

**FACTORS INFLUENCING EMPLOYEE RETENTION IN
HEALTH SECTOR:
A CASE STUDY OF GEITA DISTRICT HOSPITAL.**

**FACTORS INFLUENCING EMPLOYEE RETENTION IN
HEALTH SECTOR:
A CASE STUDY OF GEITA DISTRICT HOSPITAL.**

**By
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**A Thesis Submitted to SOPAM in Partial Fulfillment of the Requirements for
the Award of the Degree of Master of Science in Human Resources
Management (MSc HRM) of Mzumbe University**

2016

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by The Mzumbe University, a dissertation entitled ***Factors Influencing Employee Retention in Health Sector: A Case Study of Geita District Hospital***, in partial fulfilment of the requirements for award of the degree of Master of Science in Human Resource Management of the Mzumbe University.

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Accepted for the Board of Public Administration and Management

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I, By Grace J. Mahagura, 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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ACKNOWLEDGEMENT

I would like to express my sincere gratitude to all those who provided me with possibilities for successful completion of this dissertation. I feel very grateful to a number of individuals that without their assistance this work would not be possible, however it is not possible to mention them all. First, I would like to give my sincerely thanks to the almighty God for enabling me to successfully accomplish my studies at Mzumbe University.

Second, I express my deeply appreciation to my supervisor, Elizabeth Landa for her commitment and time in providing me with invaluable comments, guidance, suggestions and moral support through different stages of this research which helped in accomplishing of this work.

Third, I am grateful to the management of Geita District Council and employees of Geita District Hospital for providing me with research permit and cooperation which helped me to get enough information for my study during data collection.

Fourth, a warm appreciation goes to my fellow classmate Jackson Payowela from Mzumbe University and Mr. Magessa D. George for the research knowledge we shared on methodologies and data analysis techniques.

I would like to extend my sincere gratitude to Mr and Mrs Amos Zachariah Ngwiza for their moral support, and my lovely son Ethan for his tolerance when I was absent and his words of encouragement which helped me in one way or another to complete this work.

Finally I am deeply indebted to my parents Mr and Mrs Johnson Mahagura for their financial and moral support and their words of encouragement which helped me in accomplishment of my studies. This inspired me and I will always cherish this gesture of immense love. While many people have been acknowledged for helping me in this work, I remain solely responsible for the shortcomings and views expressed in this dissertation.

DEDICATION

I dedicate this research work to my parents Mr Johnson Mahagura and Ruth Johnson. Thank you for your unconditional support with my studies, and my lovely sisters Angelina, Happy and Phoebe and my beloved brother Obadia and Thomas, without forgetting my beloved son Ethan for their encouragement during the whole time of my study.

LIST OF ACRONYMS AND ABBREVIATIONS

ABL	Accra Brewery Limited
CAG	Controller Audit General
CCHP	Comprehensive council health plan
DED	District Executive Director
DHRO	District Human Resources Officer
DHS	District Healthy secretary
DMO	District Medical Officer
ELRA	Employment and Labour Relation Act.
GDC	Geita District Council.
GDH	Geita District Hospital
HS	Health secretary
HRH	Human Resources For Health
LGA's	Local Government Authorities.
LT	Labour Turnover.
MOHSW	Ministry of Health and Social Welfare.
Msc HRM	Master of Science in Human Resources Management.
MDG'S	Millennium Development Goals
URT	United Republic of Tanzania.
WHO	World Health Organization

ABSTRACT

The study focused on examining the factors influencing employee retention in health sector, a case study of Geita District Hospital. The specific objectives of the study was to examine retention strategies available at Geita District Hospital, to examine factors influencing employee's retention at Geita District Hospital, to determine the rate of retention at Geita District Hospital and to investigate the challenges facing Geita District Hospital in retaining its staff. A sample size of 60 respondents was used to obtain enough information for the study. Interview and Questionnaire were used to analyse both Qualitative and Quantitative data by using thematic technique and presented in direct quotations with respect to research objectives and through tabular forms, with frequencies and percentages respectively. The data were coded and analysed through Statistical Package for Social Sciences (SPSS version 16.0) computer programs. The study found that good working conditions at GDH have been influencing employee retention, whereby there are enough of working equipment's, job security, job scheduling variations which facilitate a healthier balance between work and personal obligations, employee's suggestions and grievances are considered, also there are staff houses. Employees are compensated and satisfied with overtime allowance, leave allowance, health insurance, and the retirement benefits such as Pension, Provident Fund, and Gratuity. Also majority of employees are satisfied with the training and development opportunities available at GDH, whereby training opportunity is available for any employee, employees get regular training programs, the trainings are relevant to their work, and the tracings have been improving their work performance. GDH retain its employees to a great extent since they have high rate of retention. Hence, the study recommends that the government should provide enough funds for Geita District Hospital, so that the hospital can improve the working condition by its own funds, instead of depending funds from donors which is unreliable; the government should improve the compensation package for doctor and nurses, so as to retain these employees for long period of time, since there are other hospitals which provide more competitive packages.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter consists of the background of the study, statement of the research problem or study, objectives of the study which are general objectives and specific objectives, research questions, significance of the study, limitation of the study, delimitation of the study as well as the organization or structure of the research.

1.1 Background of the study

Retention is a situation whereby an organization creates a conducive environment to motivate employees to remain for a long time in an organization (Michael, 2008). The notion of employee retention began in 1970's and early 1980's because before individuals entered into organizations and remained for a long period. But due to voluntary job changes begun to increase and movement of employees from one organization to another, the problem of employee turnover arose in most of organization, through it employee retention begun to develop so as to retain employees for a long period of time (McKeown, 2002).

The problem of shortage started to begun, after the liberalization of markets whereby most of health workers started to migrate to other countries for green pasture (WHO, 2006). According to Brien and Gostin,(2011) there is a serious shortage of human resources for health worldwide, almost 4.3 million health workers including doctors, nurses, midwives and non-core workers in 57 countries of which 36 countries are from Africa. According to Wafula et al (2010) the main challenge globally affecting health systems worldwide, is the concentration of many health workers in urban areas due to quality social service resulting into low availability of health staff in rural areas. The impact is that the quality of health systems in rural areas becomes poor due to lack of more qualified medical personnel.

The findings by WHO (2006) showed that the workers in the health sector is a big crisis in whole of Sub-Saharan Africa. About 11 percent of the world's population resides in Sub-Saharan Africa. In this region it was found that about 24 percent of the population is burdened with diseases whereby the percentage of health workers is only 3 percent of the world's health workers. Migration of health workers, increasing mobility and absence of training and retention strategies in health sector and poor socioeconomic conditions in sub Saharan Africa has contributed to human resources crisis.

Not only sub Saharan Africa but also Tanzania has a low density of health workers compared to other countries in sub-Saharan Africa (WHO, 2006). Findings by URT (2009) showed that the shortage of health workers in rural districts is 65%, yet it is the main areas worsened by increased cases of malaria, tuberculosis, HIV/AIDS pandemic etc. However there was an increase in health workers from 42% in the year 2011/2012 to 48% in the year 2012. The only problem is that this increase is not sufficient to cope with the demands in health sector in terms of health workers. On the other hand the number of workers also left the profession on various grounds, although the main reason lies on lower packages provided to them. The main challenge affecting the health sector on these workers who are leaving the profession is that the health sector will not be in a position to achieve Millennium Development Goals (MDGs), specifically on maternal and child health (URT, 2013).

Geita district council is not an exception to the challenges in retaining health workers particularly those who are newly employed. Most of those newly employed do not prefer staying in the district due to various grounds. To some the working environment is not good, but also there is low morale of work due to lack of motivation. Other challenges include; lack of dedicated human resource planning, lack of incentives and retention scheme (URT, 2013). According to URT (2013) health workers are also endowed with inadequate training, poor working environment, working equipment are also inadequate. Lack of known retention strategies as well as scarcity of funds required to run health sectors.

Therefore in order to make sure that the challenges in health sector are resolved the need for better knowledge, skills, motivation as well as deployment of those required to provide the services in the health sector (WHO, 2010).

Furthermore human resources need to be improved in the health sector in the country (URT, 2009). The government through the ministry of health and social welfare came with the program in doing retention for workers. The program was known as Selective Accelerated Salary Enhancement (SASE). On that program the gross salary of some of the health workers was increased by 36% in the year 2005. For those who were not included in the program were dissatisfied with the profession (Kombo et al, 2003). On the other hand in the financial year 2011/2012 the government started a specific incentive package for health workers. In this program the health workers were provided with loans, improved promotion schemes, medical doctors were provided with housing allowances and also hardship allowance was provided to those working in rural areas. But due to scarcity of fund and existing workers to implement retention programs non-financial incentives was not implemented effectively. (Munga and Mbilinyi, 2008)

Different policies, laws 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 good working environment for employees' retention in all sectors including health sectors. Despite all the efforts made by government of URT still the retention of health workers experience has shown that these government initiatives toward retentions strategies have been in vain. Therefore this study targets to identify the factors influencing employee retention in health sector in Geita District Hospital.

1.2 Statement of the problem

The government of the United Republic of Tanzania (URT) has been putting its efforts in ensuring that its employees, particularly trained health personnel are retained to ensure sustainable provision of quality health services by enacting different circulars, directives and decrees, such as Public Service Act, 2002, Public Service Regulations, 2003 and National Health Policy so as to ensure that various incentives and support are being provided and give good working environment so as to motivate employees for retention in all sectors including health sectors. According to the URT (2003), the Health Sector Strategic Plan (2003) emphasized on the importance of making sure that retention schemes are improved and improving the skills of the workers as well as capacity building to workers in different levels of health systems. Doing so will guarantee sustainability in the quality of health services.

Despite the efforts done by government of URT, yet the government has not managed to solve the problem of employees' retention in the health sector. Several employees continue terminating employment contracts and being employed in other sectors (URT, 2013). Shortage of health workers had been stated earlier not only affects the delivery of health service in the country but also affects the achievement of the Millennium Development Goals (URT, 2013). Also, there are other studies done by other researchers, for instance Hassan et al (2010), focused on employee retention in leather industry, Chiboiwa et al (2009) focused in medical laboratory companies and Ghansah et al (2011) focused in Brewery company. But there is no study which focused on the employee retention in health sector, particularly on identifying retention strategies, examining factors influencing employees retention, determine the rate of retention and to investigate the challenges facing employee retention, and no study was conducted in Geita .Therefore, to fill this gap the researcher is interested to conduct a study on the factors influencing employees' retention on health sectors, using Geita District Hospital as a case study.

1.3 Research Objectives

This study has two objectives which are general objective and specific objectives.

1.3.1 General Objective

The main purpose of this study was to examine factors influencing employee retention in health sector a case study of Geita District Hospital.

1.3.2 Specific Objectives

- i. To identify retention strategies available at Geita District Hospital.
- ii. To examine factors influencing employees retention at Geita District Hospital.
- iii. To determine the rate of retention at Geita District Hospital.
- iv. To investigate the challenges facing GDH retaining its employees.

1.4 Research questions

- i. What are the retention strategies available at GDH?
- ii. What are the benefits of employee retention strategies at GDH?
- iii. What are the factors for employee's retention at GDH?
- iv. What is the rate of employee retention at GDH?
- v. What are the challenges facing GDH in retaining its staff.

1.5 Scope of the study

This study is limited to Geita District Hospital, whereby the investigation focuses on assessing the factors influencing employee retention in health sector at GDH. The study employs case study design.

The study includes all health staff at Geita District Hospital and management team of Geita District Council. The method used to collect data was questionnaires, interview and documentary method of data collection.

1.6 Significance of the study

The findings of this study will fill the existing gaps in knowledge on the less known about the factors influencing employees' retention in health sector in Tanzania. The findings of this study will inform GDH and other public health institutions in Tanzania about the strategies for retaining employees and the retention rate of employees in public health institutions in Tanzania.

Moreover, the information from this study can be beneficial and usefully guidelines to policy makers and planners at various levels in the country,

The study can also be used as a reference to academicians and other student undertaking same field on matters patterning to employee retention studies.

Also the study will be useful to the researcher since it serves as the partial fulfilment of the requirement for the award of the Degree of the Master of Science in Human Resource Management from Mzumbe University.

1.7 Limitations of the Study

Some respondents were not willing to participate in the study. Also, the researcher was faced by inadequate time and budget constraints in the course of the study. Such limitation was addressed by focusing the study to one hospital (GDH).

Limitations were addressed through numerous ways. Firstly, the researcher clarified the purpose of the study to the respondents in order to eliminate suspicion over the study and encourage participation. Secondly, the researcher ensured the respondents on anonymity and confidentiality of the data that would be provided. This played a great role in elimination of fear among the respondents. Also the case study research design was employed whereby the research was conducted into one hospital to overcome the problem of financial resources.

1.8 Organization of Dissertation

This dissertation is organised into five chapters. The first chapter presents an introduction, background of the problem, statement of the problem, research objectives, research questions, significance of the study. The second chapter reviews theoretical literature, empirical literature and conceptual frame work; the third chapter discusses the methodology of the study; the fourth chapter present and discuss the findings; the fifth chapter provides summary, conclusion, recommendations and area for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers two parts which are theoretical review and empirical literature review so as to enhance the researcher to gain the understanding of the study concerning the factors influencing employee retention in health sector with reference to the objectives of the study. The chapter reviews concepts that various authors and scholars have put forward in relation to employee retention. Generally this chapter discusses theories related to the topic, conceptual framework and empirical study.

2.1 Meaning of concepts

2.1.1 Employee

According to ELRA (2004) an employee is any individual who forms a part into a contract of employment so as to provide labour power to another party in exchange for money. In this agreement employee is under the control of the employer on how the work to be done.

2.1.2 Employee Retention

According to Armstrong (2009) employee retention is a situation whereby employees are motivated to work with the organization for a long period. Robbins (1996) argued that retention of competent employees begun due to high rate of employee's turnover in the organization, Job dissatisfaction has influenced employees to move from one organization to another.

Retention of employees helps an organization to provide quality services to the stakeholders and achieve its own goals and objectives.(Alkandari and Hammad, 2009) and can be a source of competitive advantage for any organization (Mullins, 2010; Armstrong, 2005).

Raub and Streit, (2006) argued that retention of competent employees has been a challenge to most organization worldwide due to the increase of labour turnover. Now days the business environment has changed due to globalization effects and hence industries are highly warned to sustain their competitive advantage by adopting differencing factor which would help them in slaying out in the international market, hence priority should be given to employees because they are valuable assets in organization. However, retention of competent employees has become a challenging task due to multiplicity of organisations which attract employees through different forms of incentives. Samuel and Chipunza, 2009).

Most organizations fail to retain employees because managers are not aware on the factors for retaining employees which are compensation packages, hygiene factor, recognition and self-development. (Mckeown, 2002). Lee (2006) due to this situation organization will continue loose competent employees who join other organization, if managers will not be able to recognize and implement suitable retention strategies that will assist in minimising the occurrence of competent employee turnover in organization.

In some companies, a lot of time, effort and money are used in training employees with the main of making sure that these workers remain in the organization. On the other hand through training, new skills and knowledge are imparted to these workers.

Despite those initiatives still workers are leaving those companies searching for green pastures (Sheridan, 1992). Losses occur to the companies which have trained their workers and at the end of the day those workers leave the organization (Robbins, 1996). Reed (2001) argued that there is a need to retain competent employees in the organization. Mckeown (2002) argues that the organizations should think of other means and to develop better retention mechanisms that could help companies retain their workers. Likewise there should be other ways on which the employees are supervised when taking day to day activities. Frank et al (2004) argues that the organizations can make workers stay with them for a long time if the employees are satisfied, fulfil the basic needs as well as provision of accommodation to them.

Penalty on inability to retain employees could lead to more costs, the costs like replacement, new recruitment time to time, costs in selection, costs in conducting new training. Other costs include wastage in management time, not only that but also the costs which are not direct include low morale, pressure for the employees who remain in the organization and low quality on the services provided, learning costs (Dess and Shaw, 2001).

2.3 Factors influencing employee retention

Armstrong (2006) argued that organization should understand the factors that affect employees retention, career development is more important to young employees especially under 30 years and they tend to change jobs more often than older employees, also mid-career employees (31-50 age) are more interested in promotion opportunities and in managing their careers and can be retained easily if they are satisfied with the job, job satisfaction is more important to this category. And old employees (over 50) have the possibility of retiring soon, therefore they will be interested in security and their intention to remain in the organization is high. Therefore age helps in understanding the factors affecting employee retention in any organization. Fitz-enz (1990), there are different factors that influence employee retention, these include job security, working environment, rewards, training and development, promotion opportunities

2.3.1 Leadership or Supervision

According to Michael (2008), Leadership is a situation whereby one person influences the behaviour or actions of other people. Beardwell (2007) the role of leadership and supervisor is important in retaining employees, Stoner et al, (1995), management must create a conducive work environment to the employees, in order to retain employees, managers should show interest and concern for their employees by providing the roles that fits their capabilities, recognise their performance and provide regular positive feedback, also goals should be communicated clearly to the employees and they should participate in decision making.

Ontario (2004) Leaders should treat their employees fairly and provide support when they need, promotion and training opportunities should be provided fairly to their employees. The progress of performance appraisal should also be communicated to the employees by doing so employees feel that they are valued and are part of organization goals. Good leadership style helps in attracting and retaining employees for a long time.(Silbert,2005).

2.3.2 Work Environment

Work environment is among the factor that influences employee retention in organization. Ramlall (2003) people struggle to work and stay with organization that has conducive work environment like working equipment's, air conditioning, office space, comfortable chairs and so forth. George and Jones, (1999), Comfortable working environment with enough facilities, low physical psychological stress, and achievement of work goals helps to increase employee satisfaction while poor and stressful working environment like shortage of work facilities, work overload, inadequate fund result to dissatisfaction. Thus organization should provide a favourable and conducive working environment to its employees so as to improve productivity and efficiency of an organization since employee feels that they are valued and making difference.

2.3.4 Promotional Opportunities

The degree to which the employees perceive his or her probabilities to develop and be promoted in the organization refers to promotional opportunities. A good number of employees in most cases are interested to work in the organization where the probabilities of being promoted are vividly seen. Stoner et al (1995) argued that a company with policy of promotion within helps to derive satisfaction from employees if promotion is offered fairly to the right people, but unfair promotion can cause dissatisfaction, thus the criteria and method for promotion must be fair, also management should provide salary or wage to their employees according to what the job deserves rather than what the management thinks he/she will accepts.

Dockel (2003) managers should not offer only financial rewards to their employees but also non-financial rewards like opportunities to develop within the organization. The employees who don't see the opportunities for being promoted are in most cases demotivated and as a result they are forced to leave the organization. Promotion is one of Herzberg's motivator's factors it offers opportunities for growth within an organization and can be used to enhance retention.

2.3.5 Training and Development

Training programs help in improving and maintaining employee's job performance, through training programs employees acquire knowledge, skills and develop their abilities which help them in performing their day to day activities while Development programs seek to develop skills for future jobs (Graham and Bennet, 1998). Training and development are among the factors for retaining employee's especially young ones, (Chew, 2004). Messmer (2000) argues that employee could be retained by investing in training employees. In that aspect it has been argued that the organization invests in employees who are likely to come back to the organization after completing their training. Organization should spend more resources in training and development for better retention (Jackofsky, 1984). Dockel (2003) argues that workers who are trained by their employers feel more like part and parcel of the organization and it is also the way the employers show their commitment to their employees. When training and development opportunities are provided to employees the services provided have more quality. Provision of quality service makes the organization able to compete in the business environment.

2.3.6 Payment or Salary

According to Torrington et al (2005). One of the ways to retain employee in an organization is through offering attractive salary to employees. Organization who offers attractive salary have low rates of employee turnover, individuals want to work with the organization that offers attractive salary package, because they want to improve their living standard. Samwel and Chipunza (2009) Due to competition in the labor market most organizations use this strategy to attract and retain

employees. Lawler (1990) employees are paid higher salary in organization competing in labor market while in simple works which require low training the organization normally pays low salary. Kearney(2009) the payment of low wages demotivates employees and for that matter in order to retain workers better salaries should be paid. Paying better salary to workers motivates them and increase employee morale and job satisfaction hence they become more committed in the organization.

2.3.7 Reward and Recognition

Silbert (2005) Reward systems are among the best strategy used by most of organization to retain its employees and is very essential to employees because it bring about positive perception with the organization. Due to the increasing diversity of the workforce and competition in business environment more creative approaches must be adopted by employees to provide right rewards to the right people (Staw, 1980). Both extrinsic and intrinsic rewards can be used to motivate employees in order to retain them such as increased pay, promotion, appreciation, positive recognition for higher performers, bonuses, free trips, opportunity to use one's ability, and a sense of challenge and achievement (Mullins,2005: Armstrong, 2009). Every employee has a need to be recognized, for doing a good job; the performance recognition makes individuals feel better about themselves and their organization, thus work with the organisation for long period of time (Ishigaki, 2004).

2.3.8 Organizational Commitment

According to Armstrong (2003) commitment refers to attachment and loyalty. The decision to remain with the organization for a long time implies that the employees are more committed with the organization. Steers (1997) argues that when the employees are more committed to the organization, it is more possible to remain in the organization for a long time. The committed employees always have positive attitudes with the organization and at the end of the day the organization will be more productive.

Arthur (1994) argues that if the company or an organization focuses on the commitment philosophy then the possibilities of workers not searching for new jobs are lowered. Commitment and job performance in that matter are positively correlated.

2.4 Benefits of retaining employees in organization.

i. Cost Saving

Employee retention programs help organization to save cost caused by employee turnover. Turnover is very expensive it includes the cost of recruiting new employee like advertising, interviewing, screening, training and time. Therefore implementation of retention strategies helps to reduce employee replacement costs and other indirect costs (Dess and Shaw, 2001).

ii. Satisfaction of employees

Availability of conducive environment such as facilities which are attractive, management support and employees' opportunities for growth helps in retaining competent employees. This raises the morale of employees in the organization with increased job satisfaction; organizations should develop and implement retention strategies in order to increase satisfaction of employees. (Noe et al, 2006)

iii. High Productivity to the organization and profitability

Organization's productivity can be improved by making sure that competent employees do not leave the organization. This is because implementation of retention programs motivates employees and increases job satisfaction and they are less likely to leave the organization (Cole, 2013).

iv. Increases Morale

Morale of employees is an important aspect which can enable those workers who are employed to remain in the organization. Therefore, organization should implement the retention strategies effectively. Well-implemented retention strategies have contribution in creating the friendly working environment and promote employees'

commitment to the organization. Strategies that focus on employee commitment like community participation and team-builders promote organization morale and make employees to feel proud on what they do (Cole, 2013).

v. Availability of competent employees

Retention programs helps the organization to have competent and enough employees this reduces the problem of shortage, also employees who remain in the organization for a long period of time are easy to manage them because they are more familiar with the organization policies, culture and their roles. Hence there is the probability of achieving organization goals.

2.5 Challenges facing organization in retaining employees

There are a number of challenges facing organization in making sure that employees are retained in the organization. Some of the challenges include the following discussed below.

i. Shortage of fund

The first challenge facing organizations is shortage funds. According to URT (2008) lack of sufficient funds affects the organizations in the sense that they cannot meet all the requirements like provision of incentives, recruitment, retention and capacity building. According to Munga and Mbilinyi (2008) shortage of funds also leads to poor implementation of the nonfinancial incentives due to a shortage of funds and available staff to implement the retention.

ii. Lack of opportunities that match skills

Another challenge facing organization in retaining employees is lack of opportunities that match skills. This is because the introduction of new technology has caused workers with no knowledge to lag behind in using new technology because they are not being given a chance and opportunities for training, right person feel bored when he/she realize that is into the wrong profile and there has been a mismatch, it is a challenge to retain employee who work out of his/her profession since they feel that

they are in wrong profile and loses interest in work and thus look for change.(Burke et al,2015)

iii. Low staff morale

According to URT (2013) low staff morale is also a challenge in retaining employees due to poor working conditions like poor environment, inadequate working facilities, poor management support, work overload with high level of stress demotivate employees to remain in the organization and tend to leave the company to another.

iv. Lack of understanding market forces and trends regarding remuneration

Lack of understanding market forces and trends regarding remuneration is also another challenge facing organizations in retaining workers. Due to low salary to the employees, most employees shift one company to the other to look for better pay. This has contributed to fail to retain employees (Levin, 2006).

v. Some individuals have a tendency to get bored in a short span of time

Normally people find a job very attractive at the early stage, but as the time goes on they become bored due to numerous factors like repetition of the same duties, underutilization of skills, work overload and the like. Therefore, they start to find for an alternative job. It is difficult for the management to persuade the employee in such occasion as it is difficult for the responsible bodies like HR Department to realize what is in someone's mind. Therefore, it is necessary for an employee to be open to the management so as to make things easier.(Management study guide, 2013).

2.6 Theoretical Framework

This study was guided by Maslow's Hierarchy of Needs and Herzberg' Motivator-Hygiene.

i. Two-Factor Theory (Herzberg's motivation-hygiene theory)

The formulation of this theory was done by Herzberg who did a research to determine which factors made employees feel good or bad about their jobs, the results shows that the factors leading to job satisfaction are different with those lead to job

dissatisfaction, from his research proposed a 'two factor' theory. The two factors were Motivators and Hygiene factors

- a. **Motivators**; these are things that relate to the content of the job and motivates employees like an opportunity for personal growth, achievement, work itself, responsibility, and achieving recognition for the work done.
- b. **Hygiene factors**; these are things like, salary, organization policy, working conditions, job security and friendly relation between supervisor and subordinates.

According to Herzberg managers must be aware that removing dissatisfying factors from a job does not necessarily make the job satisfactory, that means that the opposite of "satisfaction" is "no satisfaction" and the opposite of "dissatisfaction" is "no dissatisfaction". Herzberg suggested that in order to motivate employees managers must eliminate dissatisfaction by ensuring that they offer attractive salary, improve working conditions, organization policy and promote friendly relationship between supervisor and subordinates and increase motivation by providing opportunities for growth, achievement and responsibility provide as it is also a contributor to employee motivation.

Providing more motivators is the only way of increasing satisfaction. The opposite also applies is that providing more motivators may not, by itself, remove dissatisfaction (Mullins, 2010).

According to Golembiewski (2001).The strength of Herzberg's theory is balanced perspective, the theory shows a major difference between two sets of factors, motivators and hygiene, according to the theory not all factors at the work place motivates individuals, Herzberg presents the generalization that gets direct support from anyone who has ever worked to understand that any job can be satisfy or dissatisfy employees, there are conditions in the job that allows both states of motivation to exist

On the other hand this theory brings awareness into the complex task of motivation, and provides a new light to organization behavior on the importance of job content factors in motivating employees which were previously ignored by the management. it provide attention to the employers on the effects of those factors in motivating employees, because both factors plays a great role in motivation.

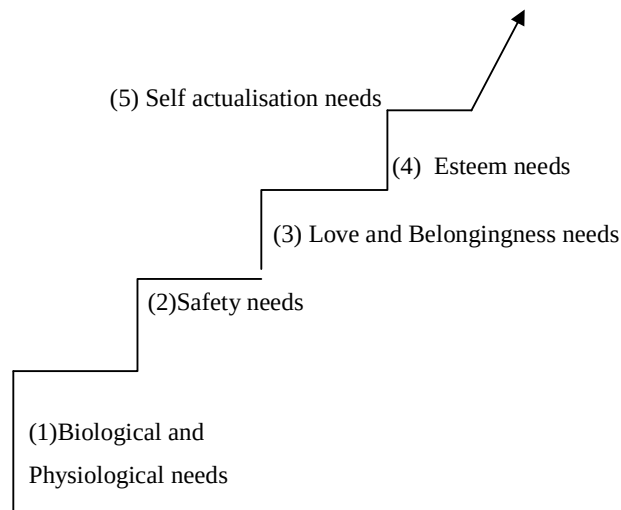
The weakness of Herzberg's theory is that he assumes there is a relationship between satisfaction and productivity. But his research was based on satisfaction and not productivity. In order the research to be relevant one must assume a high correlation between satisfaction and productivity. Also there is no general measure of satisfaction was used, that is a person may dislike part of his job, yet still think the job is acceptable (Golembiewski, 2001).

According to Herzberg's theory, hygiene factors like salary is not the only factor which motivates employees but there are other factors which can motivate employees. Therefore management should combine both Hygiene and motivator's factors as motivation to retain its employees. To avoid dissatisfaction hygiene factors like good working condition, attractive salary, friendly relationship between management and employees should be improved so as to motivate employees to work harder and perform their job well. Also providing more motivators is the only way of increasing satisfaction. The opposite also applies is that providing more motivators may not, by itself, remove dissatisfaction, these will improve employee retention.

ii. Maslow's Hierarchy of needs

The theory of Maslow's hierarchy of needs was formulated by Maslow. According to Maslow people have five major need categories which are generally applied to their life. The needs are hierarchy arranged starting from physiological need, safety, social and esteem needs to the need for self-fulfilment, the highest need of all, he believed that once one need is satisfied it no longer serves to motivates, the next need has to be activated to motivate individuals. Maslow's hierarchy is as follows:

Figure 2.1: Maslow Hierarchy of needs



Source: Dockel (2003)

Physiological need– Physiological need is the primary or basic need in the hierarchy. They are the strongest needs that are considered very important to individual because if a person were deprived of all needs, it is these physiological ones that would come first in the person's search for satisfaction, once the basic needs are satisfied they no longer motivates. The physiological needs are need for oxygen, food, water and sex.

Safety need– When all physiological needs are met the next need can become active is safety need, whereby individual want to be protected against threats and dangers, it helps individual to be more secured and do his/her things comfortably.

Social need–When the needs for physiological and for safety are satisfied, the next level of need is social need, a need of affection, love and belongingness for. According to Maslow individual wants to be loved within his or her surroundings to overcome feelings of loneliness and alienation.

Esteem need –When the first three classes of needs are satisfied, this is considered as high level need of individual, a need to have power, achievement, status and prestige. Individual become motivated and satisfied once this need is fulfilled. These needs may be classified into two lower sets: first, the desire for achievement, adequacy, and confidence to others, independence and freedom, and, second, the desire for respect

(self-esteem) from other people, and manifested by, attention, appreciation importance or recognition.

Self-fulfilment (self-actualization) – the need to develop potentialities and skills, an individual wants to grow to become what one believes one is capable of becoming (Mullins, 2010).

The strength of Maslow Hierarchy of needs theory is practical utility, this implies that that Maslow revelation of basic needs of human beings revealed a fresh chapter for the managers in the ground of motivation. It has a notable contribution in terms of making management alert of distinct needs of individuals at the workplace, it assist them in making distinction between the more and the less urgent needs of their subordinates.

Apart from its strength Maslow theory has also numerous weaknesses, one among them is that individuals do not essentially satisfy all of their needs particularly higher-level needs only through their works. Instead they also satisfy them through other aspects of their life. Therefore it is compulsory for the managers to have a full understanding of individual's private and social life apart from their work behavior

Also the theory is limited applicable in advanced societies like USA; it is more suitable to the developing countries. In such countries characterized by widespread poverty and unemployment the needs of the workers seldom, rise above the bottom of Maslow hierarchy of needs versus the level of physiological needs. That is the so called five level hierarchies, has virtually no meaning for almost the entire labour force of these countries (Golembiewski, 2001).

According to **Maslow's Hierarchy of needs** theory, the organization will be able to retain its employees if their needs is fulfilled, this can motivate them to remain in the organization for example employees are more motivated to work with the organization that give them opportunity for growth that is self –actualization organization with good working environment etc.

The above theories have common things. Firstly both recognize the role of positive reinforcement and recognition as a weapon for modelling a positive work environment. Also the theories conclude that human beings are motivated by different factors that differ on the basis of environment and psychological needs of that human being. On the basis of this, it is a must for each organization to be aware of what motivate employees so that he/she can be retained. The guiding theory for this study is Two-Factor Theory (Herzberg's motivation-hygiene theory).

2.7 Empirical literature review

Empirical literature reviews findings of various studies on employee retention; the section provides wide understanding to the researcher on factors for employee retention, as Tayie (2005) notes that it provides information about the similar previous studies on how were done and what results related to the current study were generated.

The study by Cole (2013) on the employee retention practices in Tesco and Sainsbury organisations in United Kingdom revealed that Tesco had been more effective in its employee retention practices as compared to Sainsbury. The study also revealed that Tesco improved employee retention by providing employees with high salaries, extra benefits, and good working environment had. Moreover, the study revealed that management role, extra benefits, job authority, job empowerment, and communication across departments made Sainsbury ineffective to retain its employees for long period of time.

The study by Ghansah, et al (2011) on the retention practices in Accra Brewery Limited (ABL) in Ghana, revealed that lack of advancement opportunities, work-life balance, lack of reward and recognition and salary and remuneration were more common reasons for employee turnover in Accra Brewery Limited (ABL).

The study by Hassan et al (2010) on employee retention in Leather Industry of Pakistan revealed that mostly second line managers changed their jobs for high salaries offer, recognition, and authority and to seek for more knowledge.

The study by Chiboiwa, et al (2009) on employee retention strategy in medical laboratory companies in Zimbabwe revealed that the high rate of employee turnover in the organization was due to poor reward system.

The study by Alkandari and Hammad (2009) on employee's retention in private sector in Kuwait revealed that compensation package was most important for retaining employees in the private sector in Kuwait.

The study by Muhoho (2014) on the factors influencing employee retention in Tanzania's public and private sector, revealed that there is a high rate of turnover in Tanzania's work organizations and that those who stayed in the same organization were from public organizations particularly higher learning institutions. The study also revealed that, low salaries and benefits were the main reason for leaving. Furthermore, employer psychological factors including organizational justice and prestige were mentioned as influence to employee retention.

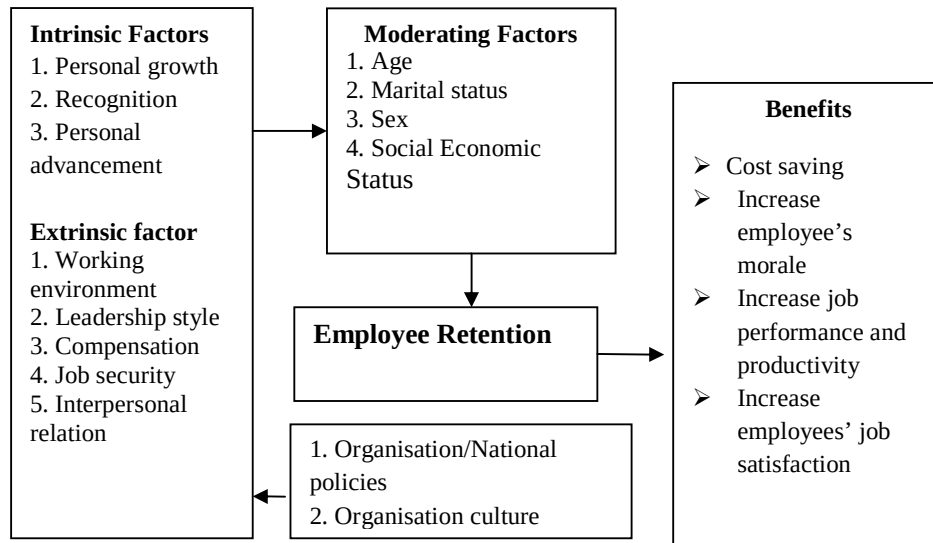
The study by Nkuba (2013) on strategies for employee retention in public organization in Mpanda District Council revealed that Mpanda District Council implements various programs that can help to retain employees like provision of motorcycles and offering learning opportunities but they are not implemented strategically.

2.8 Synthesis and Research Gap

Studies by other studies that have been reviewed focused on employee retention in leather industry (Hassan et al, 2010), in medical laboratory companies (Chiboiwa et al, 2009) and in Brewery company (Ghansah et al, 2011). But there is no study which focused on the employee retention in health sector, particularly on identifying retention strategies, examining factors influencing employees retention, determine the rate of retention and to investigate the challenges facing employee retention. Also many studies were conducted outside and inside Tanzania but no study was conducted in Geita region. Therefore this study was conducted to fill the knowledge gap by examining the factors influencing health staff retention in Geita District Hospital.

2.9. Conceptual Frame Work.

Figure 2.2: The conceptual framework showing the factors influencing employee retention.



Source: Modified from Mullins (2010)

This part presents conceptual framework from which the analysis of this study was made. The purpose of this study was to examine factors influencing health staff retention in Geita District Hospital. The study developed a framework that indicating a relationship of variables based on the assumptions derived from the reviewed literature.

The framework assumes that retention of employees depends on the major two factors, Intrinsic Factors and Extrinsic factor. Intrinsic factors includes factors like Personal growth, Recognition, Personal advancement, and Extrinsic factor includes factors like working environment, Compensation, leadership style, Job security and interpersonal relationship. Employees are motivated to work with the organization for a long period that fulfils the needs of its employees due to the presence of both

Intrinsic and Extrinsic factors, These factors get supports from national and organisational policies/ culture like National health policy, incentive and pay policy.

But the retention factors differ from one employee to another in term of age, marital status, sex and social economic status, therefore the manager should identify the retention factor for every individual employee

Furthermore, The employee retention has benefits to the organisation whereby it reduce the cost of turnover, because turnover is very expensive, also it increase organisation performance because employees who are satisfied with their working environment, and compensations in an organization are less likely to leave the organization and also give high productivity to the organization .Moreover, employees' morale and job satisfaction are the critical factors that can make employees either stay with the organization or leave it. Thus, organizations need to manage the employee retention with great care.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the techniques which were used in obtaining information for the study. It describes research design, sampling procedures, data collection methods and instruments as well as the data analysis methods that were used in the study.

3.1 Research design

This is case study design, where by the study was limited to Geita District Council taking Geita District Hospital as a case study only though its finding can be transmittable even to other District Councils in the country, any recommendation which will be available can be transferable to other context. According to Kothari (2004) case study is a very popular form of qualitative analysis and involves careful and complete observation of a social unit, be that unit a person, a family, an institution, a cultural group or even the entire community. Kothari (2007) argued that research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose.

Thus, research design is the conceptual structure within which research is to be conducted and provides a picture for the whole research project before starting the study. The study employed case study design to enable to explore in-depth investigation on the factors influencing employee retention at GDH (Yin, 2009).

The budget constraint made the case study design more appropriate, since it was difficult to conduct the study in all hospitals available in Tanzania.

3.2 Research Approach

According to Creswell (2009) research approach refers to general course to how research should be conducted. It may be qualitative, quantitative or both. Based on the nature of this study both approaches qualitative and quantitative was used (mixed

approach). The rationale for choosing the mixed methods approach is to provide a general understanding of the research problem through combining quantitative and qualitative methods, while offsetting the weaknesses inherent to using each approach by itself; mixed methods research allowed the researcher to explore the quantitative results in more detail and to address emerging issues, particularly unexpected findings; the use of mixed methods allowed data triangulation and increasing the trustworthiness of the findings (Yin, 2009).

3.3 Area of the study

The area of study was Geita District Hospital (GDH). GDH is located in the Geita District, in Geita Region of Tanzania. According to the 2012 census, the population of the district was 807,619. The district is bordered to the southeast by Shinyanga Region, to the north and east by Mwanza Region, to the northwest by Kagera Region, to the south by Bukombe District, and to the southwest of Chato District. It had 16,638 Km² of which dry land is 10,123.94Km² and water is 6,514.06Km². Geita District Hospital was selected as an area of the study by virtue shortage of health workers at GDH (URT, 2013).

3.4 Target population

The population of the study includes medical officers, the health secretary, Laboratory Technicians, Pharmacists, Dental Therapists, Nurses, Radiologists, Radiographers, Nutritionist, Optometrists, Physiotherapists, Health Secretary, Medical Attendants, Mortuary Attendants, District Executive Director, District Human Resources Officer, and District Medical Officer who make the total number of 308 people.

3.5 Units of inquiry

Table 3.1 units of inquiry

No.	Department/Unit	No. of Staff
1	Council Management Team (CMT)	4
2	Council Health Management Team (CHMT)	18
3	Health Workers	286
	Grand total	308

Source: GDH (2016)

3.6 Sample Size

The sample size was consisted 60 respondents. The sample size of 60 respondents was selected for the study because the researcher was interested to carry out the in depth investigation of the factors influencing employee retention at GDH. Prince (2005) argued that a sample of 30 elements and above is sufficient for the study.

Table 3.2: Sample size

Respondents	Total number	Percentage (%)
DED	01	1.7
DMO	01	1.7
DHRO	01	1.7
DHS	01	1.7
Other Health workers	56	93.2
Total	60	100

Source: (Researcher, 2016)

3.7 Sampling Techniques

In this study, the researcher employed purposive sampling technique, Quota sampling and simple random sampling technique to draw the sample size from the targeted population.

3.7.1 Purposive Sampling Technique

The study employed expert sampling technique to select 1 District Director, 1 District Medical officer, 1 Health Secretary and 1 District Human Resource Officer into the study by virtue of their positions, their decision making affect employee retention at the Geita District Hospital.

Table 3.3: Purposive sampling

Respondents	Sample	Percentage (%)
DED	1	25
DMO	1	25
DHRO	1	25
DHS	1	25
Total	4	100

Source: (GDC, 2016)

3.7.2 Quota Sampling

Quota sampling was used to select 56 respondents to be included in the sample. In this technique all employees of Geita District Hospital was divided into their cadres. Thereafter, the researcher decided on the number of respondents to be taken from each cadre basing on the size and the nature of the cadre. The importance of using quota sampling is always increasing the probability of the sample to be more representative since respondents taken from each cadre (Kothari, 2004).

Table 3.4 Quota sampling

SN	CADRE	NO OF STAFF	NO OF STAFF SELECTED
1	Medical officer	6	3
2	Assistant medical officer	6	3
4	Assistant Dental officer	1	1
5	Dental therapist	2	2
6	Nursing officer	4	2
7	Assistant nursing officer	46	5
8	Nurse	121	9
9	Health laboratory technologist	6	2
10	Assistant health laboratory technologist	5	2
11	Radiology Assistant	2	2
12	Radiographer Technologist	3	3
13	Nutritionist	1	1
16	Optometrist	1	1
17	Physiotherapist	1	1
19	Pharmacist	1	1
20	Pharmaceutical Technologist	3	2
21	Assistant pharmaceutical technologist	3	2
22	Assistant Environmental health officer	3	2
25	Health secretary	1	1
26	Medical attendant	87	10
27	Mortuary attendant	1	1
	TOTAL	304	56

Source: Researcher (2015)

3.7.3 Simple Random Sampling Technique

The simple random sampling technique was employed to select 56 health workers, into the study; sampling technique was used to avoid bias in collecting information from health workers. Therefore, every health worker at GDH had equal chance to be selected into the study. Sampling frame (list of health workers) was obtained from *District Health Secretary's Office*. Slip of papers was prepared and then numbered to present every health worker. To minimise the selection bias the numbered slips of paper were systematically shuffled in a box and then one of piece of paper was

randomly picked at a time. The process was repeated until a required sample 56 health workers was obtained.

3.8 Data collection methods

This section describes the methods for data collection. In the course of data collection methods, the study employed both primary and secondary sources of data. Data from primary sources was collected by using questionnaire and interview tools while data from secondary source, were collected through documentary review.

3.8.1. Questionnaires

A questionnaire is a formalized set of questions for obtaining information from respondents (Kamuzora, 2008). 56 questionnaires, both closed and open ended administered to health workers to obtain relevant information about retention strategies available at GDH, factors influencing employee retention of health workers and challenges facing GDH in retaining its staff. The questionnaires consisted of fact-oriented questions and questions about subjective experiences (Frankfort-Nachmias & Nachmias, 1992). The questions which are fact oriented questions were used to obtain objective information on issues such as the interviewee's background (example age and level of education), while questions related to subjective experiences were used to gain information on retention strategies available at GDH, factors influencing employee retention of health workers and challenges facing GDH in retaining its staff. Closed-ended questions offered multiple choices of answers, and the respondents were asked to choose the option that most closely represents their views; the use of closed ended questions was meant to help the respondents answer the questions quickly and to help the researcher, do an easy coding analysis of the answers.

The English language was used in preparing and administering the questionnaires (Rwegoshora, 2006).

It was important to ensure that every single questionnaire dispatched to a respondent was filled in and collected as soon as it was completed. For this to be possible, it was necessary for the researcher to make prior arrangements for respondents to have time and place to sit for half an hour or so to fill out the questionnaires. The data collected by questionnaire method was very successful and resulted in a return rate of 100% for all health workers).

3.8.2 Interview

According to Saunder et al (2000), interview refers to a one-on-one conversation with one person acting in the role of the interviewer and the other in the role of the interviewee. This study employed Interview method to collect primary data from DED, DMO, DHS and DHRO about the retention strategies available, factors influencing employee retention, staff retention rate and challenges facing GDH in retaining its staff.. The researcher conducted interview successfully, whereby the interview took place face-to-face and in person, which involved spoken conversation between researcher and interviewees (Kumar, 2002).

The interview guide was set so as to act as the road map of the conversation between the interviewer and the interviewees. The researcher decided to use the interview so as to get relevant information for the study. The interview method was selected due to its suitability in obtaining detailed information on the study from the sample selected purposively which consisted of DED, DMO, DHS, and DHRO. Also the interview provided supplemented the data which were collected through questionnaire.

3.9 Validity and Reliability of Research Instruments

According to Nyenzi (2010) validity refers to the situation whereby the data collection instruments are correct, accurate, true, right and meaningful. Saunder et al (2000) defined reliability as the situation whereby the research instruments provide consistent results when applied several times in the study. These two items have great impact on the nature of the results and therefore they are essential in research.

Validity and reliability tests were applied to the instruments for this study so as to realise whether there were any improvement needed. The pilot study was conducted by the researcher so as to determine validity and reliability. The results obtained from the pilot study made the researcher to modify some of the interview questions so as to ensure the consistency and accuracy of the instrument.

3.9 Data Analysis technique

According to Kothari (2007) data analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data group. In this study both qualitative and quantitative data analysis techniques were applied. Thematic analysis technique was used to analyse qualitative data, whereby the qualitative data were transcribed, coded and reviewed to identify the common themes, the common themes were merged into larger themes for the conclusion; the qualitative data for each objective was presented in the form of direct quotations from the interviewee. Also, descriptive statistical technique was employed to analyse quantitative data, whereby the data were coded and analysed through Statistical Package for Social Sciences (SPSS version 16.0) computer programs. Descriptive statistical analysis technique was employed to reveal the aspects related to factors influencing employee retention. Quantitative data was summarized and presented for each objective in tabular forms, with frequencies and percentages were calculated for drawing up conclusion on particular observations.

3.10 Ethical Considerations

It is very essential for researcher to adhere to ethical issues as in social science research data are collected from people. This will ensure security of respondents' rights and therefore promoting the truthfulness of the findings. The researcher observed ethical standards from the planning stage to data collection stage. Free consent was the first ethical standard considered. Respondents were involved in the study without being forced. Also, the researcher clarified the aim of the study to participants before they decided to participate. The researcher composed the questions in such a way that they could not lead to psychological harm to the respondents.

Moreover, confidentiality and anonymity of the data provided by the respondents were highly considered. Lastly, the researcher got a letter of introduction from the management of Mzumbe University. This letter was presented to the management of GDC so as to secure a permit to conduct the study in their premises.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF THE FINDINGS

4.0 Introduction

This chapter is organised into two parts: the first part presents the findings on demographic characteristics of the respondents of the study. The second part presents findings and analysis with respect to the purpose of the study, research objectives and research questions. The main objective of the study was to examine factors influencing employee retention at Geita District Hospital, with the following specific objectives;

- i. To identify retention strategies available at Geita District Hospital.
- ii. To examine factors influencing employees retention at Geita District Hospital.
- iii. To determine the rate of retention at Geita District Hospital.
- iv. To investigate the challenges facing GDH in retaining its employees.

4.1 Demographic Characteristics of Respondents

Demographic characteristics were chosen in the view of the facts that have influence on employee retention, thus demographic characteristics examined in this study were sex, age, level of education and working experience.

4.1.1 Respondents' Distribution by Sex

The findings in Table 4.1 show that 34 (57%) respondents were female. This implies that majority of employees at GDH are women, possibly it might be the working environment like flexible working hours are favourable to female workers than male as argued by Crawley (2005) who says the one who are more in number than the other in terms of gender are favoured by the environment of a particular area.

Table 4.1: Distribution of Respondents by Sex

S/N	Sex	Frequency	Percent (%)
	Female	34	57
	Male	26	43
	Total	60	100

Source: Field Data (2016)

4.1.2 Respondents' Distribution by Age

The age of respondents was categorised into four age groups: 18-29, 30-49, 50-59, 60 years and above. The findings in Table 4.2 show that, 28 respondents (47%) aged between 30 and 49 years are in large number compared to the other groups. The findings show that majority of respondents at GDH aged between 30-49 years are retained, this imply that they might have higher level of job satisfaction than old medical practitioners. The findings are in consistent with (Griffeth et al, 2000) study who previously in his study revealed that employee aged 31 to 50 years had higher level of job satisfaction. The same applies to the findings of Armstrong (2006), who argued that, mid-career employees (31-50 years) have the ability to manage their careers and satisfaction from their work. The findings in table 4.2 below shows the small group aged 50- 59 are the minority in number. This entail's that employees (over 50) are interested in security since they expect to retire therefore for them retention comes automatically. Armstrong (ibid) says employee over 50 years will be interested in security.

Table 4.2: Distribution of Respondents by Age

S/N	Age	Frequency	Percent (%)
1.	18- 29	19	31
2.	30- 49	28	47
3.	50- 59	13	22
	Total	60	100

Source: Field Data (2016)

4.1.3 Distribution of Respondents by Level of Education

This aimed to know employees understanding on factors for retention in terms of knowledge, skills and experience in relation to their education level. The educational level of respondents was categorized into Primary education, Secondary education, Certificate, Diploma and Bachelor's degree. The findings in Table 4.3 show that majority of respondents 35 (58%) have diploma level of education, this imply that possibly employees at GDH who have diploma level of education possibly they are more satisfied with working environment and compensation package compare to other employees in other public health institution who have the same level of education.

Also, the findings suggest that the employees at GDH obtain higher education than diploma level they leave job, this implies that employees who have bachelor's degree do not have better working environment and compensation package compared to other employees in other health institutions in Tanzania. This is consistent with Crowley (2005) who argued that more educated employees are likely to quit the job if not satisfied with working environment and rewards compared to the same employees in other organisations.

Table 4.3: Distribution of Respondents by Level of Education

S/N	Level of Education	Frequency	Percent (%)
1.	Primary Education	0	0
2.	Secondary Education	0	0
3.	Certificate	10	17
4.	Diploma	35	58
5.	Bachelor's degree	15	25
	Total	60	100

Source: Field Data (2016)

4.1.4 Distribution of Respondents by Working Experience

Working experience of respondents was categorised into 0- 5 years, 6- 10 years, 11 – 20 years, and 21 years and above. Findings in Table 4.4 show that 25 respondents

(45%) had working experience between 0- 5 years while only 3 respondents (5%) had working experience between 21 year and above. The findings imply that majority of respondents (45%) had working experience between 0- 5 years, this entails that GDH might be facing the challenging on retain the employees, since employees with lower working experience are not familiar with working roles, and have not reached a higher level of career attainment, thus such employees tend to shift from one organisation to another to search for green pastures as argued by Ng and Sorensen (2008).

Table 4.4: Distribution of Respondents by Working Experience

S/N	Year	Frequency	Percent (%)
1.	0 – 5	27	45
2.	6 – 10	19	32
3.	11- 20	11	18
4.	21 years and above	03	5
	Total	60	100

Source :Field Data (2016).

4.2 Retention Strategies Available at GDH

This objective aimed to examine retention strategies at GDH. The study strived to examine the strategies for retaining employees at GDH and their benefits on employees' retention.

Both interview and questionnaire were employed, to collect the information on the retention strategies available in GDH. The study intended to understand whether GDH has the strategies for retaining its employees and if the particular strategies are well implemented.

The interview method was employed to collect the information from the key informants; DED, DHRO, DMO and HSO who suggested that Good working environment, flexible working hours, opportunities for training and development and timely promotion are strategies that have been employed by GDH in retaining its employees:

In collaboration with GGM, we have improved the working environments by rehabilitating the hospitals and construction of staff houses, also we have provided the flexible working hours to all employees, and in collaboration with Red Cross more employees are getting opportunities for trainings (DMO, 2016).

We have set strategies for retaining employees of this layer professional to continue working with us, one of the strategies is to ensure all doctors are living in staff houses, and such houses were built close to working environment, but also doctors and nurses have flexible working hours and shift, therefore employees have time to balance between home and work responsibilities (DHRO, 2016).

Also the findings from questionnaire revealed that 33(59%) of respondents strongly agreed that working environment is one of the employees' retention strategies at GDH, 39(70%) strongly agreed on flexible working hours is another strategy for retaining employees at GDH, and 35(63%) strongly agreed on the opportunities for training and development as a strategy for retaining employees as shown on Table 4.5.

Table 4.5: Retention Strategies Available at GDH

Statement	Agree	Strongly Agree	Average	Disagree	Strongly Disagree
Attractive Compensation	2(4%)	9(16%)	0(0%)	8(14%)	37(66%)
Good Working environment	6(11%)	33(59%)	0(0%)	6(11%)	11(19%)
Flexible working hours	1(2%)	39(70%)	1(2%)	3(5%)	12(21%)
Opportunities Training and Development	3(5%)	35(63%)	0(0%)	1(2%)	17(30%)
Recognition of excellent performance	1(2%)	16(22%)	4(7%)	2(4%)	33(59%)
Good relationship with employees	6(11%)	16(28%)	1(2%)	1(2%)	32(57%)
Timely promotion	4(8%)	11(20%)	0(0%)	2(4%)	38(68%)

Source: Field Data (2016)

The study found Good working environment, flexible working hours, and opportunities for training and development are strategies employed by GDH in retaining employees. The findings imply that possibly the available retention strategies are well implemented and organisation might have improved efficiency and performance, motivated workforce, retention of valuable employees, reduced levels of absence, sickness and stress, and the retention. Similar to the findings, Jinyevu's (2013) study showed that there is a relationship between job satisfaction and working environment. This concurs with the study done by Milman (2001) which showed that unavailability of housing influenced employees 'transfer requests.

4.3 Benefits of Employee Retention Strategies at GDH.

The aim of this objective was to examine the benefits of the employee retention strategies employed by GDH to both the organization and employees. Both interview and questionnaire were employed to get enough information.

The Interview with DED, DHRO, DMO and HSO revealed that the employee retention strategies raised employees' job satisfaction, improved working efficiencies of employees and organisational performance at GDH. DED had the following to comment:

When we discussed the strategies with DMO and DHRO, we did not expect such great positive impacts; we also thank GGM for supporting us on implementation of our strategies. The improvement of GH performance was our first goal, we are happy to see happening... (DED, 2016).

Also, the questionnaire data from employees concurred with the interview data, whereby 31(55%) of respondents strongly agreed that the strategies raised employees job satisfaction, while 21(37) % of respondents strongly disagreed that the strategies reduced job turnover rate as shown in Table 4.6

Table 4.6: Benefits of Employee Retention Strategies at GDH

	Agree	Strong Agree	Average	Disagree	Strong Disagree
Raised employees' job satisfaction	2(3%)	28(50%)	1(2%)	3(5%)	22(40%)
Improved working efficiencies	2(4%)	27(48%)	0(0%)	6(11)	21(37%)
Reduced job turnover rate	1(2%)	23(41%)	0(0%)	3(6%)	29(51%)
Improved organisational performance	1(2%)	31(55%)	2(4%)	2(4%)	20(35%)

Source: Field Data (2016)

The study findings suggest that the retention strategies had the following benefits at GDH: The strategies raised employees' job satisfaction, improved working efficiencies of employees and organisational performance. The findings imply that GDH might have been successful in raising retention rate, since when employees have job satisfaction enjoy what they do and the atmosphere in which they work are more likely to remain employed with their organisation for long period of time. Retention strategies are important because they help create a positive work environment and strengthen an employee's commitment to the organization. Strategies that target employee engagement, such as team-builders and community involvement, increase company morale and give employees a sense of pride in what they do. Chand (2015) argued that retention strategies help the organisation to have attractive and conducive working condition; employees will prefer to continue in the same organization. Retention strategies, such as attractive monetary and non-monetary incentives can keep the employees loyal to an organization. This will help to retain the high performers' within the institutions.

4.4 Factors Influencing Employee Retention at GDH

The third objective of the study aimed to examine the factors influencing employee retention at GDH. Therefore, it examined the following aspects: Working environment, Compensation, Training and Development to understand whether influence employee retention.

4.4.1 Working environment

The findings of the present study indicate that good working conditions at GDH influence employee retention, whereby there are enough working equipment's, employees have job security, employees have job scheduling variations which facilitate a healthier balance between work and personal obligations, employee's suggestions and grievances are considered, also there are staff houses. For example, DHS and DED gave the following response when asked whether working environment influence retention of health workers at GDH:

The working environments at the Geita District Hospital are good... We have staff houses for our doctors and nurses, we have enough working facilities, and we thank Geita Gold Mine for their support, because they improved our working environments to great extent. I believe that there is no employee who will leave this an institute by virtue of bad working environment. (DHS, 2016).

All employees at the Geita District Council have job security, this is why there is no record for an employee to be fired in the past two years, and instead employees leave the council by their own will. We have been collaborating with GGM to improve the working environment in our District Hospital. GGM has done a great job, our hospital now has many medical equipment, its infrastructures are impressive...Employees are satisfied of the working environment. (DED, 2016).

Also, the questionnaire data from employees revealed that 39(69%)of employees strongly agreed that Employees have job scheduling variations which facilitate a healthier balance between work and personal obligations and only 45(80)% of respondents strongly disagree that there are enough transport facilities as shown in Table 4.7.

Table 4.7: Employees’ Responses on Whether Working Environment at GDH Influence Employee Retention.

Statement	Agree	Strongly Agree	Average	Disagree	Strongly Disagree
There is transparency and open communication	2(4%)	34(60%)	1(2%)	2(4%)	17(30%)
Employees are treated with due respect	1(2%)	28(50%)	4(7%)	6(11%)	17(30%)
Employee’s suggestions and grievances are considered	2(4%)	28(50%)	0(0%)	4(7%)	22(39%)
Employees’ good work done is appreciated.	1(2%)	27(48%)	0(0%)	2(4%)	26(46%)
There are enough transport facilities	1(2%)	9(16%)	0(0%)	1(2%)	45(80%)
There are enough working equipment’s	1(2%)	28(50%)	0(0%)	4(7%)	23(41%)
Working places are in hygienic condition	5(9%)	28(50%)	4(7%)	1(2%)	18(32%)
Routine duties match with employees’ job descriptions	1(2%)	26(46%)	1(2%)	2(4%)	26(46%)
Employees have job security	1(2%)	33(59%)	0(0%)	5(9%)	17(30%)
There are staff houses	3(5%)	25(46%)	0(0%)	4(7%)	24(42%)
There is a good relationship between employees and management at GDH	3(5%)	28(50%)	1(2%)	3(5%)	22(39%)
The infrastructures are friendly to physically challenged employees	4(7%)	29(52%)	3(5%)	1(2%)	19(34%)
There are enough furniture for every employee	3(5%)	34(61%)	0(0%)	2(4%)	17(30%)
The organisation has enough infrastructures	4(7%)	20(36%)	3(5%)	1(2%)	28(50%)
Employees have job scheduling variations which facilitate a healthier balance between work and personal obligations	1(2%)	39(69%)	0(0%)	1(2%)	15(27%)

Source: Field Data (2016)

The study found that good working conditions at GDH influence employee retention, whereby there are enough working equipment’s, employees have job security, employees have job scheduling variations which facilitate a healthier balance between work and personal obligations, employee’s suggestions and grievances are considered, also there are staff houses, good working environment motivates employee to remain in the organization, as argued by Cole (2013) who found that good working environment influence employee to stay for a long time.

GGM has been providing enough funds to renovate and rehabilitate buildings, USD 32000 were provided in 2014 to GDC to renovate the hospital and purchase medical facilities. ICU, mortuary and Theatre buildings were renovated, also Emergency, Dental and Paediatric unit were established so as to have enough units which provide

services to the hospital, furthermore enough working facilities has been purchased by the hospital and other equipment's were funded by other stakeholders who are GGM and Denmark such as washing machines, laboratory tools like microscope tool, and replacement of old beds, like hospital beds and delivery beds, other equipment's funded by GGM in Intensive Care Unit (ICU) are sanitation machine, delivery kits and Oxygen concentrators(Hospital Inventories,2015). The buildings and working facilities like beds funded by GGM can be shown in the figures below, Figure 4.1, 4.2 and 4.3

Figure 4.1: Emergency Unit building funded by Geita Gold Mine



Source: Field Picture (2016)

Figure 4.2: One of the Hospital beds in female wards sponsored by Geita Gold Mine



Source: Field Picture (2016)

Figure 4.3 One of the theatre which are used by the patients in GDH funded and equipped by Geita Gold Mine



Source: Field Picture (2016).

Improved working environment has helped GDH to retain its employees compared to other hospitals in Geita Region. The findings are in the same line with Chaminde (2007) who argued that Work environment is one of the factors that affect an employee's decision to stay or leave an organization. Productivity and efficiency are directly affected by how people work such that is equally affected by their working environment.

Also job security influence employees to remain to work with GDH, since 33(59%) of the respondent strong agreed that job security is one of the factor for retention, employees want the assurance that their job will be there when they wake up tomorrow, and not to wake up and go to work only to find out that he or she is fired just because the employer does not want them any more in his/her company for no special reason.

Transport facilities is not the factor influencing employee retention in GDH, whereby 45(80%) of respondents disagree that there are enough transport facilities, this means that employees at GDH use their own transport to and from the work.

According to Herzberg (two-factor theory), job security, good working environment are among the hygiene factors that its absences create dissatisfaction to employees, and it is very difficult to retain an employee who are dissatisfied.

4.5.2 Employees' Benefits

In depth interview with DED, DHRO, DMO and HSO revealed that compensation package influence employees to continue working with GDH, whereby employees are satisfied with overtime allowance, leave allowance, health insurance, and the retirement benefits such as Pension, Provident Fund, and Gratuity. DHRO had the following to say:

It is obvious that our employees at GDH are well compensated, although they complain about salary that is not enough... But in other benefits are well compensated... I think that there is no public servant in low cadre in Tanzania who are compensated as employees in health sector.... (DHRO, 2016).

The employees get their hardship, overtime and leave allowance on time, t heir salary is better than other government employees...This why you do not hear that there is strike at GDH.... Most of have worked with the organisation for long period of time”... (DMO, February 2016).

From the response 27(48%) of respondents strongly agreed that are satisfied with the overtime allowance provided at GDH, 44(79%) of respondents are strongly agreed that are satisfied with leave allowance, 28 (50%) of respondents strongly agreed that they are satisfied with amount of fund compensated when get accidents at work, while 70% of respondents strongly agreed that employees are satisfied of the retirement benefits, such as pension and gratuity as shown in Table 4. 8.

Table 4.8: Employees’ Response whether they are satisfied with Benefits provided at GDH.

Statement	Agree	Strongly agree	Average	Disagree	Strongly Disagree
Salary structure is satisfactory	4(7%)	22(39%)	4(7%)	1(2%)	25(45%)
GDH provides overtime allowance	2(4%)	27(48%)	0(0%)	4(7%)	23(41%)
GDH provides house allowance	1(2%)	10(17%)	3(5%)	6(11%)	36(65%)
GDH provides transport allowance	3(5%)	7(13%)	1(2%)	0(0%)	45(80%)
GDH provides on leave allowance	7(12%)	44(79%)	0(0%)	1(2%)	4(7%)
GDH provides performance based incentives for employees	4(7.1%)	13(23.4%)	4(7%)	3(5.4%)	32(57.1%)
Employees have health insurance.	1(2%)	55(98%)	0(0%)	00(00%)	00(00%)
Employees get compensation for accidents occurring at work	3(5%)	27(48%)	1(2%)	2(4%)	23(41%)
The retirement benefits scheme provided such as Pension, Provident Fund, and Gratuity are appreciated.	1 (2%)	39(70%)	0(0%)	4(7%)	12(21%)

Source: Field Data (2016)

The findings of the study suggest that employee benefits influence employees to continue working with GDH, whereby employees get overtime allowance, leave allowance, health insurance, and the retirement benefits such as Pension, Provident Fund, and Gratuity possibly this motivate employees and can be the factor for retaining them. The findings concur with (Belbin, 2011; Hijazi and Rowaida, 1999) who argued that attractive remuneration packages are very important factors of retention, in view of the fact that fulfil financial and material desire of an individual.

Many studies from less developed countries indicate that half of employees in organizations were satisfied with good compensation package (Rosser, 2004). Noteworthy, compensation such as salary, retirement benefits, and fringe benefits have been shown to be retention factors for most of employees.(Kearney, 2009).Only 7(13 %) respondents agreed that GDH provides transport allowance to their employees, it means that employees at GDH use their own money or transport to and from the hospital, therefore transport allowance is not the factor for retaining employee at GDH.

4.4.3 Training and Development at GDH

From the interviews, respondents basically indicated that employees are satisfied with the training and development opportunities available at GDH, whereby training opportunity is available for any employee, employees get regular training programs, the trainings are relevant to their work, and the tracings have been improving their work performance. Interview done with DED he responded the following.

We have been providing training to our employees at GDH; many of such trainings have been sponsored by GGM and Red Cross... The trainings always are relevant to their duties, and the employees have been satisfied of the trainings (DED, 2016).

DMO commented the following:

I think we provide enough training, which have improved performance of the organisation... Though long term trainings, such as degree programmes are all sponsored by GDH. Because it is very expensive and the central government do not support us....(DMO, 2016).

Also, the findings from questionnaire confirmed the findings from the interview. 39(70%) of respondents strongly agreed that training opportunities are available to all employees at GDH, 28(50%) of respondents strongly agreed that employees get regular trainings, and 34(61%) of respondents strongly agreed that trainings have improved their performance at work and 45(80%) strong disagreed that organization provide scholarship for training. as shown in Table 4.9.

Table 4.9: Employees’ Response on whether Training and development is the factor influence employee retention at GDH.

Statement	Agree	Strongly Agree	Average	Disagree	Strongly Disagree
Training opportunities available to all employees	5(9%)	39(70%)	4(7%)	1(2%)	7(12%)
Employees get regular training programs	2(3%)	28(50%)	1(2%)	3(5%)	22(39%)
Organisation provides scholarships for trainings	4(7%)	6(11%)	0(0%)	1(2%)	45(80%)
Trainings programs are relevant to work	1(2%)	28(50%)	1(2%)	3(5%)	23(41%)
Employees are developed to take higher positions in the organisation	5(9%)	18(32%)	4(7%)	1(2%)	28(50%)
Trainings have been improving my work performance	1(2%)	34(61%)	3(5%)	4(7%)	14(25%)

Source: Field Data (2016)

The findings of the study suggest that majority of employees are satisfied with the training and development opportunities available at GDH, whereby training opportunity is available for any employee, employees get regular training programs, the trainings are relevant to their work, and the trainings have been improving their work performance. The findings imply that employees expect to work in a job that provides them with the opportunities to be promoted to new challenging positions and grow in terms of skills and capacity to master their job. The statements were strongly supported by Dockel, (2003) who argued that rewards cannot be only financial rewards, rather they should also be offered opportunities to grow within the organization by given opportunity for training and development. According to Ng’ethe et al, (2012) found that employees who are given opportunity for training and development, then promoted to higher positions, such employees have been motivated to continue working with the organisation.

The findings by Graham and Bennett, (1998) noted that provision of training to employees can improve employees’ ability to perform the task required by the organisation. Tanzanian government recognize the importance of training employees, thus the Government had set mechanisms for financing the training for health workers and provide guidelines on cost sharing mechanisms in health training institutions.

Different health-training institutions for various health cadres in the country have been established in order to ensure that they fulfil their mission and goals, therefore the employing sectors, agencies and other authorities are supposed to budget and finance training for their employees (URT, 2003).

Different policies, rules and regulations provide a guideline on how to implement training programs for public services, for instance section 103(1) of the Public Service Regulations describe that “every employer shall be responsible for training and development of staff”. Regulations 103(5) and 103(6) of the Public Service Regulations prescribe to all employers to set aside adequate funding for training programs and all appointing authorities should prescribe terms and conditions for public servant’s attendance of various training courses and put in place an effective management system for coordinating and monitoring to avoid unwarranted disparities within public sector.

Mullins (2010) argued that findings by Maslow hierarchy of need theory in Self-fulfilment (self-actualization) emphasizes on the need to develop potentialities and skills, to become what one believes is capable of. Herzberg’s two-factor theory stipulates that training and development is very important for improving performance of the workers and organisation, since without training, workers will not be able to fulfil their responsibilities, thus when employee gets training become motivated to work hard.

The response from the interview with the management showed that GDH does not have enough fund to provide training to its employees. Since the year 2012, GDH failed to provide enough training to its employee due to budget constraints. But other stakeholders provide fund for training employees, like Red cross, Plan international, Intra Christian organization and Geita Gold Mine. GGM has been financing training for GDH employees, though not all employees got opportunity for training due to shortage of funds. Employees working in the Mother Child Health Reproductive unit HIV/AIDS unit have been among of the employees benefited for the trainings. Thus, the findings imply that the opportunities for training in GDH are one of the factors influence employees retention at GDH.

4.5 Rate of Employee Retention at GDH.

Also the rate of employee retention at GDH was another objective aim to understand the extent GDH retains its employees. Interview, questionnaire and documentary review were employed to obtain enough information. During the interview, DMO and DHRO suggested that the rate of employees at GDH for the past year is 99%.

We do not have serious problems on employee turnover, in the past year (2015) we had 310 employees in health department, but in this year we have 308 employees. This implies that we retain employees at the rate of 99% per year (DMO, February 2016).

My records show that, health department has high rate of employee retention, in the year 2015 only two employees had terminated the employment contract, and this is the high rate of employee retention if you compare with other departments. In cooperation with Geita Gold Mine (GGM), we have improved the working environment of our doctors and nurses. I believe that our efforts will continue to attract these employees continue working with GDH (DHRO, 2016).

Also, the questionnaire data from employees show that 43 of respondents (77%) agreed that GDH has high rate of employee retention, while only 13 respondents (23%) disagreed as shown in Table 4.10

Table 4.10: Response of Employees on whether GDH has High rate of Employee Retention

Response	Frequency	Percent (%)
Yes	43	77
No	13	23
Total	56	100

Source: Field Data (2016)

The study found that high rate of employee retention at GDH, whereby the employee retention rate is 99%. To a great extent the retention strategies employed has helped to retain employees because GDH has low rate of labour turnover, for instance employees recruited in 2013 were 73 employees but only 72 employees were retained (CCHP, 2014). The findings imply that GDH have retention strategies which impress employees to continue working with the organisations, such strategies could be a good working environment, competitive compensation strategies, good interpersonal relationships and job security. Dileman and Harnmeijer (2006) had a similar view, who argued that an interpersonal relationship is more responsive to patient needs, more cost effective and provides more job satisfaction for all employees). Also, Phillips and Connel (2003) showed that job security can enable employees to become stable in their jobs and the organization they work for such that it allows them an opportunity to make plans, buy homes and achieve a sense of confidence in their own future, thus continue to work with the organisation for a long period of time.

4.6 Challenges Facing GDH in Retaining its Staff

Not only that but also the challenges facing GDH in retaining employees is another objective. To accomplish this objective, respondents were asked to explain the challenges facing GDH in retaining its health workers. Both Questionnaires and Interview were employed to get relevant information. During the interview it was noted that a shortage of fund is the challenge facing GDH to retain its employees, since the funds that GDH gets from the central government cannot afford to provide employees with competitive compensation and scholarships for training employees:

These nurses and doctors seek equitable pay for their work. But the management does not have enough funds; in view of the fact that, it does not have its own source of income, the hospital depends on the central government to pay salary and allowance for its employees. Therefore, it becomes difficulty for GDH to satisfy the doctors and nurses with compensation package of their desire... Some doctors have terminated the employment by the virtue of poor compensation (DED, 2016).

Employees frequently seek opportunities to develop their skills, but because of shortage of fund not all employees get the training opportunities... Most of employees who go for trainings are supported by our partners, such as Christian social service commission and Intra health (DMO,2016).

Also, the questionnaire data from the employees confirmed the interview data, whereby 51(91%) of respondents strongly agreed that shortage of fund is the challenge facing GDH on retaining its employees. While 11(20%) of respondents strongly agreed on low staff morale and 22(39%) strongly agreed on compensation competition in labour market as shown in Table 4.11

Table 4.11: Challenges Facing GDH on Retaining Employees

Challenge	Agree	Strongly Agree	Average	Disagree	Strongly Disagree
Shortage of fund	3(5%)	51(91)	0(0%)	00(0%)	2(4%)
Low staff morale	1(2%)	11(20%)	0(0%)	3(5%)	41(73%)
Compensation competition in labour market	1(2%)	22(39%)	1(2%)	4(7%)	28(50%)

Source: Field Data (2016)

The study found that shortage of fund is the challenge facing GDH to retain its employees, since the funds that GDH gets from the central government cannot afford to provide employees with competitive compensation and scholarships for training. The findings imply that if the organisation cannot find alternative source of fund for supporting retention strategies, GDH likely to face the problem of employee turnover, since funds support almost all strategies or programs for employee retentions. Chipunza (2009) argued that employees seek equitable pay for their work. As a result, the first step an organisation might take to retain employees is to enhance its compensation packages, which typically include salaries, insurance, a retirement program and employee leave. For example, an employer might pay a larger portion of employees' health insurance premiums or introduce a new bonus program based on performance; an organisation might also ensure its compensation and benefits packages are in line with those of competing organisations in its industry. Due to

financial constraints, many organisations, fail to enhance compensation package, thus employees have been leaving jobs for other organisations with attractive compensation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMENDATIONS

5.0 Introduction

This chapter contains the summary of the overall study findings from the data collected in GDH, conclusion, recommendation and area for further studies.

5.1 Summary of the Study

The study focused on examining the factors influencing employee retention at Geita District Hospital. A sample of 60 employees was used in the study, whereby 56 were health workers and 4 were the management team. A case study research design and data collection methods (Questionnaire and Interview) were employed in order to achieve the study objectives. Qualitative data were analysed by using thematic technique, and presented in direct quotations with respect to research objectives.

The study found that Good working environment, flexible working hours, opportunities for training and development and timely promotion are strategies employed by GDH in retaining employees. Also, retention strategies had the following benefits at GDH: The strategies raised employees' job satisfaction, improved working efficiencies of employees and organisational performance. Moreover, high rate of employee retention at GDH, where by the employee retention rate is 99%. Lastly, shortage of fund has been having the challenge facing GDH to retain its employees, since the funds that GDH gets from the central government cannot afford to provide employees with competitive compensation and scholarships for training.

5.2 Conclusion

The following conclusions have been drawn on the basis of the findings in each of the specific objectives.

5.2.1 To identify retention strategies available at Geita District Hospital

This was the first objective of the study. On the basis of the findings on this objective, it is concluded that Good working environment, flexible working hours, and opportunities for training and development are strategies employed by GDH in retaining employees, the available retention strategies are well implemented and organisation might have improved efficiency and performance, motivated workforce, retention of valuable employees, reduced levels of absence, sickness and stress, and the retention.

5.2.2 To examine the benefits of employee retention strategies available in Geita District Hospital.

The second objective was to examine the benefits of employee retention strategies available in Geita District Hospital, whereby it is concluded that employee retention strategies in GDH helps to increase employees job satisfaction since the strategies helps to create positive working environment and strengthen employee commitment to the organization.

5.2.3 To examine the Factors influencing employee retention in Geita District Hospital

Based on the findings of the study, the study concludes that good working conditions at GDH have been influencing employee retention, whereby there are enough of working equipment's, employees have job security, employees have job scheduling variations which facilitate a healthier balance between work and personal obligations, employee's suggestions and grievances are considered, also there are staff houses. Employees benefits is another factor influence employee retention in GDH , employees are compensated and satisfied with overtime allowance, leave allowance, health insurance, and the retirement benefits such as Pension, Provident Fund, and

Gratuity. Moreover, Training and Development is another factor influence employee retention at GDH, employees are satisfied with the training and development opportunities available at GDH, whereby training opportunity is available for any employee, employees get regular training programs, the trainings are relevant to their work, and the tracings have been improving their work performance.

5.2.4 To examine the rate of employee retention in Geita District Hospital.

On the basis of the findings it is concluded that to a great extent equal to 99% GDH retain its employees, there is low rate of labour turnover compared to other hospitals in Geita Region. This has helped to provide quality health services and attainment of both organizational goals and millennium goals due to availability of competent health workers.

5.3 Recommendations

The government should provide enough funds to Geita District Hospital. So that the hospital can improve the working conditions such as construction of enough staff houses, providing health workers with transport service, connecting the hospital with the internet by its own funds and achieve its budgeted plans and organization objectives, instead of depending funds from donors which is unreliable. Also the fund can be used to provide various incentives both financial and non-financial incentives like transport allowances, timely promotions, rewards for higher performers, to the employees, so as to retain them for a long period of time.

The government should improve the compensation package which is fair for both doctors and nurses, so as to retain these employees for a long period of time, since there are private hospitals provide more competitive packages compared to government hospitals. For example, the majority of staff members at GDH work more than ordinary working hours, but only a minority have the privilege of receiving the extra hour's allowance.

5.4 Policy Implication.

The findings imply that Tanzania Health Policy of 2003 which directs on set up a clear programme for recruitment, deployment and retention of trained health personnel in appropriate numbers and skills to ensure sustainable provision of quality health services is practiced at Geita District Hospital, since the health workers are retained by having job security, job scheduling variations which facilitate them to balance between work and personal obligations, employee's suggestions and grievances are considered, also there are staff houses. Employees are compensated and satisfied with overtime allowance, leave allowance, health insurance, and the retirement benefits such as Pension, Provident Fund, and Gratuity. Moreover, employees get opportunities for Training and Development.

5.5 Area for further study

A Similar study is suggested to be conducted in other hospitals, since the findings of this study cannot be generalised for all hospitals in Tanzania, the further study will help to have a wider understanding about factors influencing employee retention in health sector in Tanzania.

Also this study is not representative of the whole country, similar studies can be done in other areas to have a wider knowledge on factors for employee retention in health sector.

It is also recommended that further studies be carried out to identify the best method of retaining talented employees. Such studies could be used in ensuring best practice of the organization in managing the problem, for the betterment of the organization and its employees at large.

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APPENDICES

Appendix i

QUESTIONNAIRE FOR HEALTH WORKERS AT GEITA DISTRICT HOSPITAL

My name is Grace J Mahagura, am a student at Mzumbe University pursuing MSc. Human Resource Management. I am doing a research study as a compulsory part of my programme. The purpose of this study is to examine factors influencing employee retention at Geita District Hospital. Thus, I would be very grateful if you would spare some few minutes to fill in this questionnaire. The information that you provide will be treated confidential for academic purpose only and your identity will not be exposed.

Instructions

- Please put ✓ where appropriate

A: Demographic Characteristics of Respondent

1. Gender

- a. Male ()
- b. Female ()

2. Age

- a. 19-30 ()
- b. 31-40 ()
- c. 41-50 ()
- d. 51- 60 ()
- e. 61 and above ()

3. Level of education

- a. Secondary ()
- b. Certificate ()
- c. Diploma ()
- d. Bachelor's degree ()
- e. Master's degree ()
- f. PhD ()

B: Retention Strategies Available at GDH

Please indicate the employee retention strategies that are available at GDH (Please tick where is appropriate).

Statement	Agree	Strong Agree	Disagree	Strong Disagree
Attractive Compensation				
Good Working environment				
Flexible working hours				
Opportunities Training and Development				
Recognition of excellent performance				
Good relationship with employees				
Timely promotion				

C: Benefits of Employee Retention Strategies at GDH.

4. Please indicate the Benefits of employee retention strategies that are available at GDH (Please tick where is appropriate).

Statement	Agree	Strong Agree	Disagree	Strong Dis agree
Raised employees' job satisfaction				
Improved working efficiencies				
Reduced job turnover rate				
Improved organisational performance				

D : Factors Influencing Employees Retention at GDH

5. Please indicate whether the working environment influencing employee retention at GDH (Please tick where is appropriate).

Statement	Agree	Strongly Agree	Disagree	Strongly Disagree
There is transparency and open communication				
Employees are treated with due respect				
Employee's suggestions and grievances are considered				
Employees' good work done is appreciated.				
There are enough transport facilities				
There are enough working equipment's				
Working places are in hygienic condition				
Routine duties match with employees' job descriptions				
Employees have job security				
There are staff houses				
There is a good relationship between employees and management at GDH				
The infrastructures are friendly to physically challenged employees				
There are enough furniture for every employee				
The organisation has enough infrastructures				
Employees have job scheduling variations which facilitate a healthier balance between work and personal obligations				

6. Please indicate whether the employee benefits influencing employee retention at GDH (Please tick where is appropriate).

Statement	Agree	Strongly agree	Disagree	Strongly Disagree
Salary structure is satisfactory				
GDH provides overtime allowance				
GDH provides house allowance				
GDH provides transport allowance				
GDH provides on leave allowance				
GDH provides performance based incentives for employees				
Employees have health insurance.				
Employees get compensation for accidents occurring at work				
The retirement benefits scheme provided such as Pension, Provident Fund, and Gratuity are appreciated.				

7. Please indicate whether the training and development influencing employee retention at GDH (Please tick where is appropriate).

Statement	Agree	Strongly Agree	Disagree	Strongly Disagree
Training opportunities available to all employees				
Employees get regular training programs				
Organisation provides scholarships for trainings				
Trainings programs are relevant to work				
Employees are developed to take higher positions in the organisation				
Trainings have been improving my work performance				

E : Rate of Employee Retention at GDH

8. Does GDH has high rate of employee retention?

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

9. If yes, what is the rate of employee retention at GDH?

.....

F : Challenges Facing GDH in Retaining its Staff

Challenges Facing GDH on Retaining Employees

8: Please indicate the challenges facing GDH on retaining employees (Please tick where is appropriate).

Challenge	Agree	Strongly Agree	Disagree	Strongly Disagree
Shortage of fund				
Low staff morale				
Compensation competition in labour market				

***Thanks for your cooperation**

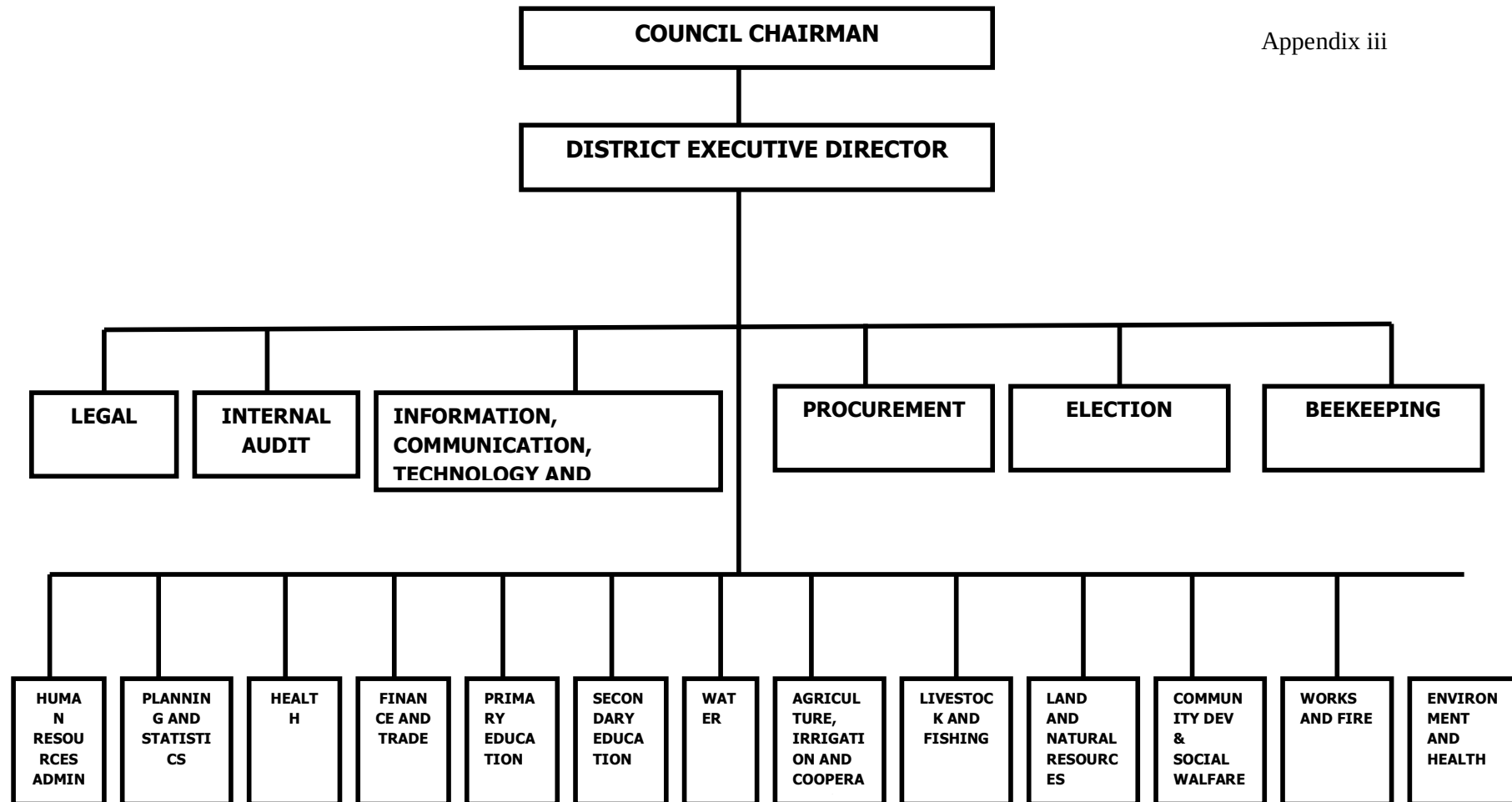
INTERVIEW GUIDE FOR DMO, DED, DHRO AND DHS

1. What is your job title?
2. How old are you?
3. What is the level of your education?
4. What are the retention strategies available at GDH?
5. What are the factors for employee's retention at GDH?
6. What are the benefits of employee retention strategies at GDH?
7. What is the rate of employee retention at GDH?
8. What are the challenges facing GDH in retaining its employees?

***Thank you for your cooperation**

GEITA DISTRICT COUNCIL ORGANIZATION STRUCTURE

Appendix iii



GEITA DISTRICT COUNCIL MAP

Appendix iv

