assistant. 7 for Assistant Health Environmental Officers, 2 for Health

Environment Officers, 16 for Clinical Officers, 6 for Assistant Nursing Officers, 30 for Nurses and 34 for Medical Attendants. The information obtained was appended on appendix 3 and presented for discussion in chapter four. The collected data were sorted and recorded using SPSS through creation of folders for each cadre where data and variables can easily view and retrieved.

3.5.1.2 Interview Method

Interview method used as a data collection technique on information which was not easy to collect through questionnaire technique. The main type of interview expected to be used was open discussion with employees. A guide for interview was prepared so as to maintain consistency during interview; in this method 3 respondents were interviewed and this include human resources officer, health secretary and district medical officer. In addition, interview used to fill gaps in case respondents could not be comfortable to fill the written questionnaires. This method allowed flexibility in both the interviewer and interviewee and get a greater chance and in depth discussion. The findings obtained were used for discussion in chapter four.

3.5.2 Secondary Data Collection method

Documentary records to a great extent constitute a reliable source of data due to the fact that information on various events occurring from time to time are normally documented for different purposes. The researcher consulted necessary documents that were available in the District. Data collected through files, annual budget reports and other documents. The target was to assist a researcher to get accurate reliable data. These documentaries served as a source of secondary data relevant to the research topic. The review involved published and unpublished materials that provided needed information about the issues pertaining to retention of staff in the provision of health services.

3.6 Validity and Reliability of the Study Instruments

Multiple data collection techniques were employed to ensure reliability and validity of the study, since there is no single data collection technique that is sufficient in collecting valid and reliable data. According to Golafshani (2003) and Miller (1991) instrument validity and reliability lie at the heart of competent and effective study. Reliability and validity are important criteria to research in any paradigm because the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable and validity.

3.6.1 Validity of the Study Instruments

Validity refers to the degree to which the instruments used actually test or measure what it purports to measure (Punch, 2004). The researcher designed study instruments that aimed to answer the research question as per study objectives. Initial fieldwork was carried based on research instruments which were piloted at Mvomero District Council in Morogoro Region . Mvomero District Council was selected for pilot study because the district has good number of health sector staff compared to other district in region and having almost similar traits like those found in Bukoba District Council (URT, 2010).

May (1993) and Wortman *et al.*, (1985) maintains that piloting aims to see how the survey works and whether changes of the instruments are necessary before the start of the full-scale study. Pilot study provided the means of catching and solving unforeseen problems when designing and administering questionnaires and interview schedule, such as the phrasing and sequence of questions or its length. After subsample had answered the questions the researcher decided to make a chat with them concerning their opinions on order of the questions, the types of the questions themselves and any difficulties they experienced in answering them. Afterward the researcher with the assistance of

supervisor revised the layout, question wording and design so as to ensure trustworthiness of the collected data.

3.6.2 Reliability of the Study Instruments

Reliability is the degree to which measures were free from error and therefore yield consistent results (i.e. the consistency of a measurement procedure) (Thanasegaran, 2009). In order to ensure reliability of instruments the main focus of the study was to ensure that measurement devices or procedures consistently assigns the same score to individuals or objects with equal values. In the field, the researcher increased the reliability of data by clearly clarifying the objective of the study to the respondents and clearing some doubts raised by respondents through evidence of permission letter and proposal of this study. Also, the researcher made general observation of database such as number of employees who left Bukoba District Council and who did not report on stations.. However, the researcher triangulated the data by comparing the responses of health sector staff who where give questionnaires with those who were interviewed.

3.7 Data Analysis

Data analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data group (Kothari, 2004). Both qualitative and quantitative were applied in data analysis. Qualitative was used in factual and logical interpretation of data, while, quantitative data were applied for describing statistics such as tables, frequencies and percentages in data presentation. Devices like calculators, computer software package like excel spread sheet and Statistical Package for Social Sciences (SPSS) were applied. The data processing analysis enabled to get information that were able to answer accurate research questions and finally to attain objective of the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

The current chapter deals with presentation, analysis and discussion of research findings collected from 100 selected respondents from Bukoba district in Kagera region. The data were presented, analysed and discussed in the light of research questions that guided this study to comprehend its objectives uttered in chapter one. The selected respondents from health department were intended to make the collected data most representative and reliable. Data from different sources are presented as per research questions, giving results from interviews, followed by questionnaires and lastly from documentary analysis. It should be noted that this sequence may not apply, as not all the data could be secured from all sources. The data were coded and quantitative data were analyzed by using SPSS (statistical package for social sciences) and excel spread sheets computer software from which tables, frequencies, percentages and cross tabulation were generated. This chapter consists of such as introduction, descriptive statistics, assessing the human resource practices on retention of health staff, analysis and discussion of research findings.

4.1 Descriptive Statistics

4.1.1 Respondents participation

Information collected from this part included number of respondents by sex, cadre, and age. The understanding and interpretation of the results of the findings were tabulated as shown below:-

Table 3 Respondents by sex (n = 100) where n is a sample size

Sex	Frequency	Percent	Cumulative Percent
Male	34	45.6	54.4
Female	66	54.4	100.0
Total	100	100.0	

Source: Research Field Data 2013

Table 3 shows distribution of questionnaires to 100 respondents and their responses. The findings show the total number of respondents answered the questionnaire of which include 34 (45.6%) male and 66 (54.4%) female. In fact sex distribution does not have any impact on findings and statistical significance, but rather it is a descriptive by sex. The findings from respondent's participation are indicated in table below 4. The researcher expected to collect information from 100 respondents from different cadres in health sector.

Table 4 Respondent's participation (n = 100) where n is a sample size

Cadre	Respondents	Percentages (%)	Cumulative percent
Nurse	30	16.5	16.5
Medical Attendant	34	19	19
Clinical Officer	16	9	9
Health Environment Officer	2	1.1	1.1
Assistant Environment Officer	7	3.8	3.8
Assistant Nursing Officer	6	3.3	3.3
Medical Officer	1	0.5	0.5
Assistant Medical Officer	1	0.5	0.5
Assistant Dental Officer	1	0.5	0.5
Health Secretary	1	0.5	0.5
Laboratory Assistant	1	0.5	100
Total	100	100	

Source: Research Field Data, 2013

The descriptive statistics show the results that, among 100 respondents in this study, 31 respondents equals to 31% had ages between 26-35 years of age, 33 respondents equals to 33% had ages between 36-45 years of age, 33 respondents equals to 33% had ages between 46-55 years of age and 3 respondents equals to 3% had ages above 55 years. The findings implies that the ages between 26 – 45 is the age in which many employees think on how to expand and establish their career, growth period that why many employees of this age responded most because they think that anything happen in the organization in one way or another affect development of their career. Table 4.3 below summarizes the results.

Table 5 Respondent's ages (n=100)

Ages	Frequency	Percent	Cumulative Percent
26 -35	31	31	31
36 -45	33	33	33
46 – 55	33	33	33
Above 55 years	3	3	100
Total	100	100	

Source: Research Field Data, 2013

The study revealed that 94% of the respondents worked with BDC for the period of 5 – 20 years. On the other side 94% of the respondents agreed that they are willing to work with Bukoba District Council. The implication of this is that, most of health staff likes to work in the district that why they stay for a long time.

4.2 Human Resource Practices on Retention of Health staff

4.2.1 National Health Policy (2003)

The rationale of this objective was to measure what extent health staffs in Bukoba District Council are aware of privileges provided to them by National Health Policy of 2003. The research found that among 100 respondents, 70% of them had no knowledge

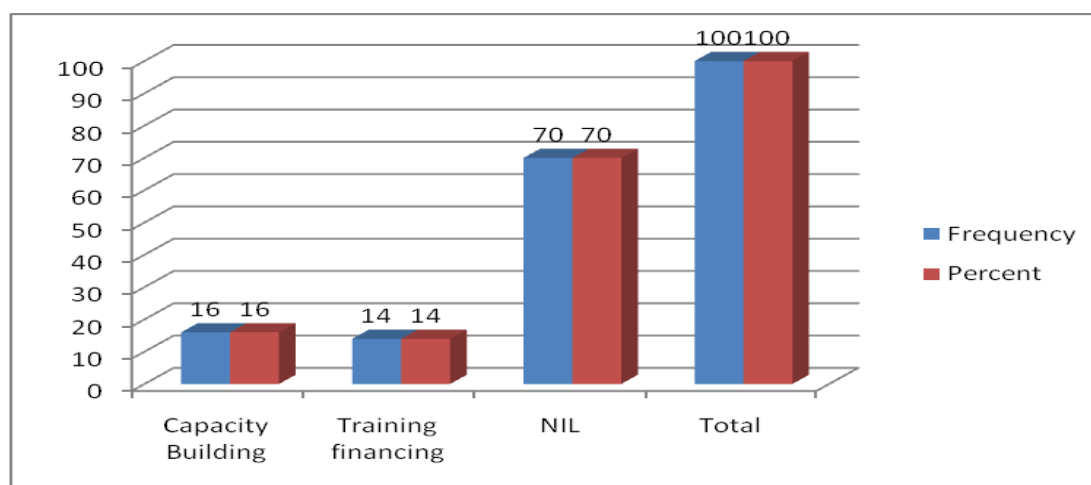
on such privileges. Only 30 respondents' equals to 30% of all respondents agreed that the policy facilitate capacity building and training financing. Table 6 and figure 2 below summarizes the respondent's results.

Table 6 National Health Policy Privileges

National Health Privileges	Frequency	Percent	Cumulative Percent
Capacity Building	16	16	16
Training financing	14	14	14
NIL	70	70	100
Total	100	100	

Source: Research Field Data, 2013

Figure 2: National Health Policy Privileges



Source: Research Field Data, 2013

The implication attached from this figure is that, employees' poor knowledge on what National Health Policy of 2003 is required to do to ensure their good performance is one of the reasons leading to its failure. For instance if many of employees are aware of this, they could be able to demand from their employer such as Bukoba District Council's Director to find other new sources of financing training and capacity building to health

staff rather depending on donors through Central Government. The Proposal for Health Sector of 1994 suggested that, the Government should increase health funding not less than 14% of her annual budget so as to provide District Health Management Teams and other health related teams with training on health planning .The budget has never reached 14% as recommended by the proposal. The findings concur with Health Sector Strategic Plan 2009-2015 which argues that health sector staff who work in remote area should given priority in training and development as well as financial support so that they can stay in their work places.

4.2.2 Human Resource Practices

4.2.2.1 Motivation

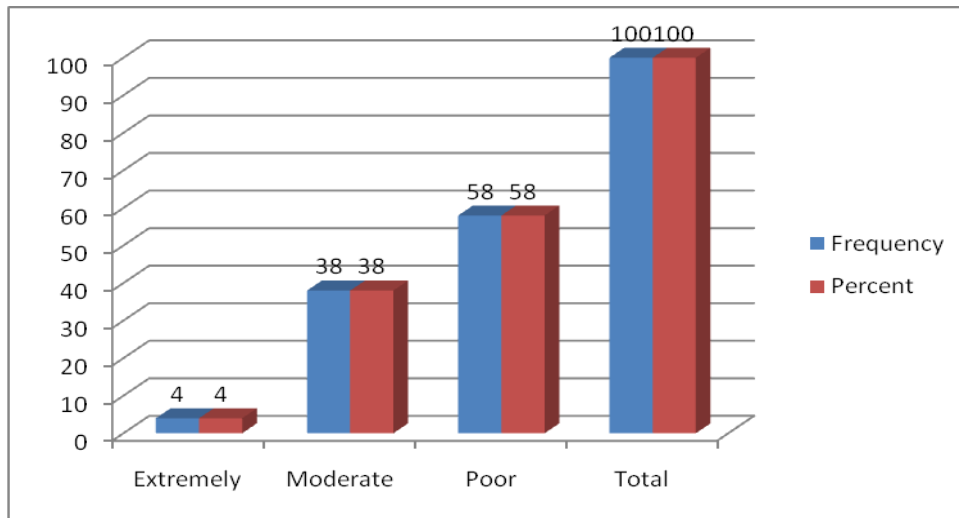
Since the government expecting to deliver excellence service to its citizens, Bukoba District Council like any other organization needs to ensure motivation of its employees. It was revealed that 42% (4% extremely motivated and 38% moderate motivated) of all respondents said that they get motivation, as opposed to 58% out of 100 respondents. Table 7 and figure 2 below summarize findings on how employees are motivated.

Table 7 Employees are motivation

Motivation	Frequency	Percent	Cumulative Percent
Extremely	4	4	4
Moderate	38	38	38
Poor	58	58	100
Total	100	100	

Source: Research Field Data, 2013

Figure 3: Employees motivation



Source: Research Field Data, 2013

This tells that, many health workers are not motivated and therefore they do not perform to their maximum. If employees are not happy and satisfied this leads to employees' poor performance. The literature shows that, the period between 2001/2002 and 2006/2007 health sector budget dropped and it affected allocation to human resource particularly recruitment, training, incentives, retentions and capacity building. If all these were implemented, health staff could be motivated. The findings are in line with Yumkella (2013) study conducted in Zambia that most employees are happy if financial and non financial are used to retain health workers

4.2.2.2 Promotion

One of the important aspects in ensuring that employees are motivated is timely promotion. The results from study show that 36% of respondents get promotion on time, 64% said that they do not get promotion timely. The findings gave the researcher an implication that, there is a problem in applying principles and practices for public servants to ensure motivation.

Table 8: Employee's satisfaction with Promotion

Timely promotion	Frequency	Percent	Cumulative Percent
Yes	36	36	36
No	64	64	100
Total	100	100	

Source: Research Field Data, 2013

Table 8 shows that many employees are not satisfied on how they are being promoted and this might be one of the reasons leads to poor employee motivation as shown on figure 2 above. Yumkella and Swai (2007) argued that combination of poor motivation and adverse working conditions are key factors that lead health workers decide to leave or not be able to take open position in rural area.

4.2.2.3 How long health staffs stay with the organization

The researcher was interested to find out what makes health staff stays in the District. The findings showed that among of 39% of respondents said that, they stay in Bukoba District Council to earn an income to fulfill their basic needs, 28% gave the reason that they like their job and 33% are just working because they have been appointed to work in the District. Table 9 below summarizes in detail.

Table 9: Whether employees stay with the organization

Reasons for staying	Frequency	Percent	Cumulative Percent
Income earning	28	28	28
Like the job	39	39	39
Appointed	33	33	100
Total	100	100	

Source: Research Field Data, 2013

These results imply that implementation of human resources practices like timely promotion has great contribution in retaining health staff and performance of the organization as a whole.

4.2.2.4 Turnover

The study findings show that some of employees left Bukoba District Council due to poor working environment or being employed by other institutions. Out of 100 respondents, 26% agreed that they know at least one employee who left because of the reasons mention above. It was revealed that 10% of those who left, got new employment, 23% left because of poor working environment and 67% left due to other reasons. The results obtained are shown in table 10 below. An Employee Model provided by Howatt insist that, organizations, must understand what their employees like and do not like. Bukoba District Council needs to help health staff meet their individual needs so as to meet its vision though it is hard to satisfy all employees.

Table 10 Employee's Turnover

Reasons for leaving	Frequency	Percent	Cumulative Percent
New employment	10	2.6	2.6
Poor working environment	23	6.0	6.0
Other reasons	67	91.42	100
Total	100	100	

Source: Research Field Data, 2013

These results reflect the truth that, there is labour turnover in Bukoba District Council. There should be efforts to ensure that employees stay with the organization because the costs of retaining oriented and experienced employees are low compared to the costs of recruitment and selection to peripheral districts and specifically Bukoba District

Council. Employee's retention has a great impact on employee performance as shown in the dependent variables on the model summary on figure 1, it create psychological contract for staff to decide enter into contract of being the council employees. Despite of the fact that, poor environment cause labour turnover, the literature shows that, negative relationship with direct manager, little hope for career advancement, employees' overworked and stress; are some of the reasons for employee turnover.

4.2.2.5 Job satisfaction

Job satisfaction is very important aspect in retention of employees in any organization. This study revealed that 83% of respondents agreed that they are satisfied with the job while 17% are not satisfied. The researcher went further to see to what extent these employees are satisfied. The results are summarized on table 11 below.

Table 11 Job satisfaction

Level of satisfaction	Frequency	Percent	Cumulative Percent
Extremely	27	27	27
Moderately	56	56	56
Poorly	17	17	100
Total	100	100	

Source: Research Field Data, 2013

It was observed that, the majority of health sector employees in Bukoba District Council are satisfied to some extent though the District does not have reliable retention schemes like incentive scheme packages which could assist employees to solve their social problems rather than relying only on the monthly salary. This is because the district depends on its own source funds which faced with a shortage of funds to pay incentive to employees. Prasad, (2005) adds that there is no conclusive evidence that job satisfaction affect productivity directly because it depends on so many variables but it is

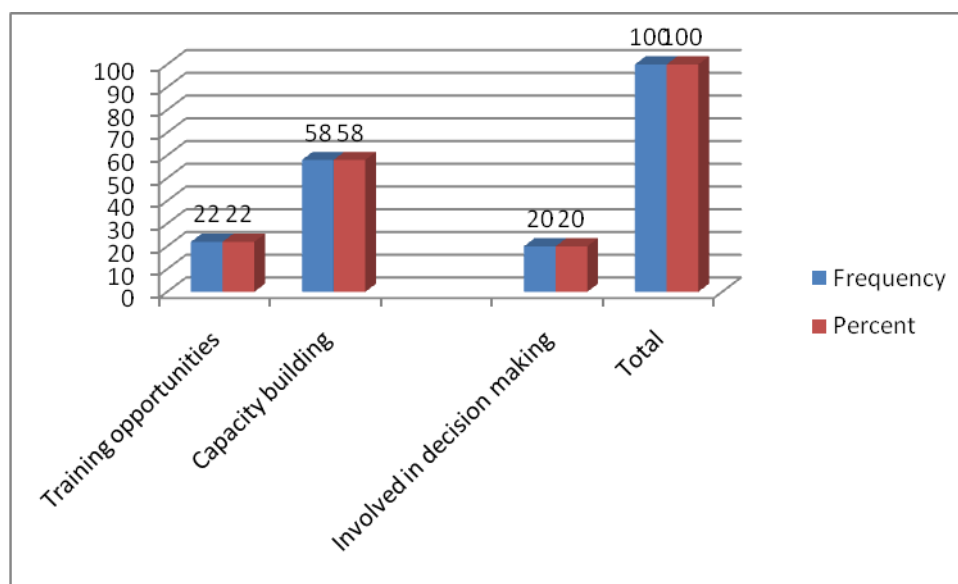
still prime concern for managers as crucial factor for employees' retention. Respondents came out with deferent ideas which could make changes to satisfy employees, 22% proposed that Bukoba District Council should provide training opportunities to employees, 58% said that there should be capacity building to them so as to improve their working performance and 20% suggest that they should be involved in making decision on matters pertaining their job as shown on table 10 and figure 3 below.

Table 12: What should be done

What should be done	Frequency	Percent	Cumulative Percent
Training opportunities	22	22	22
Capacity building	58	58	58
Involved in decision making	20	20	100
Total	100	100	

Source: Research Field Data, 2013

Figure 4: Strategies for Employees Retention



Source: Research Field Data, 2013

4.2.2.6 Satisfaction with salary package

The results revealed that 33% respondents out of 100 agreed that are satisfied with the pay they receive in the organization, 67% are not satisfied with the pay particularly in Bukoba District Council. The researcher got the implication that, pay satisfaction is the amount of pay one gets for the amount of work done as well as satisfaction with pay compared to the amount paid in similar organizations. Salary has an impact on employee retention, especially health staff, it is among of the reasons for employees to leave the organization because it reduces morale and affect employees and organization's performance. The idea is in line with Agwarala (2010) who argue that salary is most applicable incentive for employee retention and if not paid as required or delay in some area in regard to payment affect organization performance and influence workers turnover. The researcher observed employees personal files and noted that, employee's personal file had a claim forms designed by the government to identify different types of debts the government owe the employees in the public organizations. This implies that, pay affect employees' retention.

Table 13 Employee's satisfaction with salary package

	Frequency	Percent	Cumulative Percent
Yes	33	33	33
No	67	67	100
Total	100	100	

Source: Research Field Data, 2013

The good thing observed is that, government pay salary on time, 85% out of 100 respondents agreed that they receive their salary on time, only 15% disagreed and this is because most of the time newly employed staff delay appearing on the government payroll.

4.2.2.7 Reward

Reward has a significant positive impact in retention of employees in any organization. The data obtained from 100 respondents showed that, 19% rewarded at least one time in their working life while 81% never got a reward. This implies that, Bukoba District Council has no clear and well defined reward schemes especially to health staff that are overworked and stressed because of the nature of their job. Reward should be offered to employees in any form whether cash an appreciation of employees' contribution so as to motivate them. Table 14 below summarizes the results.

Table 14: Whether employees are rewarded

	Frequency	Percent	Cumulative Percent
Yes	19	19	19
No	81	81	100
Total	100	100	

Source: Research Field Data, 2013

Adams (1965) argue that, reward can be intrinsic or extrinsic. Rewards like recognition; certificate, awards and free trips should be offered. So the District should not confined itself in cash rewards but rather apply other rewards with less costs so as to retain its employees.

4.2.2.8 Satisfaction with working environment

The working environment of today's employees has changed and many employees do not expect to spend many years with one employer because most of them go for further studies on their own costs and decide to change their jobs. This study revealed that, 33% of all respondents satisfied with Bukoba District Council's working environment, 67% are not. The implication of this is that, poor working environment has a great contribution to labour turnover and employees' retention in Bukoba District Council.

The level of satisfaction with working environment is low by 33% as shown in table 15 below.

Table 15 Satisfaction with work environment

	Frequency	Percent	Cumulative Percent
Yes	33	33	33
No	67	67	100
Total	100	100	

Source: Research Field Data, 2013

All respondents gave some suggestion on what should be done to rectify the situation. Among 100 respondents, 34% propose that motivation should be provided, 48% suggest that more working facilities in health centers and dispensaries should be provide and 18% provision of houses to staff. The study also revealed that, employee's working environment is being interfered by politics, one of the respondent said, *the society associates job with politics related issues, they never change that's why the working environment becoming worse every day*. This is vivid evidence that in some of the areas employees' performance is affected by politics and this could be also the area for further studies on how politics affects working environment.

4.2.2.9 Working facilities

Availability of working facilities is very important in creating good working environment. 73% of respondents in Bukoba District Council are not satisfied with the availability of working tools; therefore the level of working tools satisfaction is low by 27%.Quating from one respondent he said that:

“Working environment here is very bad, there is no electricity, this is a challenge especially during the night when patients need to get service”.

Another respondent added that,:

“I think the problem is not at the district level but rather in Medical Stores Department (MSD) because it fails to supply some of the working tools ordered by the council.

Table 16 below provides the description.

Table 16 Satisfaction with working facilities

	Frequency	Percent	Cumulative Percent
Yes	27	27	27
No	73	73	100
Total	100	100	

Source: Research Field Data 2013

4.2.2.10 Supervisor’s support

As discussed in the literature, employee and supervisor relationship play an important role in retention. Employees who are valued will take active part in the organizational goals, show productive behavior in the workplace and increase job involvement. The results of this study revealed that, 79% of respondents out of 100 respondents were satisfied with the supervision while 23% of respondents were not satisfied with their supervisors. This implies that, Bukoba District Council’s employees perceive their supervisor to consideration. The supervisor’s leader behavior with promoting the comfort and wellbeing of their subordinates are fare. Therefore, from these results health staffs in Bukoba District Council have considerate superiors and are satisfied with them and this is the reason for staying. Table 17 describes in details.

Table 17 Satisfaction with supervisor's support

	Frequency	Percent	Cumulative Percent
Yes	79	79	79
No	21	21	100
Total	100	100	

Source: Research Field Data, 2013

4.2.3 Factors contributing to the failure of HR practices

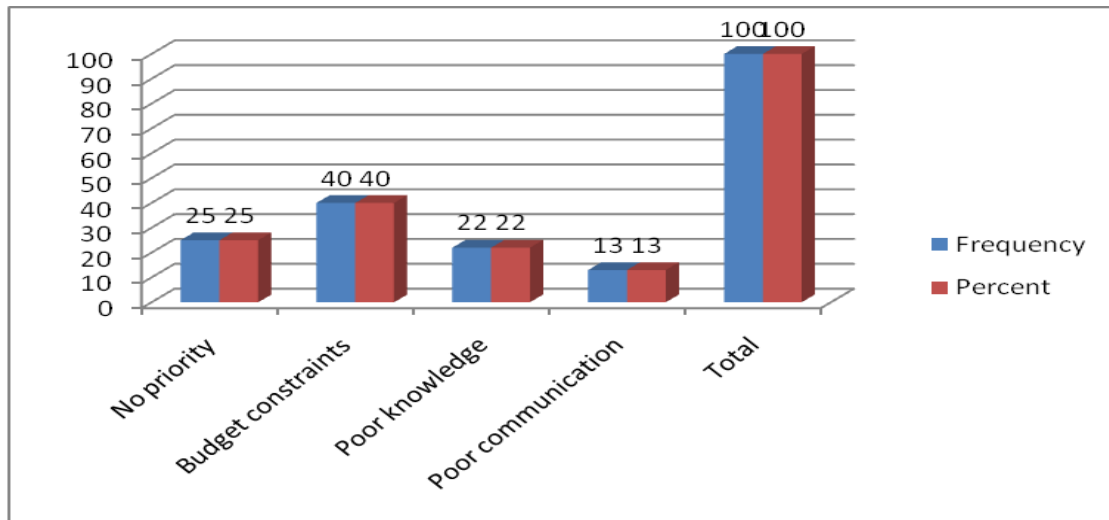
Implementation of human resource practices facing different challenges in government institutions specifically Bukoba District Council. The results obtained as shown in table 18 below revealed that, 25% of respondents said that human resources related issues like reward, incentives etc are not given priority by employers, 40% said that budget constrain could be the reason for failure in implementing human resource practices, 22% of respondents said that their leaders have poor knowledge on how to implement human resource practice and 13% said that there is poor communication between employees and those who are leading them.

Table 18 Failure of HR practices

Factors	Frequency	Percent	Cumulative Percent
No priority	25	25	25
Budget constraints	40	40	40
Poor knowledge	22	22	22
Poor communication	13	13	100
Total	100	100	

Source: Research Field Data, 2013

Figure 5: Reasons for Failure of HR practices



Source: Research Field Data, 2013

Large numbers of respondents see the issue of budget constraints as a challenge as shown in the literature that the government has failed to allocate 15% of the national budget to health sector but rather dropping from year to year. The weakness also revealed on implementing the reforms as proposed by the Proposal for Health Sector of 1994.

Workers expectations

Study findings revealed that, workers expectations on human resource practices is equal treatment among employees and ensuring employees' welfare. 37% out of 100 respondents agreed that their expectations were met while 63% disagreed as shown by table 19 below.

Table 19 Employees' expectations

Factors	Frequency	Percent	Cumulative Percent
Yes	37	37	37
No	63	63	100
Total	100	100	

Source: Research Field Data, 2013

The results above implies that, the established human resource practices which intended to ensure that employees are treated equally and fairly do not work properly, because of this, employees will not be able to provide excellence service to the community as required. One of the respondents argued that:

“...I don't think that HR practices are there to protect employees. I have been sick for a very long time with seven goiter operations, I'm not covered with NHIF and my employer is telling me that nobody will provide me with such amount for medical treatment , If not the charity from a friend of mine, I could have been died...”.

Statement of this kind show to what extent some of employees' are discouraged about the human resource practices.

Communication

Means of communication is another important aspect in ensuring employees' welfare wherever they are. Reliable communication assures employees with availability of their needs but also improving communication with their supervisors at the district level when there is a need for communicating issues pertaining day to day activities. The study show that 75% of all respondents communicate with the headquarter using their handset, and the good thing is that, the district through District Medical Officer covers such cost by refunding cash to all Health Centers and Dispensaries' incharges. 8% of all respondents communicate to the headquarter through letters and 17% go physically to the headquarter.

Table 20 Communication between employees and the Councils' office

	Frequency	Percent	Cumulative Percent
Handset	75	75	75
Letter	8	8	8
Going to the offices	17	17	100
Total	100	100	

Source: Research Field Data, 2013

Human resource as a resource to all organizational like Bukoba District Council need to invest to its people by providing career development opportunities and education on HR practices both to higher and lower level staff to ensure proper management of people. In order to fulfill this, the district needs enough budgets to invest on its people, budget constrain is a challenge. In ensuring that health sector staff stay, in the year 2012/2013 Bukoba District allocated 50 Ml for building two in one staff house at Maruku Dispensary, 267 Ml has been budgeted for the year 2013/2014 for same purpose so as to increase health staff houses in Bulinda, Kihumulo and Butulage villages. These projects are funded by Local Government Capital Development Grants and MMAM (Mpango wa Maendeleo ya Afya ya Msingi).

What should be done?

The research, apart from measuring the implementation of human resource practices on to what extent they contributed in retention of employees, it intended to know what should be done in order to retain employees in the organization, specifically in Bukoba District Council. The findings in table 21 below describes that 50% of respondents propose that good working environment should be created so as to attract employees to stay with Bukoba District Council. 33% are demanding for career development opportunities and 17% said that there is a problem with managers who are not confident enough, with no required skills and knowledge on how to manage their subordinates.

Table 21: What should be done?

		Frequency	Percent	Cumulative Percent
Good working environment		50	50	50
Career opportunities	dev.	33	33	33
Good managers		17	17	100
Total		100	100	

Source: Research Field Data, 2013

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This study was intended to assess the health sector staff retention practices in local government authorities in Tanzania, more specifically in Bukoba District. The scientific study and analysis of human resource practices and policies on retention of employee is pre – requisite and useful tool for successful management of human resource. From this study, it is essential to implement human resources practices and policies on retention of health employees in local government authorities since there are so many challenges facing health workers. This final chapter presents conclusions and recommendations for further research that emerged from the study. The conclusions and recommendations presented were embarked from research findings and discussion on the basis of three research questions.

5.1 Summary

In chapter one indicated background information. This information indicated that, employees' proper implementation of human resource practices provide a strong desire for employees to remain as members of organization and readiness to exert considerable effort on behalf of the organization. The research problem and the purpose of the study provided that the independent variables which are human resources practices are among of the factors which influence the employees' retention in the organization. Unlike other factors, these factors are under control of the organization, hence they are internal factors. Similarly; age, sex and cadre were used as background variables to come up with descriptive statistics.

The overall purpose of the study was to assess the human resource practices on retention of health staff in Bukoba District Council, whereby the three research objectives were developed to measure whether the purpose of the study achieved. These objectives are:

to identify the reasons responsible for the failure of the National Health Policy of 2003 on retaining health staff, to investigate the challenges on implementing the human resource practices and to determine the interventions that can be useful in retaining health staff.

In chapter two, the theoretical review, empirical review and the synthesis of the study were given in this section. In so doing previous writings and studies relevant to employee retention in the organization were explored. The meaning, significance and organizational philosophies were discussed from different school of thoughts. The reasons for employees' turnover, the relationship between motivation and employee retention and factors affecting employees' retention were critically reviewed. Other areas which were also reviewed were the Proposal for Health Sector reform of 1994 and Tanzania National Health Policy of 2003. Similar studies to this, has been done to different countries in Africa like South Africa, Zambia, Uganda and Kenya. These studies revealed that, retention of employees involves the effort done by the organization to ensure that employees are remaining.

In chapter three, the research was conducted in Bukoba District Council in Kagera Region, it is a Public Organization among the Local Government Authorities in Tanzania. A case study design was employed because the researcher dealt with only one organization and expected to find the required population to collect data. Both probability and non probability sampling approach were adopted. A simple random sampling was used to select the sample for other health cadres except for Medical Officer, Health Secretary, Assistant Medical Officer, Dental Officer and Laboratory Assistant who were purposively selected to constitute the sample of 100 employees out of the population of 181 health staff. Self administered questionnaires were distributed to all 100 employees out of 100 of the sample size available. All 100 respondents' equals to 100% of the sample size responded through the questionnaires.

However, other data collection method like documentary sources was employed. Both qualitative and quantitative data analysis were applied, and devices like calculators and computer software package such as Statistical Package for Social Science (SPSS) were used. Lastly the findings were presented in five chapters from an introductory chapter, literature review, methodology, data presentation, analysis and discussion of findings and summary, conclusion and recommendations respectively.

In chapter four there were three objectives namely:

- i) To identify the reasons responsible for the failure of the National Health policies in retaining health sector employees?
- ii) To investigate challenges on implementing Human Resource practices like work environment and communication facilities to Health staff retention.
- iii) To determine interventions that can be useful in retaining Health Staff.

The findings from objective one revealed that many of Health Sector employees are not aware that human resources for health issues are included in the National Health Policy. It was found that issues like human resource for health planning and training, financing of training of the health workers and retention of employees are not priority to employers.

The findings from objective two revealed that, there are some challenges on implementing human resource practices. Some of the employees are not happy with their work because they are not motivated enough. Timely promotion is one of the challenge affect employees' retention. The study found that most of the employees left Bukoba District Council due to poor working environment and low job satisfaction, 84% of respondents agreed that they are satisfied with their job but 56% of them are moderately satisfied, these respondents represents a number of employees who are moderate satisfied. Low salary package seems to affect employees' retention, the study show that there is a problem of pay package and the government owes employees debts which are

related to salary. It was found that many employees get their salary on time and this might be one of the reasons for them to stay except for the newly employed ones who do not get their first salaries timely due to government payroll procedures.

The study revealed that employees in Bukoba District Council are not rewarded and the level of satisfaction with working tools in dispensaries and Health centers is low. Supervisors and subordinates relationship in Bukoba District Council seems to be good and employees are satisfied with their supervisors and this is the reason for them to stay. The results from this objective show some challenges on implementing human resource practices, budget constraints is one of them, human resource related issues are not given priority in annual budgets, poor knowledge to some of officials on applying human resource practices and poor communication between staff and those who are leading them. Also the results show that employees' expectations are not met. Human resource practices expected to treat employees fairly and equally, but to Bukoba District employees this is quite different because not all employees get equal opportunity for career development and there is no clear and well defined capacity building plan for health staff, this is the reason why 58% of respondents thought that capacity building could make them satisfy with their job.

The results from objective three revealed that, employees in Bukoba District Council are not satisfied with the work environment. This is due to the fact that employees proposed that good working condition should be created, career development opportunities should be provided and having managers with proper skills and knowledge on how to manage people.

The six elements of dependents variable were found to affect employees' retention. These elements are job satisfaction, career development opportunity, reward, salary and supervisor's support. The results revealed from these elements might be useful to ensure employees' retention in public organization in Tanzania.

5.2 Conclusion

The research objectives were met and generally I am not satisfied because findings from the study give a clear observation that, Bukoba District Council still has a long way to go on adhering to important needs that should motivate employees to stay. It was observed that employees are not satisfied and the council has not created conducive environment for employees' retention. Regardless of unclear and well defined retention schemes and the improper implementation, the findings revealed employees stay with the organization for a long time though they are not satisfied. This is due to poor motivation, poor working environment, poor provision of training opportunities and involvement of health staff decision making on issues pertaining their job interests.

Other areas that should be improved is timely promotion to health staff, provision of rewards to best performers, opportunity for advancement, availability of working facilities and medical supplies in Health facilities. The big challenge seems to be inadequate financial resources in implementing some of human resource practices as stipulated in Human Resource for Health Strategic Plan 2008 – 2013 and National Health Policy of 2003. Bukoba District Council should be creative in introducing other sources of funds so as to improve health staff working conditions instead of depending on donors or Central Government. Therefore from this context management has a great challenge to establish and implement a well motivation scheme that will improve employees' retention.

5.3 Recommendations

This research activity considered objective of the study and the assessment of human resource practice on health sector staff retention in Local Government Authorities, particularly Bukoba District Council. Several recommendations are given here under to improve employees' retention to Local Government Authorities. The following recommendations have been given priority for consideration:-

5.3.1 Employees awareness on HR practices and Policies

Since employees need to be aware of human resource practices and policies, local government authorities should create supportive environment for employees to get and learn through documents like National Health Policy of 2003 rather than keeping them in the offices while employees are not aware of what are suppose to know. The policy is an important document which should be very well known by health sector employees so as to improve their performance in providing services with proper standards.

5.3.2 Timely Promotion

Pay and promotion policies should be in line with employees' expectations. Employees expect regular promotions and pay raise if they do the job well. Fair pay and promotions based on seniority list, job demands and employees' skills will result in job satisfaction which leads to employees' retention. Employees in local government authorities consider promotion as their ultimate achievements in their careers, for when they achieve it they feel satisfied with their jobs.

5.3.3 Work Environment and Participation in decision making

Employees are concerned with their work environment for both personal comfort and facilitating doing their job. Therefore local government authorities should improve physical surroundings, so that they become safe and comfortable to result in a positive feeling towards employees' job which reflects employees' job satisfaction. Bukoba District Council should allocate funds in its annual budget to build staff houses especially to those leaving in difficulty areas with no better house to rent. When conducting the study, only 59 workers have houses equals to 27% of 216 health staff. Employees in all levels should be involved and participate in deciding on matters affect them. Decision should originate from the bottom to the bottom and discussed in departmental meetings which involve normal staff and the Heads of Departments.

5.3.4 Human Resource Practices

Bukoba District Council should formulate Human Resource Practices considering a number of factors such as motivation, advancement opportunities, rewards, career development and compensation. These policies should be reviewed periodically to incorporate necessary changes due to changes in any changes affecting Human Resource Policies.

5.3.5 Budget allocation

Local Government Authorities in Tanzania, Bukoba District in particular, should allocate at least 25% of the total annual budget for Human Resource for Health training and development, reward and incentive scheme package to improve employees' and organizational performance.

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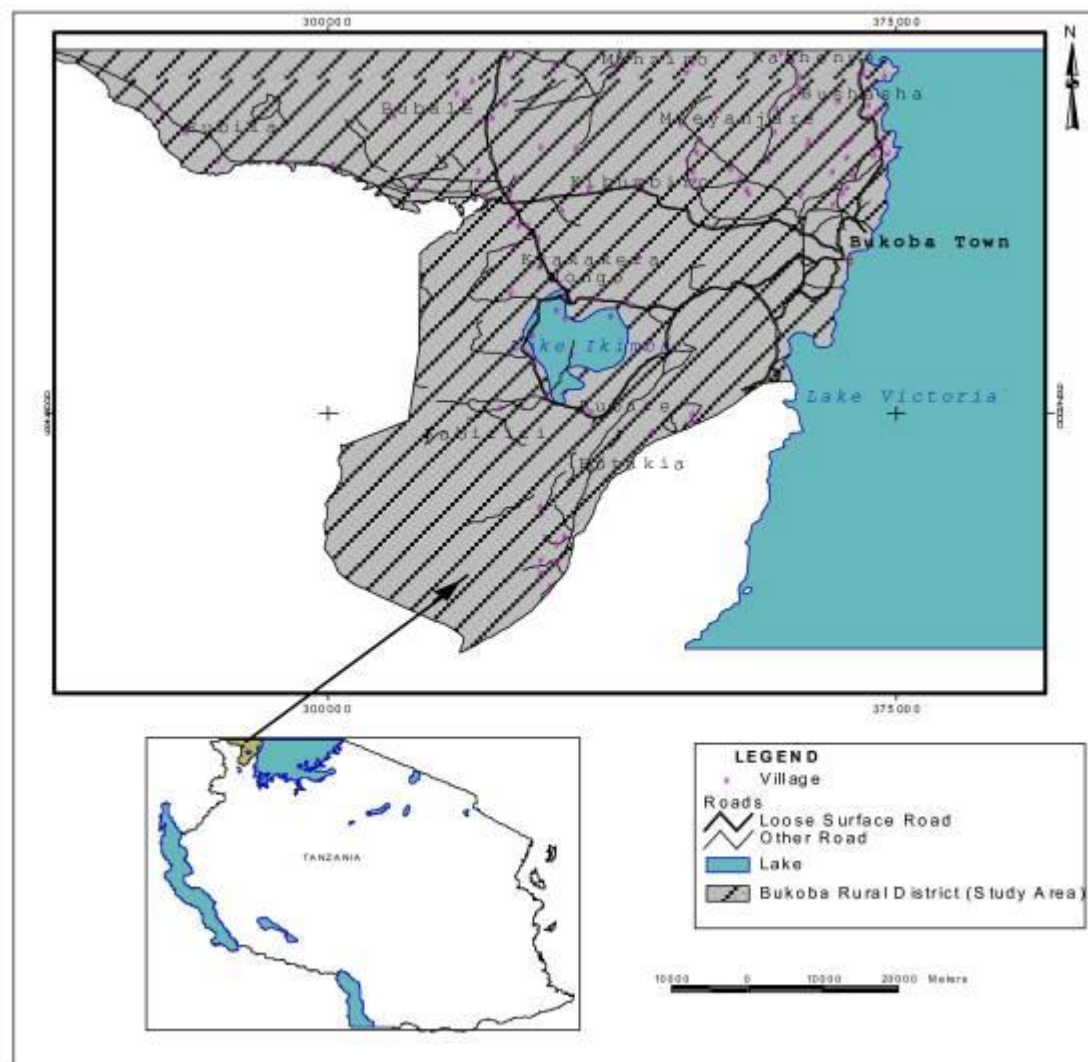
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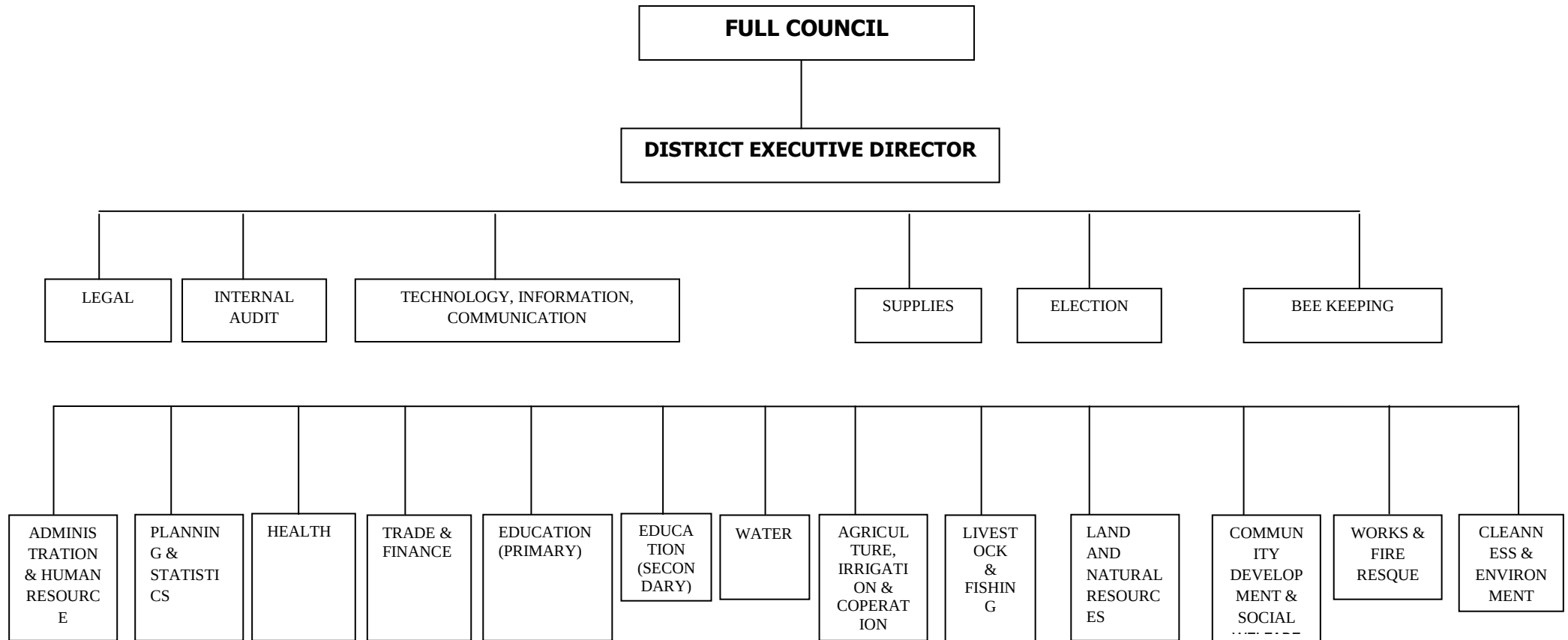
APPENDICES

Appendix 1

BUKOBIA DISTRICT COUNCIL'S MAP



BUKOKA DISTRICT COUNCIL'S ORGANIZATIONAL STRUCTURE



Source: Bukoba District Council, 2013

QUESTIONNAIRE FOR HEALTH WORKERS

Dear respondent, my name is Franciscar Joachim, a Master's Degree student in Human Resource Management at Mzumbe University. I am conducting a study on factors leading to failures of Human Resource policy and practices on health staff retention, the case study of Bukoba District Council. It is on the basis of this, that I am soliciting relevant information that will support my study. The information that you will provide is purely for academic purposes and will be treated with high confidentiality and not for other purposes.

Please fill in the following blanks

1. Name your cadre
 - a) Assistant Dental Officer
 - b) Health Environmental Officer
 - c) Assistant Enviromental Officer
 - d) Clinical Officer
 - e) Assistant Nursing Officer
 - f) Nurses
 - g) Laboratory Assistant
 - h) Medical Attendant []
2. Sex
 1. Male 2. Female []
3. Age
 1. Between 26 – 35 2. Between 36 – 45
 3. Between 46 -55 4. Over 55 []

Whether HRH is retained or not:

4. For how long you have been working with Bukoba Distrit Council (BDC)?

- a) 5 yrs+ b) 10 yrs + c) 20 yrs + d) 30 yrs + []

5. Are you willing to stay with Bukoba District Council ?

- a) Yes b) No []

The extent to which human resource for health (HRH) is retained through career development opportunities

6. Are you motivated?

- a) Yes b) No []

7. To what extent you are motivated?

- a) Extremely b) Moderately c) Poorly []

8. Do you get your promotion timely?

- a) Yes b) No []

9. What makes you stay and work with Bukoba?

- a) Income earning
b) I like the job
c) Appointed to work in the District []

10. Do you know anyone who left Bukoba for another District/elsewhere?

- a) Yes
b) No
c) NIL

11. If the answer above is YES why did he/she left?

- a) Employed by another institution
b) Poor working environment

c) NIL

Job satisfaction

12. Are you satisfied with your job?

a) Yes b) No []

13. To what extent are you satisfied with your job?

a) Extremely b) Moderate b) Poorly []

14. If not satisfied what could be the ideal situation?

a) Provision of training opportunities

b) Capacity building to employees

c) Involvement of employees in decision making []

Compensation - Salary package

15. Is your salary package satisfactory?

a) Yes b) No []

16. Do you get your salary timely?

a) Yes b) No []

Reward

17. Have you ever got a reward in your working life?

b) Yes b) No c) NIL []

18. How many times?

b) Once b) Twice c) NIL []

Working environment

19. Do you think Bukoba is a better place to work?

- a) Yes
- b) No []

20. Is the working environment conducive?

- a) Yes
- b) No []

21. If the answer above is NO what could be the ideal situation?

- a) Motivation should be provided
- b) Working facilities should be provided
- c) Staff should be given houses []

Communication facilities

22. How do you communicate with headquarter?

- a) Handset
- b) E-mail
- c) Letter
- d) Going to the Council's offices []

23. Who finances the costs you incur?

- a) The office
- b) Yourself** []

Working tools

24. Are you comfortable working with available tools?

- a) Yes

b) No

25. If the answer above is NO what could be the ideal situation

- a) There should be enough budget for working facilities
- b) Staff should be involved in identifying working facilities

Supervisor's support

26. Do you have a job supervisor?

- a) Yes
- b) No

27. If the answer is Yes, are you satisfied with your supervisor's support?

- a) Yes
- b) No

28. To what extent supervisor's advice adds value to your daily activities?

- a) Extremely
- b) Moderately
- c) Poorly []

29. Do you have knowledge about rights/privileges provided to health staff which are found in the National Health of 2003 like:

- a) Capacity building plan to health staff
- b) Financing of health staff training
- c) NIL

30. What do you think are the factors contributing to the failure of human resource practices identified above?

- a) Human Resource related issues are not given priority
- b) Budget constraints
- c) Some of officials have poor knowledge on Human resource practices and policy

- d) Poor communication between employees and their leader

Workers expectation concerning HR policies and practice

31. What are your expectations?

- a) HR practices should treat staff equally
- b) HR practices must ensure employees' welfare

32. Have these expectations met?

- a) Yes
- b) No []

33. If the answer above is YES, to what extent?

- a) Extremely b) Moderately c) Poorly []

34. What do you think should be done in order to retain health staff at Bukoba District Council?

- a) Good working environment should be created
- b) Provision of career development opportunities
- c) Having confident managers with required skills and knowledge on how to manage their subordinates.

Thank you for your time and cooperation

**RESEARCH INTERVIEW
MZUMBE UNIVERSITY
SCHOOL OF PUBLIC ADMINISTRATION AND MANAGEMENT
(SOPAM)**

Dear Sir/ Madam

This interview lay in the premise that, need to collect information relating to the assessment of Human Resource practices and policies on health sector staff retention as Bukoba District Council. This research is one of the requirements as a fulfillment in attainment of master degree as provided by Mzumbe University regulations for degree award.

The information which you will be required to provide, will be used only for academic purpose. So there is no need of creating fear or hesitating when responding on this interview.

You are highly requested to be transparent and truth when answering these questions. Your cooperation is highly required.

INTERVIEW GUIDE QUESTIONS

1. Do you think that the current Human Resource Practices have any impact on health employee retention? What are your arguments on Human Resource practices and policies?
2. Poor employee's motivation at the district level is the reason why employees do leave. To what extent this issue is addressed by the council?
3. What do you think are the challenges on implementing such human resource practices?
4. What should be improved to ensure health sector employees' retention at the district level?