

**EMERGING TRENDS OF EMPLOYEES' TURNOVER AND ITS
CONTRIBUTION TO JOB PERFORMANCE OF GEITA
REGIONAL SECRETARIAT, TANZANIA**

**EMERGING TRENDS OF EMPLOYEES' TURNOVER AND ITS
CONTRIBUTION TO JOB PERFORMANCE OF GEITA
REGIONAL SECRETARIAT, TANZANIA**

Magange Hamis Mwita

**A Dissertation Submitted in Partial Fulfillment of the Requirements
for Award of the Master Degree of Public Administration (MPA) of
Mzumbe University**

2018

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by Mzumbe University, a dissertation titled ***Emerging Trends of Employees' Turnover and Its Contribution to Job Performance of Geita Regional Secretariat, Tanzania*** in partial fulfilment of the requirements for award of the Degree of Master of Public Administration of Mzumbe University.

Major Supervisor

Internal Examiner

External Examiner

Accepted for the Board of.....

DEAN/CHAIRPERSON/FACULTY/DIRECTORATE/SCHOOL/BOARD

DECLARATION AND COPYRIGHT

I, Magange Hamis Mwita, declare that, this dissertation is my original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature: _____

Date: _____

©

2017

COPYRIGHT

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

ACKNOWLEDGEMENTS

Firstly, my appreciation goes to the Almighty God, my father and Shepherd whose light has channeled my steps far away. This dissertation would not be accomplished without critical roles of various people. I do express my thankfulness and appreciation for the contribution and support of each one who supported me during this study. My first, sincere gratitude goes to my Supervisor Dr. Eliza Mwakasangula for her assistance, encouragement and constructive advice in my research accomplishment. I vouch to appreciate the real loyalty for the achievement triggered by my best friends and colleagues: Mr. Silver Njau and Mr. Augustino Mbele, just to mention a few for their helpful inputs to my research studies.

In the same vein, I candidly appreciate warm respect and gratitude from my wife Sara Gallussy for her ethical support during my study period. I also show indebtedness to my daughter Grace M. Mwita and my Son Reuben M. Mwita for their tolerance, willingness and understanding throughout the process of writing this dissertation. Much blessing to those whose names are not mentioned, but their assistance in my study is much appreciated. In the Almighty God, I stand for you as my strength and a great foundation for my achievement. I honour and glorify the Living Lord.

DEDICATION

I dedicate this dissertation work to my late father Mr. Hamis M. Mwita and my late mother Abu Mohammed who always believed and advised me to further my studies; May God rest their souls in peace.

LIST OF ABBREVIATIONS

CBG	Capacity Building Grant
CDG	Capital Development Grant
CIPD	Chartered Institute of Personnel & Development
CRDB	Community & Rural Development Bank
HOD	Head of Department
HOS	Head of Sections
HCMIS	Human Capital Management Information System
LGA	Local Government Authority
MTEF	Medium Term Expenditure Framework
NHIF	National Health Insurance Fund
NMB	National Microfinance Bank
OC	Other Charges
OPRAS	Open Performance Review Appraisal System
PO – RALG	President Office – Regional Administration & Local Government
RS	Regional Secretariat
RAS	Regional Administrative Secretary
TNA	Training Needs Assessment
URT	United Republic of Tanzania

ABSTRACT

The aim of the study was to explore emerging trends of employees' turnover and its contribution to job performance of public sector organization by using Geita regional secretariat as a study case. The specific objectives of the study were to assess the perceptions of officials on factors contributing to increased employee turnover in Geita Regional Secretariat; to identify the extent to which the level of resignation of employees contributes to job performance of Geita Regional Secretariat; to examine the trend to which discharges of employees contribute to job performance of Geita Regional Secretariat; and to determine the extent to which the transfer of employees contributes to job performance of Geita Regional Secretariat. The study adopted a cross-sectional research design revolving around a mixed research approach, specifically quantitative sequential qualitative mixed research. The study also used a sample size of 98 study participants. The participants were sampled through the use of random sampling techniques and surveyed through the use of structured questionnaires. Furthermore, 9 participants were purposively selected to participate in interview schedules. The study relied on both descriptive statistics (quantitative data) and content analysis (qualitative data). Overall, the study found that the trend of employees' turnover in Geita Regional Secretariat is not determined by a single but several factors. Of all the factors analysed in this study, transfer of employees was found to lead in fueling employees' turnover in the study area. This implies that despite the implementation of various retention strategies in the study area, more employees vacate to other areas compared to those who join the secretariat for various reasons. Seemingly, this is partly contributed by a mismatch between retention strategies and local context working specific demands in Geita Regional Secretariat. Consequently, the study found a decreasing performance of tasks allotted which translates into poor performance of the Secretariat in meeting her objectives. Based on these findings, the study concludes that failure to monitor the transfer of employees in public decentralized structures such as regional secretariat compromises the trend of organization performance. The study recommends to the government to review the National employment policy of 2008 for it to address how to cater for employees' specific needs in decentralized structures. This may be done by retaining government employees while focusing on demand and supply side needs of the public sector organisation. Further, the study stresses on a need for employers and HODs to create opportunities for career development and training to employees, appreciate employee inputs, reduce work boredom and involve employees in decision making.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION AND COPYRIGHT.....	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
LIST OF ABBREVIATIONS	v
ABSTRACT.....	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF APPENDICES	xii
 CHAPTER ONE	 1
INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background to the study	1
1.3 Statement of the Problem.....	3
1.4 Objectives of the Study	4
1.4.1 General objective of the Study.....	4
1.4.2 Specific Objectives	5
1.5 Research Questions	5
1.6 Significance of the Study	5
1.6.1 Contribution to the body of knowledge	5
1.6.2 Contribution to policy making	6
1.6.3 Contribution to Decentralised Institutions such Regional Secretariat	6
1.7 Limitations of the study	6
1.8 Organisation of the dissertation	8
 CHAPTER TWO	 9
LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Definitions of Key Concepts Utilised by the Study.....	9
2.2.1 Employee Turnover.....	9
2.2.2 Performance of Public Sector Organisation.....	11

2.3 The Theoretical Perspective of the study	12
2.3.1 Overview of the Poor Performance of Public Sector Organisation	12
2.3.2 Theoretical Framework	13
2.3.3 Conceptual Framework of the Study	15
2.4 Determinants of Employee Turnover.....	17
2.4.1 Performance of the organization	25
2.4.2 Employee turnover and performance of organization.....	26
2.5 Empirical Literature Review	28
2.6 Research Gap	30
2.7 Summary of Chapter Two.....	30
CHAPTER THREE	31
RESEARCH METHODOLOGY	31
3.1 Introduction.....	31
3.2 Research design	31
3.3 Area of the study	31
3.4 Population of the Study.....	32
3.5 Unit of Enquiry	32
3.6 Sampling frame	33
3.7 The Sample Size and Sampling Technique.....	33
3.7.1 Sample Size.....	33
3.7.2 Sampling Technique	34
3.8 Data collection techniques/Methods	35
3.8.1 Interviews.....	35
3.8.2 Questionnaires.....	35
3.9 Data Analysis Procedure.....	36
3.10 Validity and Reliability	36
3.11 Ethical Consideration.....	37
3.12 Chapter Summary	37

CHAPTERFOUR.....	38
PRESENTATION AND DISCUSSION OF THE FINDINGS	38
4.1 Introduction.....	38
4.2 Demographic Profile of the Study Participants.....	38
4.2.1 Gender of Respondents	38
4.2.2 Age of Respondents	39
4.2.3 Education level of Respondents.....	39
4.2.4 Working experiences.....	40
4.3 Perceptions of public officials on factors fuelling employee turnover	41
4.4 Effects of Employees Resignation on Productivity of the Organization	43
4.3: Resignation of Employees and Its effects on productivity	44
4.5 Employees discharges and its contribution in the service quality	47
4.6 Transfer of employees and its contribution on the accomplishment of tasks	51
CHAPTER FIVE	55
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	55
5.1 Summary	55
5.2 Conclusion	56
5.3 Recommendations.....	56
5.4 Policy implications.....	58
5.5 Suggestion for further studies	60
REFERENCES.....	61
APPENDICES	64

LIST OF TABLES

Table 3.1 Distribution of Administrative Units by District in Geita Region 2012.....	32
Table 3.2: Population and sample size of the study	33
Table 4.1: Summary of Demographic Profile of the Study Participants	40
Table 4.2: Discharges of employees reduces the quality of services provided to clients	47
Table 4.3: Transfer of employees affect accomplishment of tasks allotted.....	51
Table 4.4: Transfer of Employees and Its Contribution on Accomplishment of Tasks	52

LIST OF FIGURES

Figure 2.1: The Conceptual Framework of the Study.....	16
Figure 4.1 Perceptions of Public Officials on Factors Fueling Employee Turnover .	41
Figure 4.2: Resignation of Employees and Productivity of the Organization	43
Figure 4.3: Resignation of Employees and Its Contribution on productivity	44
Figure 4.4: Extent to which discharges of employees reduces quality of services	48

LIST OF APPENDICES

Appendix I: Survey study questionnaire.....	64
Appendix II: Interview Guide	67

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Various strategies to improve performance of public sector organisations are growing in Africa. The purpose of this study was to explore emerging trends of employees' turnover and its contribution to job performance at Geita regional secretariat. This chapter includes the background to the study, statement of the problem, objectives of the study and research questions. The chapter also presents significance of the study, limitations of the study and the organization of the dissertation.

1.2 Background to the study

The historical continuum of poor performance of public sector organisations in delivering public services to the community has been a recurring matter. This has dominated the discussions among policy makers, bureaucrats, civil societies as well as researchers from the global level, regional (sub-Saharan Africa) and in the Tanzanian society. This can otherwise be looked at since the post-colonial era of the country's political history. Basically, public sector is a critical factor for service delivery. In this case, the size, skills and commitment of a country's workforce play a vital role in determining the level of performance towards meeting specific objectives. In Tanzania for example, shortages of public officials has become a most pressing problem of her decentralised systems.

The term "Public Sector" is used to refer to the invocation of the power of the state conferred upon her institutions. GFSM (2001) also conceives the public sector in terms of sum of units comprising "general government" and "public enterprises". For the purpose of this study, public sector refers to the section of a nation's economy. This is personalized and controlled by government (that means, invoked by the power of the state) with a motive to serve the citizens of the country. Structurally public sector in any government is composed up of both, "general government" and "public enterprises".

The, “general government” comprises: Central government; State/regional government; and Local governments. Likewise, the “public enterprises” also comprise Financial and non-financial Public corporations; Monetary and non-monetary Public corporations; Charities; Other NGO's; Co-operatives; and Trade unions. In this study, Geita Regional Secretariat is a component of general Government of the Tanzania (GoT).

Since the late 1950s and 1960s, public sector in most African states has generally been considered as pivotal to promoting socio-economic development. Its essential function was to offer goods and services to general public based on the 'realization and representation of public interests and its control of unique public qualities compared to business management (Haque, 2001: 65). By 1980s, the public sector in Africa was not able to perform effectively because of a number of reasons. Such reasons include the accumulation of excessive power, lack of accountability and representation, indifference towards public needs and demands, as well as official secrecy and inaccessibility.

Literally, performance is a multi-dimensional construct (Bates and Holton, 1995). While Muya and Msoka (2018) conceive it as a process and an outcome influenced by several factors including behaviours (inputs) of either an individual or individuals as team, Vroom (1964) considers the concept of performance as the outcome of individual ability (Self Efficacy) and motivation. Individual behaviours are also outcomes or the products of mental and physical efforts applied to tasks. For the purpose of this study, the performance of the public sector, and specifically Geita Regional Secretariat is analysed in terms of productivity, quality of service provided by the regional secretariat as well as accomplishment of task allotted. According to Muya (2018), several factors must be considered for full functioning of the public sector. Among other include having the ability (Knowledge, skills and experiences resulting from recruiting the right people); opportunity to do well (which refers to availability of tools, resources and removal of constraints) as well as having a committed and motivated people to sufficiently guarantee high performance.

Various studies and reports have brought out the broader picture of different factors fueling demotivation in both public and private organisations which in turn necessitates employee turnover in organisations. Likewise, those studies have shown the implications and what has been done to reduce such poor performance of the public sector from the global level to national level in Tanzania. Explanations for improving performance in public sector organisations have relied on factors such as established government policies. However, little is known from the demand side, that is, how officials of public decentralized structures such as in regional secretariat link employee turnover and performance of regional secretariat.

According to Madsen and McKelvey (1996), management research interests should on the other hand be shifted to the sense of balance between a firm's differences and its retentions activities. Retention here refers to the capability of the firm to significantly reduce the turnover rates of its knowledge personnel as they are largely accountable for the distribution of implied knowledge and skills or human capital across space and time (Almeida and Kogut, 1999, cited in Madsen et al., 2002).

Employees' turnover in organizations has received substantial attention from both academics and managers. Much of this attention has focused on understanding its causes. Implicit in this approach is the assumption that turnover is driven by certain identifiable characteristics of workers, tasks, firms, and markets. Against this backdrop, this study filled this research gap by exploring public officials' experiences on the trends and effects of employee turnover on the performance of the Geita Regional secretariat between 2017 to 2018. The level of employees' turnover is analysed on the basis of resignation, discharges and the transfer of employees. Likewise, the performance of the public sector was analysed based on the productivity of the regional secretariat, the service quality provided to clients and the accomplishment of tasks allotted.

1.3 Statement of the Problem

Interest on "Public Sector Performance" in the decentralized structures has, over the last two decades, dominated the discussions of policy makers, researchers, academics, civil societies as well as bureaucrats. This is because public sector organisations whether at Central government, State/regional government, Local

governments or the “public enterprises” level is required to provide goods and services to citizens based on the 'realization and representation of public interests and its possession of unique public qualities compared to business management' (Haque 2001: 65). Failure to improve the performance of the public sector, for any reason leads to a number of costs that the government could incur, which include management of crises and conflicts.

Since 2008 the Tanzania's government through the decentralization reforms has made deliberate efforts to induct, educate and retain her workforce. This is meant to increase production, service quality, efficiency and effectiveness in the delivery of public services. Despite various established initiatives at the Geita Regional secretariat, the trend of employee turnover remains a recurring decimal (the World Bank, 2012; Sikika, 2010; and MoH, 2009).

The available literature highlights several factors which lead to employee turnover. These factors include the nature of labour markets while institutional factors include physical working conditions, pay, job skills as well as the nature of supervision. Others are internal factors which also include employee personal characteristics such as aptitude, personal history, sex, interests, age, and length of service. In fact, many of the previous studies have largely failed to take into account and explore the trends of employees' turnover resulting from resignation, discharges as well as transfer of employees and its contribution to the performance of the public sector. This may take a perspectives of the productivity of the regional secretariat, the service quality provided to clients and the accomplishment of tasks allotted. Consequently, this study analyzed the trends and contribution of employees' turnover on job performance of Geita Regional secretariat.

1.4 Objectives of the Study

1.4.1 General objective of the Study

The general objective of the study was to analyse the trends of employees' turnover and its contribution on job performance of Geita Regional Secretariat.

1.4.2 Specific Objectives

The specific objectives of this study were;

- i. To assess the perceptions of officials on factors contributing to an increased employee turnover in Geita Regional Secretariat.
- ii. To identify the extent to which the level of resignation of employees contribute to job performance of Geita Regional Secretariat
- iii. To examine the trend to which discharges of employees contribute to job performance of Geita Regional Secretariat
- iv. To determine the extent to which the transfer of employees contributes to job performance of Geita Regional Secretariat

1.5 Research Questions

- i. What are the perceptions of officials on factors contributing to an increased employee turnover in Geita Regional Secretariat.?
- ii. To what extent to does the level of resignation of employees contribute to job performance of Geita Regional Secretariat?
- iii. To what extent to does the level of discharges of employees contribute to job performance of Geita Regional Secretariat?
- iv. To what extent to does the level the transfer of employees contributes to job performance of Geita Regional Secretariat?

1.6 Significance of the Study

This study has both theoretical and practical significance which have been classified in line with; contribution to the body of knowledge; informing policy makers as well as informing the leaders/managers in Tanzania's decentralized structures.

1.6.1 Contribution to the body of knowledge

The study contributes to the literature in the following ways. While various types of gaps in public sector performance across countries and regions have been contributed significantly by several studies, the contribution of employees' turnover on job

performance has not received the expected attention. Impliedly, this study broadens our understanding and contributes to the body of scientific knowledge on the trends of employees' turnover and its contribution on job performance. As such, it has explored one of the most important and topical development issues of today, namely public sector performance. Evidently, this research issue is shown in the development agenda of the World Bank, UNDP, African Union Agenda 2063 and other Platforms for Action.

1.6.2 Contribution to policy making

This study also provides information to policy-makers and planners such as PO-RALG to articulate proper strategies to improve performance of the public sector across her decentralised institutions/structures.

1.6.3 Contribution to Decentralised Institutions such Regional Secretariat

The study findings provide decentralised public institutions such as Geita Regional Secretariat with information on the trends of employees' turnover and its contribution on job performance thereby manage turnover trends. Practically, trends of employees' turnover are looked at in terms of resignation, discharges as well as transfer of employees. This is measured against job performance indicated by the productivity of the regional secretariat, the service quality provided to clients as well as the accomplishment of tasks allotted.

1.7 Limitations of the study

The study faced various limitations in the process of analysing the trends of employees' turnover and its contribution on job performance of Geita Regional Secretariat. Essentially, the data collection process faced three categories of limitations. These were time; openness and transparency issues pertaining to job performance in the public sector and; the co-operation from the study participants.

(i) **Time:** Time is examined at two levels. Firstly, the time allocated to collect primary data was too short to complete all the field tasks. Only two months were set away for data collection. Therefore, in attempt to address this challenge interviews were conducted till late hours. Secondly, it was not easy for most of the study participants to tribute their appointments because of other challenging work

responsibilities. Consequently, most of the interviews were carried over to their suitable time.

(ii) **Openness and Transparency of respondents:** Various study participants were reluctant to respond to questions required of them so as to indicate their level of performance in different activities. This reluctance was caused by unproven fear of being investigated as suspects for exposing things they would not like to expose to third parties which was perceived as Organization secrets. The procedures used to overcome these problems include the counter checking of information with other respondents in the same Units/department and through the observations. Also, I tried my level best to reduce any possible doubt or mistrust by properly presenting myself, (Through my identity card and introduction letter) and creating the relationship with the respondents.

(iii) **Support and co-operation from study participants:** During data collection a few officials from Geita Regional Secretariat declined to participate in the study because they mistakenly believed that the research had some political drives. In this case, they feared they could be implicated in their career and professional development. To mitigate this problem, more time was spent to sensitise study participants on the nature and purpose of the study. At the same time, there were few respondents who complained that the questionnaire was too long. It took one hour to answer all the questions well. After explaining the importance of the study they eventually filled out questionnaires.

Also, some respondents attempted to ignore the questionnaires which in turn threatened the response rate. This however, did not affect the study findings as the researcher decided to collect questionnaires hand to hand from the respondents. Also, I persuaded heads of department and sections to help distribute and collect the questionnaires and sometimes interviews were used to verify some information which was perceived vaguely provided by the respondents.

1.8 Organisation of the dissertation

Chapter one of this study lays the introductory foundations of the study. It is presented into background to the problem, problem statement, objectives of the study, research questions and hypotheses, significance of the study, limitations of the study, as well as the organisation of the theses.

Chapter Two presents definitions of key concepts, theoretical discussion of the study and reviews and empirical studies from the global, regional and national contexts. The chapter analyses the relationship among variables in the conceptual framework and discusses the theoretical framework that the study revolves at. The research methodology and procedures are described in Chapter Three.

Chapter Four presents analyses and discussion of the findings on the trends of employees' turnover and its contribution on job performance of Geita Regional Secretariat. It includes the examination of the description of the demographic factors (age, sex, education and marital status). Furthermore, chapter presents and discusses the findings. Various instruments like, charts, per cent, tables and figures were used to present similarities and differences of the research findings. Chapter Five is the summary, conclusion and recommendations of the study in addition to suggestions for further studies in this subject area. The researcher makes summary of what has been done, observed and presented, implications of the findings and recommendations to policy makers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to the study objectives. The chapter has seven sub-sections: definitions of key concepts (2.2), the theoretical discussion of the study including the overview of the study; the theoretical framework that the study revolves at; as well as the conceptual framework that analyse the relationship among variables (2.3), the survey of issues directly related to the study's objectives (2.4); the critique reviews of what empirical studies have been conducted on this subject from the developed to developing countries, and national contexts (2.5); the synthesis and knowledge gap (2.6) as well as the summary of the chapter (2.7).

2.2 Definitions of Key Concepts Utilised by the Study

This section delineates three concepts as applied in this thesis. The section does not aim to provide a litany of definitions instead the applicability of the concepts used in the context of this study. The concept utilised include: Employee turnover; performance of public sector organisation.

2.2.1 Employee Turnover

It is often said that “employees don’t quit companies, they quit managers”, because it appears that their feeling have been undervalued. Studies have found that longer tenured workers managers tend to have lower levels of turnover than less experienced managers Ashforth et al (2007). This suggests that more experienced officials in decentralised structures may be more effective at creating work environments that support the unique needs of workers. In this study, turnover refers to a situation whereby employees quit organisation voluntarily for the variously reasons and thereby affecting the organisation negatively in terms of costs and the capacity to deliver the required services.

As noted by several observers, though, the consequences of turnover have received considerably less attentions from researchers (Staw 1980, Mobley 1982, Glebbeek and Bax 2004). This lack of academic attention is principally surprising given that industry studies have approximated the cost of turning over employees

(Zeynep,2008). According to prefer and Sutton (2009) managerial concern on employee turnover has abruptly become sensitive. This concern results into growing costs of employees' replacement or other general costs which associated with employees like recruitment and training (Collins and smith, 2006).

Some of specific concerns of managers and stakeholders are negative results of high employee turnovers which often reflected in results and service qualities, consistencies and strength of services exchanged for money with customers and clients in general (Trevor and Nyberg, 2008). The other outcomes of unchecked growing rate of employee turnover could be an increase in the client's level of dissatisfactions with products and services being presented by such organisation (lin and Chang, 2005). Other related costs that originate from an increase in the rate of employee turnover are illustrated as the costs of voluntary turnover (Morrel *et al*, 2004).

Moreover, Morell *et al* (2004) categorize direct and indirect costs of voluntary turnover as replacement, recruitment and selection, management morale, temporary staff, pressure on remaining staffs, time, product or service quality, costs of learning, organisational memory and the loss of social capital (Dess and Shaw, 2001). Anders and Bard (2010) proposed the development of processes essentially motivate employees as a possible solution to the abnormal high turnover rates recorded internationally, while Zimmerman and Donard (2009) relates job performance with employee turnover rate. Zimmerman and Donald (2009) are had the opinion that employees who depart their jobs might have done in either an environment is so poor to encourage a high level of job performance. Moreover, employee turnover is the movement of individuals into and out of employment within an organisation, it can be voluntary or involuntary (Denvir and McMahon, 1992). Armstrong (2009) define employee turnover as the rate at which people leave an organisation. It can be troublesome and costly. It is essential to measure employee turnover and calculates its costs in order to estimate future losses for planning purposes and so identify the reasons that people leave the organisation plans can then be made to attach the problems causing unnecessary turnover and to reduce costs. Grobler *et al*, (2006) describes employee turnover as the movement of employees out of the organisation

results from transfers out of the organisational units, resignations, discharges, death and retirement.

Controllable staff turnover includes resignations and dismissal (Van der Merwe and Miller, 1988). Employee turnover refers to the process of an employee departing a position and a new employee replaced by hired to his or her place. At its broadest, the term is used to include all leavers in both voluntary and involuntary, including those who retire or are made redundant or resign, in which case it may be identified as 'overall 'or 'crude' employees as a company have to replace in a given time period to the average number of total employees. In the perspective of this study, employee turnover refers to shifting of employees from one organization to another.

2.2.2 Performance of Public Sector Organisation

Organisation is a social arrangement which pursues collective goals, which controls its own performance and which has a boundary separating it from its environment (March & Simon, 1958). Public sector organization is an organization which belongs to the government. These organizations are run by the government and led by government officials. The main task of these organizations is provide service delivery to the public. In the context of this study, Geita regional secretariat is taken as a public sector organisation. Further, performance is a process or manner of functioning or operating (Armstrong, 2006). In actual sense performance of an organization goes hand in hand with the performance of the employees. Employee performance refers to the ability of the employee to deliver what is needed in the organization, according to its goals. In order to have a standard performance employers have to get the employees task to be done on track as to achieve the organization goal or target (Sekar, 2011).

Additionally, a reward system should be realized based on the performance of the employees. This is to inspire the employees in order to achieve more on their task. There are a number of factors that being described by Sekar (2011) towards the success of the employees' performance. The factors are like physical work environment, meaningful work, equipment, performance expectation and feedback on performance, standard operating procedures, reward for good or bad system,

skills, knowledge and attitudes. In this study context, performance refers to productivity of the organization, service quality provided to clients and accomplishment of tasks allotted.

2.3 The Theoretical Perspective of the study

The theoretical perspectives of the study provides an overview of employee turnover while highlighting the broader picture of the causes, effects as well as interventions that have been conducted on this subject at the global, regional as well as national contexts. Further, it does not only discuss the theoretical framework that the study revolves at, but also draws the conceptual framework that analyse the relationship among variables of the study.

2.3.1 Overview of the Poor Performance of Public Sector Organisation

Since the late 1980s, the matter of governance has dominated global discussion about development and international assistance to Africa. According to this debate, the setback of persistent under performance in sub-Saharan Africa is mainly due to a poor governance (World Bank, 1989: 60). While the public sector in most African states has generally been regarded as pivotal to promoting socio-economic development, since the late 1950s and 1960s its performance retarded. According to (Haque, 1994), the public sector was not able to perform effectively because of a number of reasons including: Accumulation of excessive power; lack of accountability and representation; indifference towards public needs and demands; official secrecy and inaccessibility, as well as a role in depoliticizing the public sphere.

Its basic function was to provide goods and services to citizens based on the 'realization and representation of public interests and its possession of unique public qualities compared to business management' (Haque 2001: 65). Several initiatives and pay increment have been devised to attract officials to remain and improve their performance as expected by the government. For example, the given measures in place have been anticipated that problems of HRH retention would be mitigated. However, the situation continues to deteriorate tremendously leaving health service provision in precarious condition. For example, given the annual population growth

of up to 2.9 per cent, health services is currently overstraining the health system's capacities especially the labour power (MoH, 2004). The trend indicate that between 1994/95 and 2001/02, the active supply of health workers fell from 67,000 (HRH Census 1994/95) to 49,900 health workers (MoH, 2004).

Notably, this trend is associated with civil service reform programme which caused a huge loss of knowledgeable health staff. Furthermore, the neglect of pre-service training and attrition rates aggravated the matter. For example, the Human Resource for health strategic plan 2008-2013, between the years 1993 to 2005 indicate that 23,474 health staff graduated from different training institutions. However, only 3,836(16%) were absorbed into the public workforce. Recent information from the MOHSW about staff recruitment trends in public health facilities indicates that from 205/06 to 2009/10 out of the 23,462 approved posts 16,564 were posted (equivalent to 70.5%). Attrition is another factor that contributed to the loss of public work force. The continuously less favorable resource allocation to rural areas has undermined their health infrastructure including equipment supplies, transport and communication networks. Thus, poor working condition motivated qualified staff to look for job opportunities in other countries (MoHSw, 2013).

Furthermore, the Health Sector Performance Profile Report of 2009 indicates that there was average HRH deficit of 39.4% among the reason which cause this deficit is inadequate retention of health employees specifically with regard to professional cadres like medical doctors, nurses, clinical officers and pharmacists/technicians. The same problems are observed in a tracking study conducted in Dar es Salaam to observe HRH trend between 2007/2008 and 2009/2010 fiscal years.

2.3.2 Theoretical Framework

The theoretical framework entails the structure that theorises the research problem. In this study, the trends of employees' turnover and its contribution to job performance can best be explained using Herzberg's two factors theory. It is undeniable truth that there are several motivation theories such as equity theory propounded by Stacy Adams, Victor Vroom expectancy theory as well as Maslow's Hierarchy theory that can be used to understand human behaviour within the

retention lens in organisations, however, due to the fact that some scholars (Green, 1969; Lawler, 1971; Porter and Lawler, 1968; Carrer and Disttrich, 1978, and Brian and Allison, 2014) have highly criticised and doubted about their relevance towards motivating human behaviour at of our time, this study has laid its focus on Herzberg's two-factor theory to explore and understand gaps relating to the retention of Human Resources for Health.

Herzberg's Two-Factor Theory

Herzberg's two-factor theory sometimes referred to as Herzberg's motivation-hygiene theory or the dual factor theory is an important theory to explain Human Resource retention in public organisations. The theory was developed by Frederick Herzberg, a psychologist by profession, who theorized that job satisfaction and job dissatisfaction act independent of each other (Herzberg *et al.* 1959).

According to the Herzberg's theory, employee retention is influenced by two factors, namely motivators and hygiene factors. It further argues that apart from being influenced by two factors, an employee is motivated by internal value rather than values that are externally oriented to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called motivators. This intrinsic variable includes responsibility, achievement, personnel growth, recognition, work itself and personal achievement. According to Herzberg's, motivators pertain to job content there are intrinsic to the job itself and do not results from "carrot and stick incentives". It comprises the psychological needs for growth and recognition (Kofi *et al.*, 2016). What is the relevance of this theory in the context of this study? The presence of these factors in the decentralised working environment builds strong levels of motivation that results in good service delivery and retention of employees. In the perspectives of public organisations, these motivators do provide filing of satisfaction at work and influence the way work is done, for example assigning an employee responsibility for a large task at work and providing that employee with the necessary condition will lead to his growth and advancement to higher level tasks.

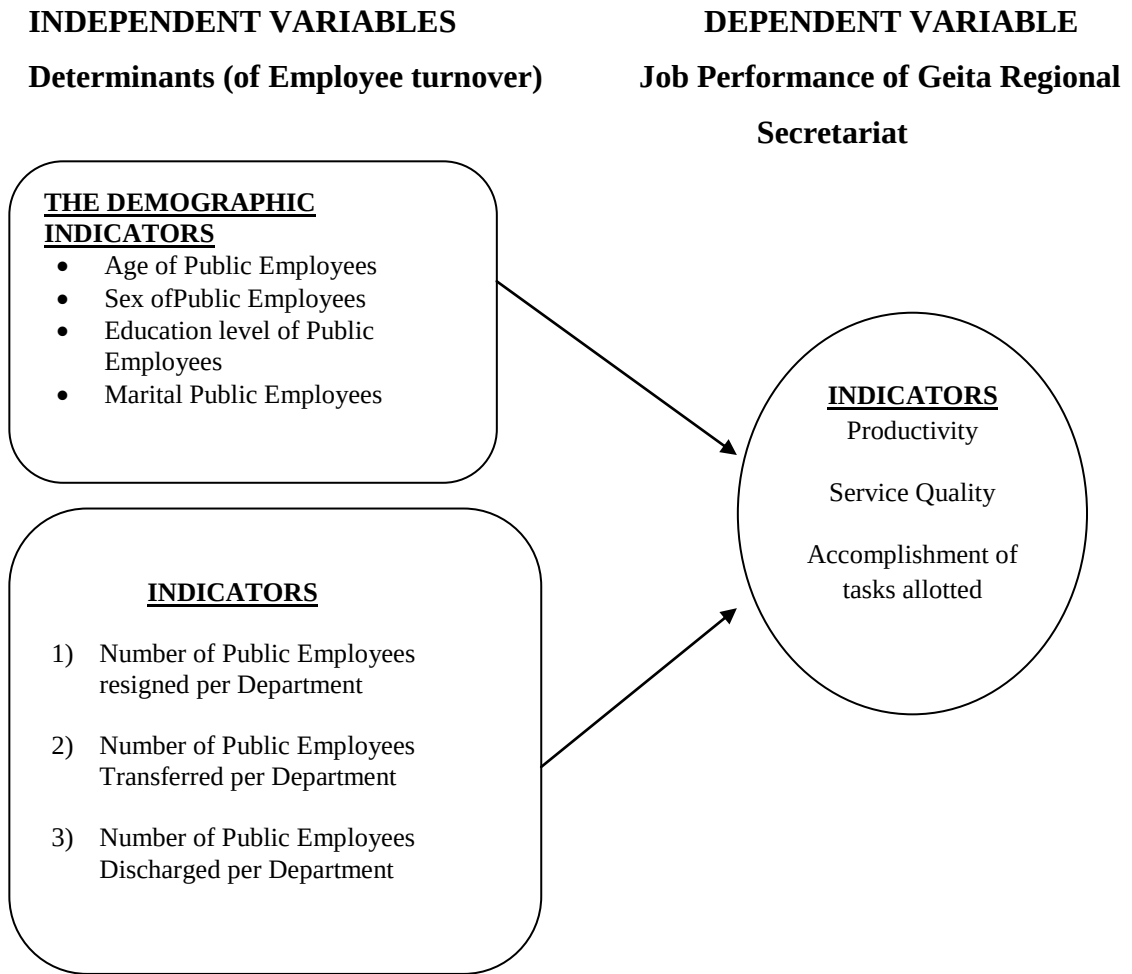
Furthermore, there are conversely certain factors that dissatisfy employees when they are absent. Those factors largely results from non-job related variables extrinsic. These variables are referred by Herzberg as ‘hygiene’ factors which although do not motivate employee but they must be present at the work place to make employees happy and retain them. Hygiene factors though are not direct motivator but there necessary to present satisfaction of employees and sometimes they save as a starting point of motivation to employees which in turn results into good performance and retention of employees since there are necessary to maintain a reasonable level of satisfaction to workers (Vohs, *et al.*, 2013). These factors include working condition, salary, supervisor style, job security, interpersonal relationship, status, and company policy (Herzberg, 1979).

The limitation of the Herzberg’s Two-Factor theory is that it ignores the fact that people are heterogeneous in their needs and expectations (Tulsian & Pandey, 2008). Tulsian and Pandey (2008) maintain that it is not always that there is cause-effect relationship between satisfaction and performance. This implies that the Herzberg’s theory fails to predict the possible role of the contextual or background factors that have nothing to do with what managers at workplace do or do not on what employees think or feel about their jobs. Aspects such as national laws and one’s social and economic backgrounds could be important in the analysis of one’s motivation at the work place.

2.3.3 Conceptual Framework of the Study

The conceptual framework for this study is informed by retention models adapted from Herzberg’s theoretical framework to explain performance of public institutions.

Figure 2.1: The Conceptual Framework of the Study



Source: Adapted by the Researcher from Herzberg’s theoretical framework, 2017

A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. It is used to show the relationship between independent and dependent variables (Saunders, 2006). For the purpose of this research, the dependent variable is the organizational performance and the independent variable is the employee turnover. Organizational performance which is the dependent variable is measured by productivity, service quality and the accomplishment of the tasks allotted, while Employees’ turnover which is the independent variable is measured by resignation of employees, transfer of employees and discharges of employees (see Figure 2.1).

2.4 Determinants of Employee Turnover

This is the most significant activity of human resources of a firm in which organisation is ready to criticize. The organisation makes the intensive investment for their available employees based on training, workflow, planning and put more emphasize on accomplishment of objectives and targeted goals. However, the increase challenges on employee's turnover can hinder the growth of an organisation, increasing costs of management that obviously reflected on bottom line income statement, effectiveness of organisation showed downward.

Moreover, this view of human resource management is positively influential the decreasing waves of firm's turnover rate. (Ghulam, Syed and Zainabu, 2012). The managers and academician has concluded on point of views that employee's turnover taking more consideration in the organisation. Its main reasons focused to understand the cause. Through this approach, the supposition is inherent that employee turnover has focused by identifiable workers features, markets and firms. Managers and Leaders have to reduce employee's turnover in their respective organisation by developing rules for guidance depending on these features.

Few observers has been highlighted about trends of employee turnover though its consequences received less attentions from researchers, Staw (1980). Osteraker (1999) detailed on two fundamental pillars that organisation demands for success which are employees satisfaction and retention. Faruk (2011) pin point on job satisfaction and employees turnover to have a negative relationship.

Osteraker (1999) summarises from the past studies that there is only two dimensions for the success of organisation, one dimension is social and the second dimension is mental. All these aspects including job discrimination, skills development on the matter of personal relationship and those circumstances linked with skills focused on the social basis.

Employee's social network and personal relationship that occur within and outside of organisation is determined by social factor. The socialization of employees becomes main reason for this factor. Mental factor attract employees retention factors by by giving flexible task and supportive environment which nourishes them on the use of

acquired knowledge and skills by contributing on maximum efforts to attain respective goals. The environment on the working place and workers compensations programs are important ways for competent employee's retention (Aiza and Abdus, 2013). Harkins, (1998) narrate employee's turnover as a situation where current employees depart the organisation and the new one join inn for doing job.

Mobley, Griffeth, Hand and Meglino (1979), Stated the rate turnover as the situation used for substitute the resigned employees with the recruited one. Through this, employee turnover obviously occurred when the left gap by employee is covered by successful hiring. (Mondy, 2010) Have an explanation on employee turnover that Organisation ending controlled for partnership by the employees within the institution or organisation. Employee turnover discussed in business circles used in widely term, Henry, may (2007).

However different studies on research has been written on this topic of turnover, More researcher put effort on focusing the root of employee turnover though the few of them have a look on sources of it, managers have different strategies in their organisation which are helpful for the guidance and make employees stability to advance and attaining competitive goals. (Abdul and Kaleem, 2014) commence on the solution for the employee turnover emphasize on the increasing more benefits to employees than compensating them. It is not true that money became the only solution for employee turnover, there are many reasons and troubles that employee faced within the organisation which include the work related issues and some are non related.

Employees is more discouraged with work when starting blaming the organisation and jobs, who are working in the organisation blame work and consequently become discouraged with their jobs, the divergence occurred caused by different responsibility on the matter of work, community, family and personal issues (Hom and Kinicki, 2001) The situation where organisation can lose employee and recover by left gap become turnover rate. Employee's job turnover is simply stated "how long an employee stays connected to one organisation". The intention and

willingness of employee's to depart the organisation searching for other job illustrated as turnover intention.

Lynn Coleman (1989) as refer to (Abdul and Kaleem, 2014) these recommended on ideas that, there is need for gathered and accumulates ideas for avoidance of employee's turnover. On the matter of fact, the researcher recommend on conducting the exit interviews within the organisation. This will help to understand the challenges faced employees and the reasons for their quitting. The managers will develop the solution for reducing employee turnover in the institutions. The conducted interviews and surveys become the strongest means for getting information from the people who are left. Employee's turnover brings extra responsibilities to the remaining employees where at last fail to perform accordingly and reduce effectiveness of organisation.

(Mathis and Jackson, 2007) stated that the remaining employees within the organisation have to improve and increase their effort in the work performance so as to reduce the gap of left employees. This will made them to have extra working hours to meet organisation needs and goals. In the other way round, the increase of working load to remaining employees lead to loss of morale and the rise of stress among them. Finally employees generate the culture of absenteeism.

Causes of employee's turnover

The environment of the organisation brings employee turnover due to unhappy of employees. This is not only the reason for job leaving but why people tend to leave from one to another. Always employee need to acquire training for better skills and knowledge, reasonable remuneration, the better working facilities and growth potentiality of job. The researcher needs to understand and differentiate between those employees who leave the organisation because of failure for satisfaction in their job and those who leave due to other reasons (Ibrahim, Usman and Bagudu, 2013). Other factors which contribute to employee turnover include;

Firstly, firm's stability; the instability and stability is very crucial factor on the satisfaction of employees that responsible for employee turnover. Zuber,(2001) say that workers is able stay in the organisation for a long period of time. In other way round, when the institution or organisation is unstable or inconsistent will fail to meet its objectives or goals and the whole process turn into horrible. Employee's turnover rate affects the organisation which faced instability or ineffectiveness (Alexander, & Nuchols, 1994).

Secondly, pay level; pay or remuneration to employees has a proper agreement between them and employers that helps and bring organisation in attaining its objectives and plans. Though, suggestions for better remuneration and pay categorised in two sections that's internal equity and external equity.

External equity refers to all employees who are paid the same rate (similar) according to their level of position though they can differ in working stations/Organisation. This will help the organisation to cement on relationship and maintain employees.

Internal equity, means those employees with related position in the organisation waged at the same salary scale. There are some employees feel injustice when internal equity is not applied within organisation hence decided to leave the employment (Pritchard, 1969).

Thirdly, industry; this is enclosed by some causes which relates to various dependent aspects that cab impact rate of employee's turnover in the organisation.

Various dimensions like economic factors related to long term industry and market reflection have been researched and written on different studies. (Taplin, Winterton and Winterton, 2003) conducted a research studies on various British clothing industry where concluded that different aspects with direct influence within the same industry have got impact on employee turnover of that organisation.

Fourthly, work situation; the status of employment is the main issue and very important that employee looking before decided to move. The most significance aspects that employee take into consideration and satisfactions is just associated with character of work itself connected with financial effects on individual life (Judge and Watanabe, 1994).

The total satisfaction of an employee is connected with some important features highlights like work diversity, job challenges, capacity of work and retentions of job which lastly vary with other aspects according to people depending on environment and different approaches (Boston, *et al*, 1987).

Fifthly, training and supervision; Always employee's needs guidance and directive. For the first appointment employee needs to learn more in different works. The newly recruited employee needs guidance in learning different jobs. Similarly, the lack of skills to employees lead to low performance of job, employees needs training programme to cover the missing skills and rise their performance (Ibrahim, Usman & Bagudu, 2013).

Chiang & Back (2005) the employees training is connected with the decision of him/her to stay in organisation. Furthermore, said that job satisfaction has an association with employee turnover. Also, noted that training has a direct connection with job satisfaction when employees are organised. This illustrate that employee turnover has significant relationship with job satisfaction. On the other way, the training programs for employees offered to the organisation show indirect connections with plan of employee's to stay or leave the organisation. The recommendations said that, the success of an Organisation based on employee's training.

The talented people and other employees are retained by having training so as to reduce employee turnover. The rate of employee's turnover was raised in Pakistan Telecommunication sector after facing the problems of employee retention in their respective organisation. There isn't organisation that can have success in any sector until the approaches and different strategies adopted by administration so as to decrease the rate of turnover (Aiza & Abdus, 2013).

Classification of Employee Turnover

According to Mathisang Jackson (2006) classified employee turnover into different ways as shown below:-

Involuntary turnover: this occurs when an employee terminated for low down performance or breaking the rules of work. That's involuntary because employees quit employment in the organisation without their willingness. This is created by organization work rules, performance value and policies that are not met by employees.

Voluntary turnover: occurred when an employee leave by choice. Employees have a tendency to run off by a number of grounds from the organisation. Mostly, this happened when employees obtain another employment which is more positive to him/her so as to full fill personal interest. Employees can decide to terminate the employment in orally or by written paper with the intention of resigning.

Functional turnover: this happened when low down performer or troublesome employees depart. It's not correct that all employees turnovers has negative outcome to the organization, contrary some labor force losses are beneficial to Organisation, specifically those who tend to go away have got low down performance, less reliable persons or uncontrollable co-workers. This will be most favorable in organization performance even though the excessive turnover can harm firm's productivity.

Dysfunctional turnover, this is the situation where good performers depart the organization. When it real happens lead to negative impact to the Organisation. However, this can even harm the organization throughout reduce in innovation, services and delayed.

Uncontrollable turnover, employees always depart with different grounds that do not involve employer. There are different reasons for employees to quit or leave the employment that cannot be restricted or controlled by organizations. These includes: the employees move away from the geographical area, the employee become a student worker who graduates from college. However some turnover is unavoidable, the employer recognition for employee turnover is too crucial for dropping out, hence they need to address turnovers as controllable. The organization should be more capable to retain the available employees so as to deal with this kind of turnover.

Controllable turnover, this occurred where employee leave the organization by grounds that are subjected by employer.

Consequences of employee turnover

According to Park, Ofori Dankworth & Bishop, (1994) employee turnover has effects to the entire organization which cause dysfunction of the organization because it interrupt the whole process hence results to extra works and responsibilities to the few remaining workers.

Dess and Shaw, (2001) remarks that, employee turnover do affect productions in the organization and minimize institutions work force, employee conceptual and technical skills, knowledge as well as loss of institution memory. According to Allen *et al*(2010), employee turnover increases management costs because organization has to advertise the new vacancies to be filled, train the newly recruited employees. On top of that, employee turnover has direct effects on the improvement of institution social capital because the newly hired employees will need time to with the colleagues in the working place (Leana& Van Buren, 1999).

Consequences of employee turnover will also be seen in the output levels, quality of the products and services, production consistency and customer satisfaction where by all these can cause loss in productivity that can raise up to 70% of the whole turnover cost incurred (Tracey &Hinkin, 2008).

Relationship between employee turnover rate and organizational performance has been shown by Huselid (1995) and Glebbeek and Bax (2004), the relationship shows that there is negative associations, ranging from -.18 to -.24, between employee turnover rates and organizational performance. However, not all employee turnover causes loss to the organization, some of the employee's turnover may cause performance benefit to the organization. (Staw 1980).According to (Gerhardt, Boudreau &Trevor,1995) an organization can benefit from employee turnover if those who exit the organization are the poor performers and the cost of replacing them are low while the average performance of the new hire is high. Koslowksy and Locke (1989) argue that new hire to the institution increases socialization through creating new relationships and network.

Employee turnover do disrupt employee homogeneity and unity in the organization (Schneider, Goldstein and Smith, 1995). Similarly, Dess and Shaw (2001) argue that low employee turnover rates create inertia and "trained capacity". In this case employee turnover provides rooms for new skills, new competencies, new ideas, technology, innovation and paradigms to the organization with commensurate enhanced organizational performance (Abelson & Baysinger, 1984).

Employee turnover models

Scholars have given three different types of models which clearly demonstrate existing relationship between employee turnover and performance in the working place. The models are linear negative relationship which was given by (Strober 1990) and it was derived from the human capital theory and is also supported by an economics-based perspective (Shaw, 2011). These models are an attenuated negative relationship and the third model is an inverted-U-shaped relationship model.

Voluntarily employee turnover is the cause of lowered production in the organization (Dess & Shaw, 2001) this is because majority of the employees who exit job voluntarily are the skilled ones who are looking for green pastures in the rivals organizations. Some of the literature shows that employee turnover rate is linearly and negatively related to organizational performance. It is negatively related because any turnover which involves skilled and competent employees will definitely cause loss to the organization. (Salamin & Horn, 2005; Park & Shaw, 2013; Shaw et al., 2005).

Hancock *et al*, (2013) argued that, functional effects of turnover are canceled out by separation, replacement costs, human resource and social capital losses. Some of the studies show that the relationship that exists between employee turnover rate and organizational performance can be curvilinear (Shaw *et al.*, 2005; Trevor *et al*, 1997; Jackofsky, *et al*, 1986; Hancock *et al.*, 2013). The discussed model shows that beyond a certain destination any minimal increment in employee turnover rate will have reduced impact in the organizational performance. It takes time for individuals as well as organizational investments to build firm specific human capital at low employee turnover rates. (Park & Shaw, 2013). New hire to the organization are in a position to match

previous performance levels faster and change in the organization performance can be elevated. However when the employee turnover rate is very high the organization may have evolved and changes the system in place to accommodate the necessary changes (Shaw, 2011). Research Studies concerning the productivity, accident rates and quality of service to the customer.

Dalton and Todor (1982) condemned the models which based on one-dimensional. Abelson and Baysinger (1984) said, because the reduction of employee turnover is too expensive so the optimal level of employee turnover is larger than zero. The expense and the advantage of employee turnover required to be scrutinized for the purpose of determine the optimal range.

2.4.1 Performance of the organization

The developed nation is contributed with strong organizations that's have crucial role economically and socially. Most of the economists have to take consideration on strong institutions as a key engine for social, economic and political improvements. In the last 22 years there were 6 Noble awards that were rewarded to some researchers conducted their research on Institutions and Organisation performance. The management research depends on performance of organization as a key valuable in doing research and mainly indicators for performance.

There is no accepted definition of this concept. In the 50s, this term defined as the degree in which the organization view social system to accomplish their basic objectives (Georgopoulos & Tannenbaum, 1957). The Performance evaluation on that time was based on the people as manpower, work and the structure of the organization. Afterward on the 60s and 70s, the Organisation and institution began to discover the other current technique for performance evaluation thus defined as the capacity to utilize its environment with the use available resources (Yuchtman & Seashore, 1967: p. 379). In the years of 80s and 90s realized that, the recognition of organization objectives become more complicated than it was considered primarily.

Therefore, management started to understand that there were no successions on an organization without the effective utilization of the available resources. So, the theory of organization began for supporting the idea of performance objectives by use of limited or

scarce resources (Lusthaus & Adrien, 1998 after Campbell, 1970). In this situation, profit maximization is one of best indicator for organization performance. The Performance happens to be very dynamic that entail judgment and understanding.

Performance can be demonstrated through causal model that explain in how present actions may affect the future outcome. Performance may perhaps understood in a very different way according to people engaged in the evaluation of organization performance. (e.g. performance can be determined and understood in a different way from people in one organization to another).

2.4.2 Employee turnover and performance of organization

The increase rate of employee turnover is the main for business and it's directly affecting the performance of the organization Page (2001). The occurrence of turnover within the organization made the clients to keep doubt in the ongoing business and management on whether they could proceed doing business or they should stop and find another alternative. Mullins (2005) it's more considerably to engage new member of staffs and maintain the cost for hiring new employees. He said that, the organization will face and being affected with direct expenses like agency fees, cost for advertisement, papers and time for conducting interviews. Robbins & Decenzo (2001) reveals that, there are indirect expenses which occurred like training costs, the supervision of new applicants and those hired to cover the left gap and extra duty allowances that paid to remain staffs during shortages.

Further costs including wastage and organisation loss especially during the period waiting for new staffs settles. However, the irritation of customer and shortage of staffs with the institution leads to increasing employee turnover (Cohen, 2000). The effect of employee turnover is the increase workload to remain staffs and minimal performance of organization.

Mathias and Jackson (2007) states that; employees need to work for extra time so as to compensate those work left by the resigned one. Not only monetary has been lost by this aspect of employee turnover but also reduce employee working morale and meeting clients demand (Russell and Bvuma, 2001). Increasing of workload to the remaining employee bring high stress, reducing in working morale and lastly leads to absenteeism.

Employee turnover is much cost full and troublesome (Steers, 2002). In term of Costing tends to diminish output. In term of troublesome needs to require programs and schedules. According to Robbins (2003), in South Africa organizations lost a lot of money (rands) in decreasing organization efficiency. He added that, in the country like United State of America, the estimation of employee turnover is \$40 billion a year, in Germany DM 60 billion and in is Canada \$12 billion.

Human resources Officers and the organization at large are totally depressed with the costs or expenses of employee turnover and its impact on productivity. Sometimes the organisation facing the delay in delivering services while waiting the replacement of left employee. However, organization losses in production at the period of assigning and replaced the vacant posts (Ziel and Antointette, 2003).

According to Nel, et al. (2004), there are some factors that impact employee turnover and effectiveness of the organization; these are increasingly of clients complaints about the deliverance of services, the decreasing of quality of services to the customers due to shortage of staffs, the staffs who are placed within sections or units may not be familiar with the duties or tasks performed, therefore it must be occurrence of the ineffective and inefficiency within organization. Also, personnel member within section or unit are in lower class of staffs hence limited by the scope of duty. They have to execute task or duties under the directive of trained personnel or otherwise prohibited to perform certain tasks.

Employee turnover have got effects in service delivering by organization or institution thus bring difficulties to attain clients demands (Gardner (2009). Organization which generates good working conditions that magnetize, encourage and preserve the hard worker had a good chance for success in a competitive environment which require quality and efficiency (Mullins, 2005).

Ekinci and Riley (2000) illustrate that; It is serious to recognize that interdependent relationship arise between customer satisfaction and employee satisfaction and the organization need to focal point on both components.

Neo, Hollenbeck, Gerhart and Wright (2006) states that; employee turnover have negative outcome in the organization by disturbing the people socialization and rising the inside conflict that's lead to employees absenteeism. On top of that, interpersonal relationship that cemented among employees as means for communicating and uniqueness among them. Employees increases their professions and excellent employer is able accommodate employee transformation according to environment. A satisfied team is much capable to meet their organization advantages and client needs than apathetic and boring or uninspired one. (Swanepoel, Erasmus, Van Wyk and Schenk, 2003). The organization cost is not only based on financial but also the decrease of employee morale and failure to catch customer demands (Tyani, 2001).

2.5 Empirical Literature Review

A study by Ahmed et al (2016) titled, "Impact of employee turnover on organizational effectiveness in telecommunications sector of Pakistan" aimed at tracing the causes of employee turnover in the sector of telecommunication in Pakistan. They employed survey method by floating questionnaire which served as a tool for collecting research data. They found that employee turnover depends upon firm stability, pay level, industry, work situation, training and supervision. All these have effects on organizational effectiveness.

Another relevant study was conducted in the Netherlands by Marjole in Dielman and Fan Eilliam Harnmiejer (2006). This desk study explored on improving health worker's performance in search of promising practices. The study findings revealed that poor performance was a result of health staff not being sufficient in numbers or not providing is according to standards. The study revealed that there were various factors inhibiting staff retention in Netherlands health sector. They included personal life style related factors including living circumstances. Other factors relate to health system where HR policy and planning influence retention. The study further revealed that job satisfaction, influenced by health facility factors, such as working condition, management capacity and styles, professional advancement and safety at work place influence retention.

Another interesting study was carried out in Iran by Abbas et. Al. (2014). Through a cross-sectional research design, the study aimed at identifying factors affecting health workers motivation and retention in Shahid Beheshili University of Medical Sciences (SBUMS). The study revealed that the main motivating factors for health workers were good management, supervisors, and managers' suggest and good working relationship with colleagues. The study further revealed that unfair treatment, poor management and lack of appreciation were the main demotivating factors. Furthermore the study revealed that 47.2% of health workers believed that existing schemes for supervision were unhelpful in improving their performance. The study concludes that strengthening management capacities in health services can increase job motivation and retention.

Furthermore, another similar study was conducted in India by Sunil Ramlall (2003). The study intended to determine the factor that most significantly influences employee's decision to remain employed at a particular organisation and possible reasons for choosing to leave. Based on survey, observation and interview techniques, the study revealed that the location of the organisation and its compensation packages were paramount factors in retaining employees and that lack of challenge and opportunities at working place are the most factor contemplating leaving the organisation. For sustainable employee retention the study recommends that employers and the government must identify and critically understand the employee's needs regarding to career, family, education compensation and working condition and continuously meet the employee expectation.

A study by Rasoava (2015) titled, "Employee turnover rate and organizational performance in South Africa" aimed at validating whether curvilinear relationship subsist among performance of organization and the rate of employee turnover that informs possible rate of employee turnover for organizations in South Africa. A cross-sectional study was employed that collected quantitative data through the use of a self-administered questionnaire. The findings showed that, the rate of voluntary employee turnover extensively predicted financial and performance of organization through a cubic function.

A study by Mote (2014) titled, “An assessment of the impact of employee turnover on organizational performance: A case study of Barclays Bank Tanzania LTD”, aimed at assessing the impact of employee turnover on organizational performance. Data was collected through questionnaires, interviews and documentary review. Findings showed that salary is among the primary causes of staff turnover. The study also found that turnover causes reduction in effective service delivery.

Another study by Nyaga (2015) titled, “Assessment of employee turnover on organizational efficiency: A case study of International livestock research institute”, aimed at assessing the impact of employee turnover on organizational efficiency. The study employed descriptive research design in collecting quantitative data. The findings showed that organization experienced high employee turnover rates. The high rate of employee turnover is negatively impacting the organization.

2.6 Research Gap

The previous studies (Chikwe, 2009; Schneer, 1993; Brandmeir and Baloglu, 2004), related employee turnover and performance of public sector organizations conducted have concentrated more on the factors that causes employee turnover. They were not very specific on the contribution of resignation, discharges and transfer of employees on the productivity of the organization, service quality and accomplishment of tasks allotted in the organization. The study in hand focused on the contribution of employees’ turnover on the performance of Geita regional secretariat.

2.7 Summary of Chapter Two

This chapter reviewed literature on employee turnover and tried to link it with the performance of public sector organisations. Based on the reviewed literature, various causes and implications between the two variables have been realised. This chapter also identified the impediments for successful retention of workers such as motivation

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which guided the undertaking of this study. It describes the research approach, research design, study area, population and sample size as well as sampling procedures. This chapter also presents matters regarding data collection methods, validation of instruments, data analysis processes as well as ethical consideration.

3.2 Research design

Kothari (2004) defines research design as a comprehensive plan for data collection in order to answer research questions. In this study, a cross sectional research design was chosen, whereby data was collected at one point in time. The choice of cross sectional design was due to the fact that data for this study was collected once in the study area. Another reason for choosing this study was because time and finance was limited and therefore cross sectional research design was the appropriate design. The study used the mixed approach in which the quantitative data dominated over qualitative data. This is due to the nature of the research questions.

3.3 Area of the study

This study was conducted at Geita regional secretariat. The reasons for choosing Geita regional secretariat as a case study are evidenced by the Government Notice No.13 of 2012. The document shows that in not less than five(5) years, from 2008 to 2012 the secretariat continues to face critical employee turnover compared to other regions. The increased trend of resigned staffs, retiree, terminated since establishment has been a norm. Against such drop, this study intended to analyse the contribution of such a trend to the performance of an organisation.

Geita region is one of Tanzania's 31 administrative regions. The town of Geita is the capital. Geita gold mine is located within Geita region, 4 km West of the town of Geita. Geita region has an area of 20,054 km² and the population of 1.74 million people according to the national census 2012. The region was created in March 2012

from portions of the Shinyanga, Mwanza and Kagera regions. The region has five districts which are Bukombe, Chato, Geita, Mbogwe and Nyang'hwale (Geita regional profile, 2017). Districts within the region are divided into divisions, Wards, Villages/Mtaa and Hamlets/Vitongoji. Table 3.1 below shows the distribution of divisions, Wards and Villages by each district within the Region.

Table 3.1 Distribution of Administrative Units by District in Geita Region 2012

District	Division	Ward	Village
Geita	5	35	157
Bukombe	3	13	62
Chato	5	22	108
Mbogwe	3	16	82
Nyang'hwale	2	12	54
Total	18	98	463

Source: Geita Regional Commissioner's Office (2012)

3.4 Population of the Study

According to Best and Khan (1998), population is any group of individuals who have one or more characteristics in common that are of interest to researcher. Therefore, the population of the study was all 244 Geita Regional Secretariat employees.

3.5 Unit of Enquiry

Units of enquiry involved the following employees:-

- i. Regional Administrative Secretary,
- ii. Head of departments
- iii. Head of Units
- iv. Senior Staffs – A degree holder employees with 5 years' experience and above like Statistician, Internal Auditor, Economist, Human resource Officer and Lawyer
- v. Subordinate Staffs with ordinary ranks like Office attendant, Drivers, Clerks and Personal Secretaries.

3.6 Sampling frame

The elementary Units or the group cluster of such units may form the basis of sampling process in which case they are called as sampling Units. A list containing all such sampling Units is known as sampling frame. Thus sampling frame consists of a list of items from which the sample is to be drawn (Kothari, 2004). The Sampling frame of this study was obtained from the office of Geita Regional Secretariat.

Table 3.2: Population and sample size of the study

Employees	Population size	Sample size	% of representative	%of unit selected
RAS	1	1	100	1.1
Head of department	8	5	63	5.6
Head of Units	5	3	75	3.4
Other staff	230	80	35	89.9
TOTAL	244	89	36	100

Source: Research data (2017)

3.7 The Sample Size and Sampling Technique

3.7.1 Sample Size

The sample size was chosen from the targeted population using both probability and non probably sampling techniques. These were RAS, head of departments, heads of units, senior staff and subordinate staff at Geita regional secretariat. The sample size from the households was obtained by the following formula which is according to Bailey (1994).

$$n = N / (1+N (e)^2)$$

n =Sample size

N= Population of the study

e = Error of prediction

N= 244

e = 0.084

n =?

$$\begin{aligned}
&\text{Thus, } 244 / (1 + 244 (0.084)^2) \\
&244 / 1 + 244(0.084)^2 \\
&= 89.3 \\
&n = 89
\end{aligned}$$

Therefore the sample size was 89 officials who were given questionnaires to complete and 9 key informants who were surveyed using in-depth interviews thus making a total of 98 study participants. My unit of inquiry in this study was staff working under secretariat.

3.7.2 Sampling Technique

i. Purposive sampling technique

This is a non-probability form of sampling aiming at selecting interviewees in a strategic way according to research questions (Bryman, 2008). This technique was applied to RS-Geita Staffs like 1 (RAS), 5 (Head of department) and 3 (Head of Units) based on distinguished experience, knowledge and participation they own on various matters concerning employees so as to get relevant information for the study. Thus, a total number of 9 study participants was chosen for an in-depth interview.

ii. Simple random technique

According to Kamuzora (2008), simple random sampling is a probability sampling whereby all members have equal chance to be selected in a sample. This was employed to the cadres like Office assistant, personal secretaries, Registry assistant and senior staffs who are working in different department at Geita-RS and those have got equal chance of being selected. The researcher selected a sample of 89 employees from the population of 230 employees, and then he located names of all 230 employees on slips of paper and conducted a lottery.

3.8 Data collection techniques/Methods

Primary data sources were used by the researcher to collect data. The primary data are those data collected afresh from and for the first time and thus happen to be original (Kothari, 2004). Primary data collection was done using copies of a questionnaire and interviews.

3.8.1 Interviews

The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method was used through personal interviews (Kothari, 2004). Interviews were conducted to RAS, Head of departments and Sections who were knowledgeable with employee turnover issues including Administration & Human resources, Planning and coordination, Local Government sector, Health and social welfare, Education, Procurement, Account Section and Internal Audit. This method was preferred because it enables the researcher to understand respondent's inner feeling about the problem and also helps to control ambiguities between interviewer (Researcher) and Interviewee. The instrument was responsible for collecting qualitative data on the trend and contribution of employees' turnover on the performance of public sector organization.

3.8.2 Questionnaire

Kothari (2004) contends that this instrument consists of a number of questions printed or typed in a definite order on a form or set of forms where, a respondents can understand easily questions and answer accordingly. In this study, a structured questionnaire was utilised for collection of quantitative primary data from a sample of 89 employees sampled through random sampling. The researcher administered the questionnaire to obtain information from Geita secretariat. The researcher's choice to use the questionnaire on most of the respondents was based on the nature of the study design which attracted more numerical data to be collected and analysed. It also ensured anonymity during data collection which enabled the respondents to respond genuinely without fear of identification. The study used a close-ended questionnaire with a Likert scale format as seen in annexure.

3.9 Data Analysis Procedure

The study relied on both descriptive statistics in the analysis of quantitative data as well as content analysis for analysis of qualitative data. The collection of qualitative data revolves primarily on constructivist perspectives (that is various meanings of individual experience, meanings in historically and socially constructed. with an intention of developing a theory or pattern) or advocacy/participatory perspectives (that is political, issue-oriented, collaborative. or change oriented) or both. In this study, a researcher collected data on open-ended, emerging data with the primary intent of developing themes from the data collected (Creswel, 1998). Qualitative data in this study was analyzed through thematic analysis. Thematic analysis involves the sorting of related themes and then represented in the study (Kothari, 2004). Quantitative data on the other hand was analysed descriptively through the use of Statistical Package for Social Sciences (SPSS) program, which summarized the data in frequencies represented in charts and tables.

3.10 Validity and Reliability

The data collected in the field needs to be checked for both its validity and reliability, this enables determination of the outcomes (Saunders *et al.*, 2007). In this study validity and reliability was given highest priority by making sure that questionnaires and interview guides are use in getting information that is valid and reliable for analysis. Use of both interview guides and questionnaires helped in making sure that data is precise, wide but also detailed.

The review by people having a good understanding of formulating questionnaires was conducted in order to make sure that questionnaires collect appropriate information required in the study. A pilot study was conducted before conducting the study in order to pretest the data collection instruments. Conducting a pilot study before conducting the research is very essential (Aina, 2002). The idea of doing pilot study is also supported by Bell (2005).

3.11 Ethical Considerations

Ethical considerations were followed to prevent ethical dilemmas in conducting this research. To ensure ethical conduct of the study, the permission to conduct this study was obtained from Geita Regional Secretariat. An informed consent was informed from all respondents. The respondent's rights to maintain self respect and dignity were observed through protection from psychological risk during the study. As the study is non experimental, the research assumed that no physical and psychological risk were involved. To ensure confidentiality, only the code numbers were used instead of names.

3.12 Chapter Summary

This chapter provided the methodology of the study. The study used a cross sectional research design. The design is characterised by a mix of quantitative and qualitative sequential approach from a multiple cases. The chapter details the study instruments and the sample size of 98 which were subjected to questionnaires and interviews. Both, probability and non-probability sampling techniques were involved in the study. The chapter also details the mechanism used to ensure validity, reliability of results and the ethical standards.

CHAPTERFOUR

PRESENTATION AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter presents, analyses and discusses the research findings in line with the objective of the study. This study sought to; assess the perceptions of officials on factors contributing to an increased employee turnover; identify the extent to which the level of resignation of employees contribute to job performance; examine the trend to which discharges of employees contribute to job performance; as well as determine the extent to which the transfer of employees contributes to job performance in the study area. This chapter is organised under six sub-sections as follows: Demographic profile of the study participants (4.2); perceptions of public officials on factors fueling employee turnover (4.3); contribution of employees' resignation on productivity of the organization (4.4); employees discharges and its contribution in the service quality (4.5); transfer of employees and its contribution on the accomplishment of tasks (4.6). The chapter finally presents the chapters' summary (4.7).

4.2 Demographic Profile of the Study Participants

Available literature shows a significant link between basic demographic information (gender, age, education and working experience) and employee turnover. In this study, demographic data were utilized to assess whether employees' turnover had anything to do with the performance of public sector organization. The rationale behind this was to show the distribution of the respondents and helps the reader to understand how relevant the information is collected from the sample in presenting the target population.

4.2.1 Gender of Respondents

The findings with regard to gender of respondents show that 58 (65.17%) of the respondents were male and 31 (34.83%) respondents were female (see Table 4.1). These findings imply that Geita regional secretariat has more men employees compared to the number of women employees. In this regard gender balance at work is still a challenge. Essentially, the information on the gender of respondents was

important towards understanding gender concerns of employee turnover in the study area. However, this was not the main focus of the study.

4.2.2 Age of Respondents

Findings on regard to the age of respondents show that 18 (20.22%) of the respondents had the age between 26 and 30 years, 41 (46.07%) of the respondents had age between 31 and 35 years, 18 (20.22%) of the respondents had age between 36 and 40 years; 4 (4.49%) of the respondents had age between 41 and 45 years and 8 (8.99%) of the respondents have age above 45 years (see Table 4.1). According to these findings, majority of respondents had age between 31 and 35 years. This is not surprising because Geita region is one of the nearest regions established in the country. The information on the age of respondents was important towards understanding employee turnover in the public sector within the age lens of the respondents.

4.2.3 Education level of Respondents

Findings on the education level of respondents show that, 11 (12.36%) of the respondents had certificates, 16 (17.98%) of the respondents had diploma, 54 (60.67%) of the respondents had bachelor degrees and 8 (8.99%) of the respondents have master degree (see Table 4.1). These findings show that majority of respondents have bachelor degree. For a newly established region majority of those who are employed are those who have just graduated from universities. In that regard it is not surprising that findings that the majority of employees of Geita regional secretariat are bachelor degree holders. The information on the education level of respondents was important to linking education level and employee turnover in the public sector. These results imply that the general education level of officials in Tanzania's public sector is comparatively average. There are two probable explanations for this. First, Geita secretariat is not much attractive for highly educated persons. And second, people with high education qualifications might rather continue searching for the elusive employment than launch their focus in the decentralised structures of Tanzania.

4.2.4 Working experiences

Findings on regard to the working experience of respondents are as follows; 8 (8.99%) respondents has worked less than a year, 6 (6.74%) respondents worked for a period ranging from 1 to 2 years, 58 (65.17%) respondents worked for the period ranging from 3 to 4 years and 17 (19.10%) respondents worked for a period ranging from 5 years and above (see Table 4.1). According to these findings the majority of respondents had worked in Geita regional secretariat for a period ranging from 3 to 4 years. This finding is not surprising because most of the employees are newly employed in the region. Seemingly, the information on the work experiences of respondents was important towards linking level of experiences and employee turnover in the public sector. The findings of this study also have the similar trends with other conducted in Tanzania context. Even though majority of public servants are more educated they reside more in urban and peri-urban than rural or remote located areas.

Table 4.1: Summary of Demographic Profile of the Study Participants

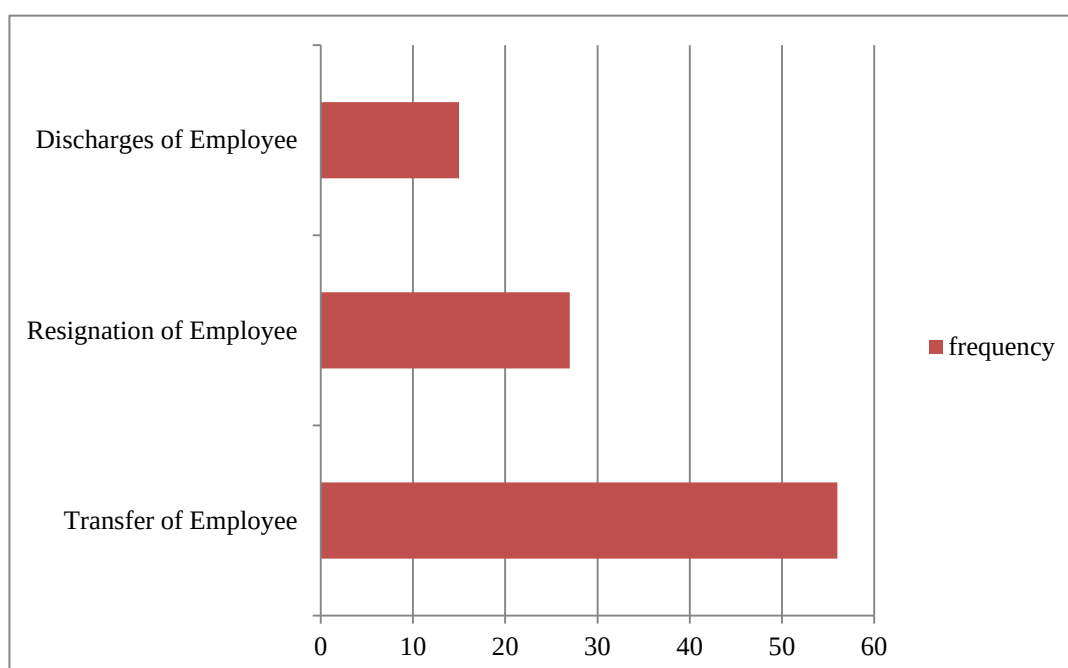
Variables	Categories	Frequency	% Percentages
Gender	Male	58	65.17
	Female	31	34.83
	Total	89	100
Education Level	Certificate Level	11	12.36
	Diploma	16	17.98
	Bachelor Degree	54	60.67
	Masters	8	8.99
	Total	89	100
Age	20 – 25	0	0
	26 – 30	18	20.22
	31 – 35	41	46.07
	36 – 40	18	20.22
	41 – 45	4	4.49
	Above 45 years	8	8.99
	Total	89	100
Working Experiences	0 – 1 (Less a year)	8	8.99
	1 – 2 years	6	6.74
	3 – 4 years	58	65.17
	5 and above years	17	19.10
	Total	89	100

Source: Researcher (2017)

4.3 Perceptions of public officials on factors fuelling employee turnover

The first objective of the study was to assess the perceptions of public officials on factors fueling employee turnover. As it can be seen in Figure 4.1, public officials in Geita secretariat reported various factors contributing to an increased employee turnover, as presented in Table 4.1.

Figure 4.1 Perceptions of Public Officials on Factors Fueling Employee Turnover



Source: Field Survey Data (2016)

The findings indicate that the trend of employees' turnover in Geita Regional Secretariat is not determined by a single factor but by a multi-dimensional of factors. Of all factors analysed by the study, transfer of employees was mentioned by 56 participants (57.14%) as highly ranked to fuel employees' turnover in the study area. This implies that, despite implementation of various retention strategies in the study area, more number of employees vacate to other areas compared to those who join the secretariat for various reasons. Seemingly, this is partly contributed by a mismatch between retention strategies and local context working specific demands in Geita Regional Secretariat. This finding shows how unprepared Tanzanians public officials are in adapting working at various

geographical areas in the decentralised structures of the government. One of the public officials in Geita Regional Secretariat had this to say during an interview:

Mh!.... I doubt if a high proportion of public officials would wish to stay in this region, mainly because the working environment is not promising and there is also a small budget for implementing retention strategies of public officials in our local settings.

This is a surprising finding considering the many flow of funds from the national government offered to the decentralised structures of the Government of Tanzania including the secretariat to empower officials and communities to meet their local needs. With the low level of retention among public officials at the decentralised level in Tanzania, it is not surprising that performance of those structures towards meeting their objectives may be compromised.

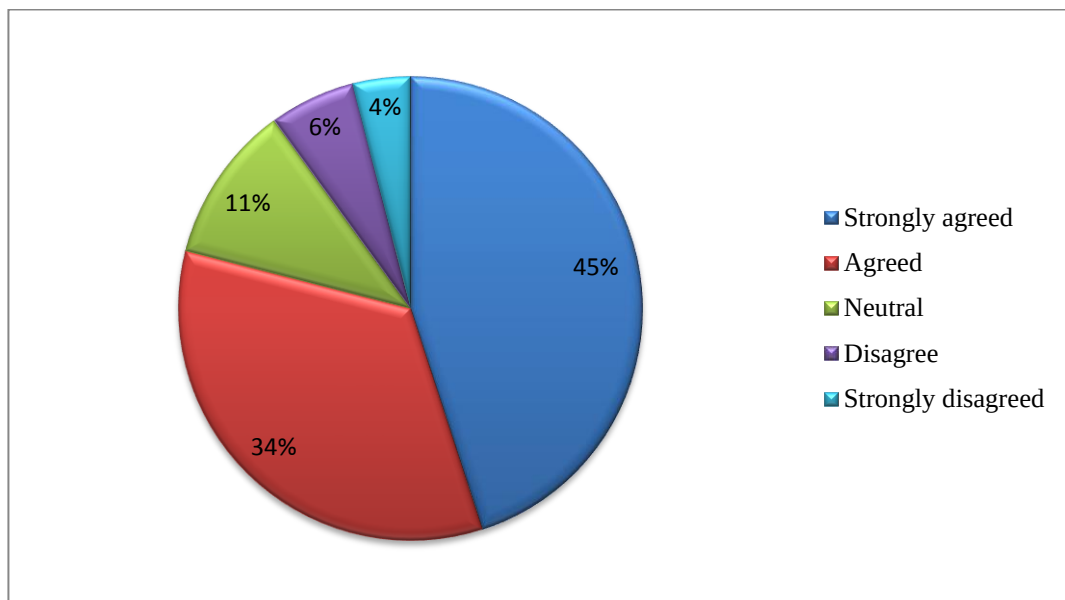
Because of that situation, public officials at the decentralised level have in turn placed their trust on either living in peri-urban or urban areas, and have ipso facto, become vehicles of the switching from one public structure to another. The findings of this study are consistent with the LGRP report by REPOA on impacts of local government reform programme in Tanzania from 1998 to 2008 shows that an estimated 60 percent of the local populations have not met their needs possibly due to regular switching of public officials in their working areas (REPOA, 2009).

On contrary, the study's findings do not concur with the Tanzania's Local Government Reform Programme (LGRP) adopted in 2000 to mainstream the local ownership and participation perspective in all its local policies and programme. With the difficulties to develop decentralised structures, the document seems to be utopia rather than reality. Hence progress in implementing LGRP as a Policy output has not yet harmonized by effective implementation. Actually, the big gap stands between the principles analysed in the policy and their implementation. These negative perceptions create a barrier for retention of public servants in decentralised structures.

4.4 Effects of Employees Resignation on Productivity of the Organization

The second objective aimed to determine the contribution of resignation of employees on the productivity of the organization. In order to achieve this objective, a researcher first wanted to establish whether resignation of the employees affect productivity of the organization. The findings were as follows; 45% of the respondents strongly agreed that resignation of the employees affect productivity of the organization, 34% of the respondents agreed, 11% of the respondents were neutral, 6% of the respondents disagreed and 4% of the respondents strongly disagreed (see Figure 4.1). According to these findings a relatively high proportion of the respondents strongly agreed that resignation of employees affect productivity of the organization. Resignation of the employees does affect the productivity of the organization in the sense that man power to be used in productivity is reduced. On the other hand, resignation of the employees shows a bad indicator for the remaining workers regarding the organization, meaning that the administration might not be good to workers that some workers decide to resign.

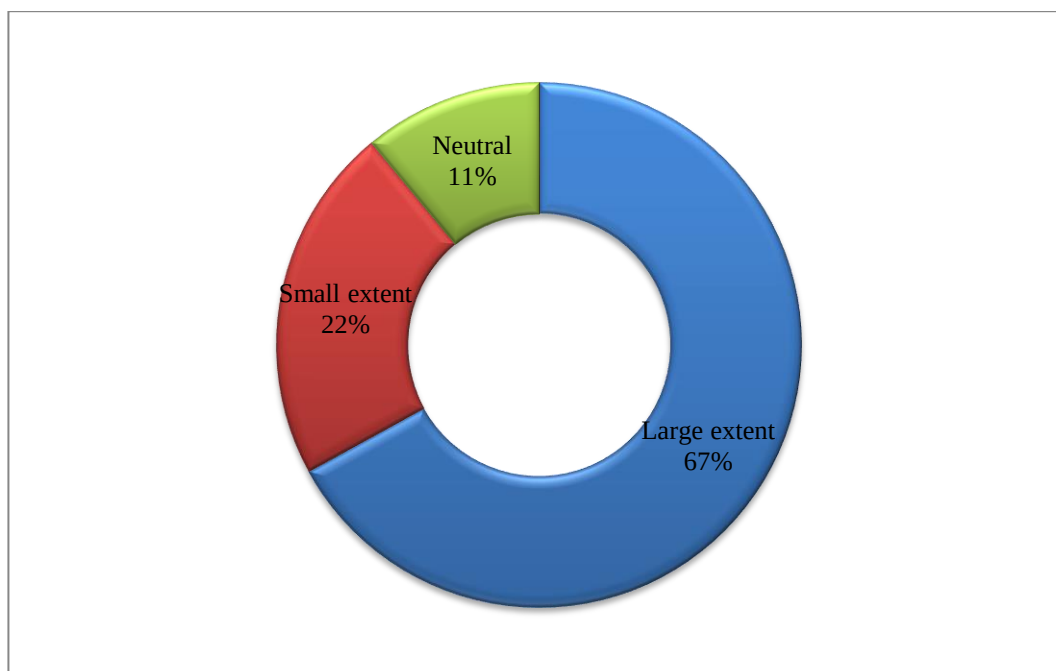
Figure 4.2: Resignation of Employees and Productivity of the Organization



Source: Survey data, 2017

Secondly, the researcher wanted to know the extent to which resignation of the employees affects productivity of the organization. The findings were as follows: 67% of the respondents said that resignation of the employees affects productivity of the organization to a large extent, 22% of the respondents said it is on a small extent and 11% of the respondents were neutral (see Figure 4.2). According to these findings, the majority of the respondents said that resignation of the employees affects productivity of the organization to a large extent.

Figure 4.3: Resignation of Employees and Its effects on productivity



Source: Survey data, 2017

Researcher also conducted the interview with key informants to explore the relationship between resignation of employees and the productivity of the organization. One among the interviewed key informants admitted the following;

...actually resignation of employees has effect on the productivity of the organization because productivity of the organization depends on a given number of employees. Now the reduction of that number of employees has effect on the productivity of the firm. Resignation of employees increases the workload on the remaining employees resulting into lower productivity of the organization...(RAS)

Researcher also conducted the interview with the head of administration and human resources in order to establish his views on the effect of resignation on the productivity of the organization. The head of administration and human resources agreed that resignation of the employees has effect on the productivity of the organizations; he had something to say as quoted below;

...resignation of employees has effect on the productivity of the organization in the sense that, when employees resign from the organization it implies that there is something wrong in the organization. The result of it is that the remaining employees in the organization will never work to the better extent due to having negative effect with the organization...(Head of Administration and Human Resources)

The interview with the head of planning and coordination also revealed that resignation of the employees has effect on the productivity of the organization. This was as quoted below;

...resignation of employees in an organization is a bad indicator that an organization is not properly managed. The result of it is less productivity of the organization due to little commitment employed by employees in the organization...(Head of planning and coordination department)

Just as has been evidenced by the study findings above, it is blatant that resignation of employees has a negative effect on the productivity of the organization. In most cases customer irritation and low staffing morale leads to high staff turnover (Firth et al., 2004). Customer irritation plus low staffing morale has led to a large number of employees who decided to leave the organization they were working before. Since the findings have shown that resignation of employees has effect on the productivity of the organization, it is realized that the turnover of staff results in an extra work load for the remaining staff members' performance. This has effect at the end of the day on the productivity of the organization.

If a work which was to be done by five people for example is left to be done by two people, the effectiveness of that work will be low; it will force those two people to work for extra hours in order to complete that task. The result of it is less efficiency of the work done. If this happens the productivity of the firm will be low. A study by Denvir and McMahon (1992) also evidenced that resignation of employees not only

leads to low productivity of the organization but also faith of the organization goes down. An organization whose employees just resign from time to time threatens new recruits to apply jobs in search organization. This is because they also think that the working environment is not good for them.

Employee need to work with an extra time or hours so as to compensate the work of employees who left job (Mathis and Jackson, 2007). This decreases the productivity of the organization. For the effective work, the correct number of employees should be tasked to work together. The decision of Employee to resign job is subjected with two; firstly, the perception for ease movement, that refers to evaluation on perceived alternative or opportunity and secondly, perceived desirability of movement, this is influenced for instance by job satisfaction (Morrell et al., 2001). In other words employees resigning from the organization is either looking for greener pastures or are not comfortable with the former working conditions. As a result, high rate of turnover increase work load and stress to others, reduced morale to team work and at the end, employees whom management believed were high performer also resigns.

The findings from questionnaires distributed to other staff and the interview conducted to RAS and the heads of administration and human resources and planning and coordination has shown that resignation of employees has effect on the productivity of the organization. Some of the effects that were mentioned include low productivity of the organization and low morale of workers in doing work. Resignation of employees has affected the productivity of the organization in the sense that the number of workers remaining in the organization after resignation of some employees increases work load to the remaining employees hence leading to low productivity of the organization.

On the other hand resignation of employees is a bad indicator on the way the organization is managed and for matter the commitment of the remaining employees in the organization remains low because they lack confidence in the organization. An employee who is confident in the organization he/she is working is more committed in such organization compared to the one who is not confidence. The findings to this study are similar to the findings by Ton and Huckman (2008),

who also found that resignation of employees, has some impact on the performance of organization. In that manner we are confidence that resignation of employees has effect on the performance of the organization.

4.5 Employees discharges and its contribution in the service quality

The third objective aimed at examining the contribution of employee discharges of employees on the service quality provided to clients. In order to achieve this objective researcher assessed the following; first, researcher wanted to know whether discharges of employees has effect on the service quality provided to clients. Findings were as follows; 56% of the respondents strongly agreed that discharges of employees reduces the quality of services provided to clients, 33% of the respondents agreed, 5% of the respondents were neutral, 4% of the respondents disagreed and 2% of the respondents strongly disagreed (see Table 4.2). According to these findings majority of respondents strongly agreed that discharges of employees affect service quality provided to clients.

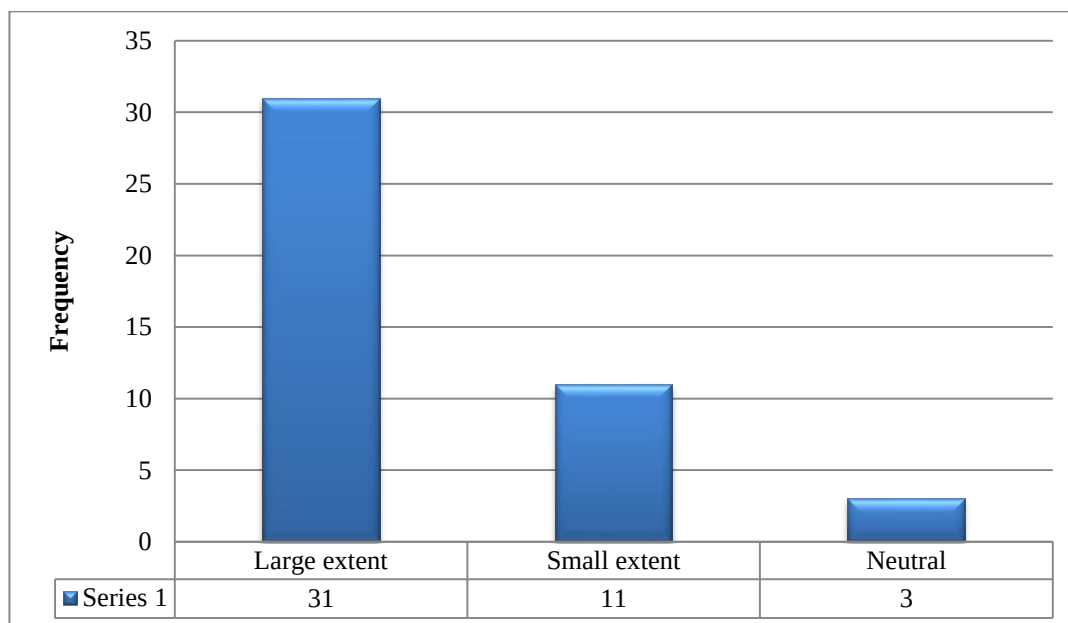
Table 4.2: Discharges of employees reduces the quality of services to clients

Parameter	Frequency	% Percentage
Strongly agreed	45	56.0
Agreed	26	33.0
Neutral	04	5.0
Disagree	03	4.0
Strongly disagree	02	2.0
Total	80	100.0

Source: Survey data (2017)

It was also the interest of the researcher to establish the extent to which discharges of employees reduces the quality of services provided to clients. The findings show that; 69% (31) of the respondents said discharges of employees affect quality of services provided to clients, 25% (11) of the respondents said the extent is small and 6% (03) of the respondents were neutral (see Figure 4.3). According to these findings the majority of the respondents said discharges of employees reduce the quality of services provided to clients.

Figure 4.4: Extent to which discharge of employees reduces quality of services



Source: Survey data (2017)

The interview with the head of local government sector revealed that discharges of employees has effects on the quality of services provided to clients, as quoted below;

...an organization which discharges its employees more often is in a risk of not being in a position to deliver better services to the clients. For the organization to provide better services to its clients it has to make sure that discharges of employees are only those that are aimed at improving service quality to clients, otherwise the remaining employees will not be in a position to provide better service to clients due to fear of being discharged any time...(Head of local government sector)

The interview with the head of health and social welfare also revealed that discharges of employees reduce quality of services provided to clients, as as quoted below;

...actually discharge of employees without a significant reason may lead to poor services delivery to clients. This is due to the fact that fear may be resulted to the remaining clients in the organization. Better service provision to clients is done better by employees who are having no fear of being discharged at any time. Such employees will feel being part of the organization and as a result will provide better services to the clients...(Head of health and social welfare)

The discharges of employees are initiated by the employer. Some of the reasons leading to the discharge of employees include the violation of rules and regulation, incompetence, laziness of employee, fraud or lying, insubordination, excessive use of alcohol, absenteeism, bring loss to employer and doing action which is against code of ethics and conduct. The discharge of employees based on low performance, personal differences between employee and the employer, misconduct, or different motive related to employee's manners has been an essential aspect of the in relationship for employment in different countries (Mollel et al., 2004).

The agreement on collective bargaining protects the employee on unfair or unusual discharge for them by arbitration and grievances procedures. Ndemo (2006) classified the discharge of employee as employment termination due to lack of experience, improper skills, physical ability or psychological qualifications; unwilling to perform work; bad manner and positive misconduct like violation of rule and regulation, insubordination, corruption, fighting or aggressive, and intoxication. Regardless with reason for the discharge of the employees, its effect on the service quality provided to clients still persists. A study by Rankin (2006) evidenced that discharge of employees' results into poor service quality to clients.

This does not imply that employees who are convicted should not be expelled in the organization rather it means that the expulsion of employees should only be to those who are convicted and not unnecessary conflicts between employers and employees. The main point around this is that the expulsion of qualified employees in the organization leaves the remaining workers with little knowledge on how to maintain

better service to the clients. The availability of the experienced and more qualified workers enables the transfer of knowledge to the newly recruited workers on how to maintain service quality to clients. Now the discharge of such employees leads to poor service quality of the workers that remain behind.

Another study by Ton and Huckman (2008) also evidenced that discharge of employees results into poor service quality to clients. A study by Firth et al. (2004) revealed that, the rate of discharge was connected with the growth of the economy. This is due to employment protection that's manageable under contract agreement, the rate of discharge expected to be minimal among the union of workers with their agreement compared to non union workers.

The findings obtained through questionnaires from the other staff and the interview with heads of local government sector and health and social welfare show that discharges of employees more often without significant reasons leads to poor service delivery to clients. A study by Mathias and Jackson (2011) also found that discharges of employees leads to poor service delivery if the discharge is on personal circumstances other than achievement of the organizational goals. Discharge of employees should aim at the achievement of the organizational goals and not otherwise. If the discharge of employees is on personal conflict between the management and employees then poor service delivery to clients for the remaining employees is vivid.

The second objective meant to determine the effect of discharges of employees on the service quality provided to clients. The findings have revealed that discharges of employees have effect on the service quality provided to clients. Discharges of employees more often leads to poor service delivery to clients by the employees remaining in the organization because they are in fear of being discharged any time and for that matter they will not feel part of the organization.

4.6 Transfer of employees and its contribution on the accomplishment of tasks

The fourth objective aimed at determining the effect of transfer of employees on the accomplishment of tasks allotted. In order to achieve this objective researcher assessed the following; first researcher wanted to know when transfer of employees affect accomplishment of tasks allotted. The findings are as follows; 78% of the respondents strongly agreed that transfer of employees affect the accomplishment of tasks allotted, 8% of the respondents agreed, 8% of the respondents were neutral, 5% of the respondents disagreed and 1% of the respondents strongly disagreed (see Table 4.3). According to these findings, to the majority transfer of employees has effect on the accomplishment of tasks allotted.

Table 4.3: Transfer of employees affect accomplishment of tasks allotted

Parameter	Frequency	Percentage
Strongly agreed	62	78.0
Agreed	06	8.0
Neutral	06	6.0
Disagree	04	5.0
Strongly disagree	02	1.0
Total	80	100.0

Source: Survey data (2017)

The researcher further sought to establish the extent to which transfer of employees affect accomplishment of tasks allotted in the organization. Findings show that, 81% of the respondents said that transfer of employees affect accomplishment of tasks allotted to a large extent, 13% of the respondents said to a small extent and 6% of the respondents were neutral on the subject matter (see Table 4.4). Majority of the respondents agreed that transfer of employees affect the accomplishment of tasks allotted.

Table 4.4: Transfer of employees and its contribution on accomplishment of tasks

Parameter	Frequency	Percentage
Strongly agreed	50	81.0
Agreed	08	13.0
Neutral	04	6.0
Total	62	100.0

Source: Survey data (2017)

Then interview with the head of education department revealed that transfer of employees has effect on the accomplishment of tasks allotted. This was as quoted below;

...transfer of employees has effect on the on the accomplishment of tasks, take for instance in education sector, the transfer of teachers without the replacement with other new teachers increases the work load to teachers remaining in the former school. This in turn leads to the non coverage of the syllabi in schools...(Head of education department)

The interview with the head of procurement department also acknowledged that transfer of employees affect the accomplishment of allotted tasks. This was as quoted below;

Obviously, the transfer of employees has effect on the transfer of employees on the accomplishment of tasks allotted. This is due to the fact that in each task in place there are a recommended number of employees to accomplish that task; therefore the transfer of some employees will lead automatically to non completion of the tasks allotted. In that meaning it is obvious that transfer of employees leads to non completion of tasks in other departments...(Head of procurement department)

A transfer implies a lateral movement of an employee in the hierarchy of positions with the same pay and status. Transfers may be either company initiated or employee initiated. In fact, a transfer is a change in job assignment. It may involve a promotion, demotion or no change at all in status and responsibility. Transfers from one job to another may be either temporary or permanent. Temporary transfers may be due to; temporary absenteeism, shifts in the workload, vacations. Permanent transfers may be due to shifts in the workload, vacancies requiring the special skill of the transferred employee and ill health of the employee.

Transfer requests might come from the worker himself, from his superior, from the head of another department or may be made necessary by changes in the volume of trading activities. When the transfer request comes from the employee himself, it is because he does not like the work or the place of work or the co-workers. Requests for transfers should be favorably considered especially when it comes from an employee. The unsatisfied employee is more of a liability than an asset. It is true that no company can comply with all requests for transfers.

Transfer of employees as has been stated in the findings has also some problems which in turn lead to lack of accomplishment of tasks allotted. An employee who is transferred unwillingly to the new work station is not likely to perform better in that organization. This is due to the fact that, the transferred employee may not be satisfied with the new work station. A good example is the current event of transferring some arts secondary school teachers to primary schools. Majority of these teachers were not comfortable with the transfer. In search a circumstance the performance of such teachers in accomplishing the tasks allotted is in doubt.

The shifting of employees on the other hand may lead to inconvenience to employees. Inconvenient employees in most circumstances cannot accomplishment tasks allotted to him/her. In another arena the transfer of employees may lead to employees who may not fit in the new location. Taking the same example of the secondary school teachers who have been shifted to primary schools; these teachers used to use English as the media of instruction in secondary schools, now forcing these teachers to primary schools where the media of instruction is Kiswahili may results into lack of accomplishment of tasks allotted to them. At the same time if those shifted teachers are the one that were competent then the organization remains with workers who are not competent; the result of it is non-accomplishment of tasks allotted to them.

The findings obtained from questionnaires and interview conducted to heads of education and procurement departments have shown that transfer of employees have effect on the accomplishment of tasks allotted. Transfer of employees from one organization to another reduces the workload in another department and for that matter leads to the accomplishment of tasks in the organizations where transfer took place. A study by Turban and Greening (1996) also found similar results to the findings of this study. They found that transfers of employees without replacement leads into non achievement of the goals of the former organization.

The study further aimed at determining the effect of transfer of employees on the accomplishment of tasks allotted. The findings revealed that transfer of employees leads to non completion of the tasks allotted in the organization. Non completion of the tasks allotted results into non accomplishment of tasks allotted in the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

- i. The study examined the contribution of employee turnover on the performance of Public Sector Organization, by using Geita Regional Secretariat as the study case. The specific objectives of the study are as follows: To assess the perceptions of officials on factors contributing to an increased employee turnover
- ii. To identify the extent to which the level of resignation of employees contribute to job performance
- iii. To examine the trend to which discharges of employees contribute to job performance
- iv. To determine the extent to which the transfer of employees contributes to job performance in the study area. The study utilized a sample size of 98 study participants.

A total of 89 employees from Geita regional secretariat was sampled using random sampling techniques. These were given structured questionnaires to complete. The Questionnaires were distributed to senior and subordinate staff. Furthermore, the study drew 9 study participants purposively. Interviews were conducted with RAS, heads of departments and units. The study relied on both descriptive statistics in the analysis of quantitative data as well as content analysis for analysis of qualitative data.

Overall, the study found that the trend of employees' turnover in Geita Regional Secretariat is not determined by a single factor but by diverse factors. Regarding the factors analysed by the study, transfer of employees was found to lead in fueling employees' turnover in the study area. This implies that despite implementation of various retention strategies in the study area, more number of employees vacate to other areas compared to those who join the secretariat for various reasons.

Seemingly, this is partly contributed by a mismatch between retention strategies and local context working specific demands in Geita Regional Secretariat. This finding showed how unprepared Tanzanians public officials are in adapting working at various geographical areas in the decentralised structures of the government. This is also a surprising finding considering the many flow of funds from the national government offered to the decentralised structures of the Government of Tanzania. This include the secretariat to empower officials and communities to meet their local needs.

5.2 Conclusion

Based on these findings, the study concludes that failure of the Tanzanians public officials to adapt working conditions at various geographical areas in the decentralised structures of the government have, *ipso facto*, made public officials become vehicles of switching from one public structure to another. Consequently, the study realized decreasing performance of accomplishment of tasks allotted, which translates to poor performance of Geita Regional Secretariat in meeting her objectives.

5.3 Recommendations

In view of the findings, the study advances a number of recommendations. These include a need to review country's coherent policy guidelines and legislation on the National employment policy of 2008 to address how to cater for employees' specific needs in decentralized structures for retaining government employees while focusing on demand and supply side needs of the public sector organisation.

The study stresses on a need for employers and Head of Departments to make an opportunity for career development and training to employees. The study also recommends the need to appreciate employee inputs, reduce work boredom as well as involve employees in decision making.

The study further emphasizes on building supporting institutions for retention of human resources at the local level in order to ensure and maintain the state of the sustainability of investments of decentralization reforms. Equally important, failure to monitor the transfer of employees in public decentralized structures like regional

secretariat compromises the organization performance trend. The study recommends for various interventions for strengthening performance of decentralised structures.

Recommendations to Regional Secretariat in Geita:-

- i. Employer, Head of Sections and Units have to make opportunities for career development in the organization. This may improve creativity, skills, knowledge, innovations and competence of employees in their Organisation.
- ii. Employees should be recognized by employers when they perform better and meet Organisation goals. Head of Sections and Units should give feedback to their subordinates to understand what they perform and the challenges in place. The gaps specifically in appointment positions should be replaced by internal employees who are experienced and meet qualifications of that position. That indicates some recognitions and appreciation for internal employees.
- iii. Working conditions should be improved in the organization. The improvement of working conditions tends to motivate employees to do works effectively and efficiently. Unconducive environmental condition have a tendency to demoralize employee's performance. This can easily make employees move into other organization which they hope to be comfortable in provision of service to the customers. Organizations should be aware with health of employees by providing Health insurance (NHIF), fire rescue (fire extinguishers) and improving working facilities like office furniture.
- iv. The line Management and Employer have to involve employees in decision making in organisation. Employees will feel as part of Management and brings a total working support to their supervisor for the performance of Organisation.
- v. Employer needs to appreciate employee's inputs when they attain goals in organisation. Appreciation for hard workers should not done in May day for Public servant but also in any moment by acknowledgement letter,

recognition cards and placing pictures in the notice board when an employee does an extra performance in the organisation.

- vi. Employer should minimize work boredom to the employees. When job descriptions and reality performance of employees are not equivalent, it tends to get the works boring. Employees could perform task which are not in their range of experience and not analyzed according to their cadres. For example, findings revealed that, a Human resource officer was assigned to practice a job description of Labour Officer II because Regional Secretariat did not have a person for such qualifications. This brings bore dome to that human resource Officer which can make him/her easily bored.

5.4 Policy implications

The Public Sector is very important institution because of their roles of providing services to the people. The failure of Public sectors brings failure to the Government because these institutions are governed by the Government to serve the public within their area of jurisdictions. Human resources in these public sectors are very significant assets to make great performance or failure of organisation according to their experience, skills and knowledge. There is a need for employers to retain human resources for the better future of public sectors and provision of quality service.

Employee turnover in public sectors is costing and affects service provision of organisation. It needs replacement of employees by filling the left gap though it's difficult to get the experienced and skilled one in vacancies. Retaining of employees is very crucial process and employers are advised for implementation in order to increase efficient and effectiveness of organisation performance.

The Government introduced the National employment policy of 2008 to strengthening employment matters in Public and Private Sectors within Tanzania context. According to research findings, the followings are recommended for better and quality service of Public sector based on policy implications; firstly, Improvement in capacity building programs to the employees within the Public sectors. The National employment policy of 2008 further emphasizes on

Government efforts in collaboration with stakeholders to improve skills for vulnerable, marginalized, disability people, women and Youth to participate in productive activity.

These groups are also involved in public sectors but the government have not yet put enough effort to capacitate them for the better improvement of service delivery within the Organisation. The Government should support employees for training and development in (on job training) and through government institutions. Training programs (TNA) and financial budget through MTEF have to be implemented according to plans. This can increase knowledge and skills to employees for better performance of public sectors.

The researcher recommends that employees should be recognized in their work places so as to motivate them for increasing efficiency in service provision. Employers need to introduce this culture to the organisation or the public sectors because it does not cost a massive public fund. Cards, allowances and recognition letter should be addressed to the hard workers.

In addition, the national employment policy of 2008 addresses the improvement of working environment in Public and Private Sectors. This is not implemented effectively in Public sectors especially in Geita Regional Administrative Secretariat because the Public Office uses the Private building to deliver services to the Public. The government is advised to build the Public Office in accordance with the number of employees in the public sector and supply enough office accommodations in accordance with the requirements.

Furthermore, the government has to apply promotions in accordance with the public service act of 2002 and its regulation of 2003. The laws state that "*employees have to be promoted from the one position to another after every three years and on bases of OPRAS systems and education qualification*". The researcher observed that employees were just meeting the requirement but failed to have timely promotions which made others quit the Organisation. Employers have to look on promotion for those who meet requirement after returning from schools for the better stay of skilled employees and improve quality of service to the Public Sector.

In the same view, apart from the National Employment Policy and Compensations policy, the Public sectors as an institutions need to introduce retentions Policy for employees who are working in Organisation. This will help to bind employees who are returning from training institutions for further studies to remain in the same organisations for a longer time.

Moreover, the line Managers who are the Heads of Section and Unit should improve means of communication with their subordinates. They need to provide feedback to employees and involve them on decision making when needed. However, the Government has to increase salary and increments to the employees at least annually. This will help employees to be retained in the Public sector. The view point of this study is that the analyzed measures can retain employees in the Public Sectors and improve the quality of services.

5.5 Suggestion for further studies

The study recommends that more research should be conducted on emerging trends of employee in the performance of Public sectors. A mix of qualitative and quantitative approach was used in data collection and analysis. Apart from Public Sectors, there are some areas which need more emphasis. These include Private sectors. They have to put in place mechanisms as strategies to retain employees as significant assets in the provision of quality services and better performance.

REFERENCES

- Armstrong, M. (2006). *Human Resources Management Practices*, 10ed, London & philadephia
- Armstrong, M. and Armstrong, M. (2011). *Armstrong's handbook of strategic human resource management*, 1st edn, London, Kogan
- Bailey K.D. (1994). *Method of social research*, 4thed, New York.
- Bell, J. (2005). 4th edn. *Doing your Research Project: A guide for first-time researchers in education, health and social science*. Maidenhead: Open University Press.
- Best, J.W & Kahn, J.V. (2004). *Research in education*. New Delhi: Prentice hall of India.
- CIPD (2008a). *Survey of Recruitment, Retention and Turnover*, CIPD, London
- Creswell J..W (2003). *Research Design, Qualitative, Quantitative And Mixed Methods Approaches*, 2ed, University of Nebraska, Linkoln.
- Crowther, D. and Lancaster, G. (2012). *Research methods*. New Jersey: NJ Wiley.
- Denvir, A. and McMahon, F. (1992). “*Labour turnover in London Hotel and Cost effectives of preventive measure*”, International journal of Hospitality Management.
- Firth, C Mellor D J, Moore K.A & Loquet, C. (2004). *how can managers reduce employees intention to quit?*, journal of managerial Psychology, Vol 19(2), PP170-187
- Herzberg, F. (1954). *Work and the Nature of Man*, Boston, Granada Publishing

- Kombo and Tromp. (2006). *An introduction proposal and thesis writing*, Kenya, Nairobi GPO
- Kothari,C.R. (2004). *Research Methodology; Methods and techniques* (2nded) New Delhi, WishwaPrakashan.
- Mathis, R. & Jackson, J. (2011). *Human resource management: Essential perspectives*, London, Cengage Learning.
- Mobley W.H. (1982). *Employee turnover, Causes, consequences and Control*, Addison Wesley Reading.
- Maslow, A.H. (1943). *Motivation and Personality*, New York, Harper & Row
- Mollet K M, Loan-Clarke J & Wilkson J. (2004). *Organizational Change and employee turnover*, Personal review, Vol 33(2) PP 161-173.
- Ndemo J. (2006). *Factors leading to employees turnover in the Directorate of Investment and Resource mobilization (DIRM)-UDSM and their impact on the directorate performance*.
- Newell, S., & Shackleton, V. (2000) *Recruitment and Selection*, In S. Bach, & K.Sisson (Eds *Personnel Management* (3rd ed.), Blackwell, Oxford
- Omari, I.M. et al. (1989). *Guidelines for the Formulation of Research Project Proposal*. The National Council for Science and Technology, Nairobi, Kenya.
- Prasad, L. M. (2005). *Human Resources management*, 2nd Edition, Sultan Chan & Sons, New Delhi, India.
- RANKIN, N.: Benchmarking labour turnover. IRS Employment Review. No 842, 3 March; 2006, p. 42-48.

Richard, E. (1987). "Toward a theory of value in social exchange", In Karen S. Cook (Ed.), *Social exchange theory* (pp. 11–58). Newbury Park, CA, SAGE.

Ruth Mayhew, studio D, *Employees Turnover definitions and calculations*

Rynes, S. L., & Barber, A. E. (1990). "Applicant attraction strategies: An Organizational perspective", *Academy of Management Review*,

Ton, Z. & Huckman, R.S. (2008). 'Managing the impact of employee turnover on performance: The role of process conformance', *Organisation Science*, 19(1): 56-68.

Trank, C. Q., Rynes, S. L., & Bretz, R. D., (2002). *Attracting applicants in the war for talent: Differences in work preferences among high achievers*. *Journal of Business and Psychology*, 16: 331-345.

Turban, D. B., & Greening, D.W. (1996). *Corporate social performance and organizational attractiveness to prospective employees*. *Academy of Management Journal*, 40: 658-672.

Turban, D. B., & Keon, T. L. (1993). "Organizational attractiveness: An Interactionists perspective", *Journal of Applied Psychology*, No.78: 184-193.

Sekar, C. (2011). Workplace Environment and its impact on organizational performance in public sector organizations , *International Journal of Enterprise Computing and Business System International Systems*, Vol. 1 Issue 1 January 2011.

Schultz, T.W. (1981). *Investing in People: The Economics of Population Quality*, Berkeley, CA, University of California Press

Yambes, D.G. (2009). *Human Resource Planning and Development in the Public Service*. Dar es salaam, Tanzania.

APPENDICES

Appendix I: Survey study questionnaire

Dear Respondent,

My name is *Magange Hamis Mwita*, I am a Student of Mzumbe University pursuing a Master degree of Public Administration (MPA) for the year 2015/2016. Kindly, I request you to respond my questions with relevant answers which mostly will help me to accomplish my research as respected. All questions focus on the study of Employees turnover on the performance of Public sectors Organisation, A case study of RS Geita Office. Employee turnover mostly gives the challenges into Office operations especially in human resources as most valuable resources in working organization. Please fill comfortable to reply the questions available, I am guarantee that information given will be confidential and used for research purposes.

A: Characteristics of Respondents

Put a Tick (✓) in a correct answer and fill the blanks for the question below:

1. Gender:

- (i.) Male ()
- (ii.) Female ()

2. Education Level

- (i) Certificate ()
- (ii) Diploma ()
- (iii) Bachelors ()
- (iv) Masters ()
- (v) PhD ()

3. Age (years)

- (i) 20-25 ()
- (ii) 26-30 ()
- (iii) 31-35 ()
- (iv) 36-40 ()

- (v) 41-45 ()
- (vi) Above 45 ()

4. For how long have you been working in Regional Secretariat Geita?

- (i) Less than a year ()
- (ii) 1-2 years ()
- (iii) 3-4 years ()
- (iv) 5 years and above ()

5. What is the Department/Unit you are working?

.....

B: Effect of resignation of employees on the productivity of the organization

6. Resignation of employees affect productivity of the organization

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

7. To what extent does resignation of the employees affect productivity of the organization?

- (i) Large extent
- (ii) Small extent
- (iii) Neutral

C: Effect of discharges of employees on the service quality provided to clients

8. Discharges of employees reduces the quality of services provided to clients

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

9. To what extent does discharges of the employees reduces the quality of services provided to clients?

- (i) Large extent
- (ii) Small extent
- (iii) Neutral

D: Effect of transfer of employees on the accomplishment of tasks allotted

10. Transfer of employees affect accomplishment of tasks allotted

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

11. To what extent does transfer of the employees affect accomplishment of tasks allotted?

- (i) Large extent
- (ii) Small extent
- (iii) Neutral

Appendix II: Interview Guide

1. What can you comment on the relationship between resignation of employees and the productivity of the organization?
2. What is your opinion on the relationship between discharges of employees and the quality of services provided to clients?
3. Does the transfer of employees affect accomplishment of tasks allotted? If yes how?
4. Do you think you may leave your current employer? If yes Why?
5. According to your opinion, what are the reason that you think your colleague decide to leave the Organisation?
6. What makes you keep on working with this Organisation?
7. How do you think that employee turnover has affected RS Geita?
8. Is there any strategy for reducing employee turnover in RS Geita? If yes, What are they?
9. What are the measures that you think Management have to acquire to reduce level of employee turnover in RS Geita?
10. Base on your opinion, what makes an employee stays on this Organisation for the so long since establishment in 2012?