ASSESSMENT OF FACTORS INFLUENCING EMPLOYEE RETENTION IN TANZANIA'S NON-GOVERNMENTAL SECTORS: A CASE STUDY OF IFAKARA HEALTH INSTITUTE

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE

REQUIREMENT FOR THE DEGREE OF MASTERS OF PROJECT

MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA

2015

CERTIFICATION

The undersigned certifies that he has read a hereby recommend for acceptance by the Open University of Tanzania, a dissertation entitled: "Factors influencing Employee Retention in Tanzanian's non-Governmental sectors. A case study of Ifakara Health Institute", in partial fulfilment of the requirements for the Degree of Masters in Project Management.

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Supervisor

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Date

DECLARATION

I **Mary Calist Irema,** do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

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Signature

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Date

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DEDICATION

This work is dedicated to my late father CalistLokissaMtei , to my mother Anna Lejora , my sons Oswald, Imani, Shoko and Shukrani, my sister Clepatra ,brothers Nesphory and John and my sister in Law Lilian Daniel, for their hard work and Financial assistance for the whole of my study.

Special thanks go to my husband Mohamed Irema who tolerated my regular withdrawal from normal family life throughout my MPM studies.

ACKNOWLEDGEMENTS

AmwesigaBandio. Last but not least, my best friend and son Kahema Irema for his encouragement and support from the beginning of this study.

ABSTRACT

This study assessed the factors influencing employee retention in non- Governmental Organization in Tanzania. The purpose of the study was to assess the factors perceived by the employees as influencing retention in Ifakara Health, examine how individual background influenced staff retention at Ifakara health Institute (IHI). (IHI), examine how staff retention policies and strategies are tailored to maintain staff retention within Ifakara health institute (IHI) and to evaluate the effect of staff hygiene and motivation on staff retention in Ifakara Health Institute, assessing employers' psychological factors influencing retention in Ifakara Health Institute., The study used closed and open ended questionnaires, and Interview questions to the head of Thematic Groups. Data analysis was done quantitatively and qualitatively using Software Package for Statistical Science (SPSS) version 16.0. The study findings revealed that there is a high rate of turnover in non-Governmental Organization in Tanzania. The study also revealed that, low salaries and benefits were the main reasons for employees leaving the organization. Furthermore, employer psychological factors including organization justice and prestige were mentioned to influence employee retention in Ifakara Health Institute. Increasing salaries were mentioned to be the strategy used by the Institute in retaining her employees. Several suggestions were provided by the researcher that retention strategies should target all staff categories in order to balance the work force by improving the retention policy or scheme in order to maintain the retention of employees at IHI. The study also recommended that Ifakara Health Institute had to improve the employee's salary

especially for middle and lower cadre so as to motivate them and make them stay in the institute.

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LIST OF ABBREVIATIONS

CED	Chief Executive Director
CHRO	Chief Human Resource Officer
FGDs	Focus Group Discussions
HRO	Human Resource Officer
IHI	Ifakara Health Institute
NGO	Non-Governmental Organization
NIMR	National Institute for Medical Research.
SADC	Southern African Development Community
SPSS	Statistical Package for Social sciences
SRS	Stratified Random Sampling
SSA	Sub Sahara African countries
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background of the problem

Employee retention is one of the challenges facing many organizations particularly from non-governmental organizations. To Maintain employees, it includes motivating employees by providing work friendly, involvement in decision making, good salaries and recognition of good performance. Many organizations are increasingly finding it difficult to retain employees. Czurak (2011) explained that as our community continues to experience significant growth in the hospitality industry, employee recruitment and retention has become a priority.

In today's business world, living with job insecurity is a reality for many employees, Job security usually arises from the term of the contract of employments, labor legislation and or collective bargaining agreements. Furthermore, studies on staff retention shows that excessive turnover creates unstable workforce and increases the human resources costs and organizational ineffectiveness Friedman M, *et al* (2006). Empirical studies done in private organizations have come up with similar results. Thus, the rate of employees' low staff retention in private sectors in Tanzania is increasing (Bernthal, R &Wellins, S. 2001).

Better employee retention has become a major concern for many private organizations in the modern business. The highest level of turnover normally found in

private sectors than public sectors (AHM Shamsuzzoha, 2008). In private sectors, though salary and benefits are high but security of job is less. Due to these reasons turnover rate inprivate sectors are higher than public sectors. When businesses are experiencing growth, job confidence and security typically increase. The opposite often holds true during a recession businesses experience reduced demand and look to downsize their workforces in the short term. Studies in Tanzania observed that staff retention can be influenced by a number of controllable and uncontrollable as well as demographic factors. Kugler, A.,& Pica, G. (2008) exposes that controllable factors such as short contract, poor working condition, poor recruitment procedure, lackof motivation, and poor or inadequate incentives and rewards are the reasons that influence voluntary labor turnover.In other hand job security concerns continue to be a primary cause of voluntary turnover.

Various job security are found in organizations, the highest level or full staff retention is possible with the central governmental, or public institutions and very few other private organizations. Mostof non-governmental or private organization operate within the market place and are subject to profitability cycle. Ifakara health Institute is a not-for profit organization mandated to contribute to the improvement of the health status of Tanzanian people through generating relevant information to assist policy makers, and other stakeholders to make decisions based on scientific evidence. According to IHI Chief Human Resource Officer (CHRO) the organization has more than 100 senior scientists, and some 200 junior research scientists, and around 500 other staff spread across 7 sites in Tanzania.

IHI faces a big challenge of low employee retention in every year; There are several measures, which have been taken to rectify the situation; the measures included review of staff salaries in 2013 using labor market as benchmark, provided training scholarship to employees, introduced some incentives such as transport allowances, communication allowance and also introduced the performance evaluation (appraisal) to staff by using 360' method whereby an employee of lower carder evaluated an employee of higher carder and vice versa .

1.2 Statement of the research problem

Every trained person becomes an asset of considerable value and presents management with the challenge of keeping him/her satisfied and settled. Excessive turnover is costly, disruptive and self-perpetuating. It is clearly known that an organization cannot survive if the staff are not retained and focused about their work.

According to NIMR Strategic Plan (2008-2013), there have been effort to maintain core competencies employees though retention has remained a challenge especially in remote centers. For example, NIMR current strategy intends to stimulate change in areas of staff attraction, development and retention through improvement in (i) the institute scheme of service, (ii) supporting centers with least activities to broaden their research activities, (iii) improving dissemination, packaging and utilization of research findings and (iv) strengthening the protection of intellectual property rights and ownership of research findings. It is a common observation that employees who

spend a good amount of time in the organization tend to know more about it and thus contribute effectively. Replacing staff is obviously expensive.

Employee retention is the most critical issue facing the organization as a result of the shortage of skilled labor and employee turnover. Supervisors must take responsibility for their own employee's relation. According to IHI HR Data base 2012-2014 IHI had 250 employees including Scientists and Non-Scientists staffs had left the company. Such Staffs were categorized into three levels; senior, middle and lower levels but also categorized sections known as thematic groups, there are five (5) thematic groups in the institution namely; Policy delivery, Impact Evaluation, Health Systems, Interventions, Environmental Health & Ecological science and biomedical thematic groups. The factors for the turn-over were voluntary and non-voluntary resignation. The reasons of why IHI failed to retain this number of employees had been not clear defined.Therefore the main purpose of this study was to examine factors influencing employee's retention in non-governmental organizations. This study also suggested remedy strategies to redress the situation.

1.3 Objectives of the Study

1.3.1 General objective

General objective of this study was to assess factors perceived by employees and employers as forces influencing retention at the workplace in non-governmental organizations.

1.3.2 Specific Objectives

The specific objectives are:

   I.   To examine how individual background influenced staff retention at Ifakara health Institute (IHI).

  II. To assess push and pull factors associated with staff retention in Ifakara Health Institute (IHI).

 III. To examine how staff retention policies and strategiesare tailoredto maintain staff retention within Ifakara health institute (IHI).

 IV. To evaluate the effect of staff hygiene and motivation on staff retention in Ifakara Health Institute

1.4 Research Questions

1.4.1 General Research Question

This study was expected to answer the general research question on what were the factors perceived by employees and employers as forces influenced retention at the workplace in non-governmental organizations.

1.1.2 Specific Research Questions

  I How individual needs and staff background influenced staff retention at Ifakara health Institute (IHI)?

  II   What are the push and pull factors influenced staff retention in Ifakara Health Institute (IHI)?

III To what extent does the existing staff retention policies and strategies withinIfakara Health Institute were tailoredto maintain staff retention?

IV To what extent does staff hygiene and motivation influenced staff retention in Ifakara Health Institute.

1.5 Significance of the study

The study is expected to make contributions to the expanding literature on issues related to the influence of motivation on employees' performance in non-Governmental organizations in Tanzania. Results from the study will have significance to academia, extension of knowledge frontier as well as to policy makers. The study will fulfill researchers' academic need of acquiring Master's Degree in Project Management. The dissertation will also be used as an important reference material to other academicians who will use the research document for further reference. The future researchers will identify the gaps available for further studies. Furthermore, the study is expected to provide knowledge on the influence employees' retention in Tanzanian non-governmental organizations. The research findings are also expected to raise some motivation pitfalls which addressed by Ifakara Health Institute. Similarly, the study will also benefit policy makers, civil society organizations and community based organizations in policy making process and advocacy for the benefits of all stakeholders in the Health sectors.

1.6 Scope of the study

The study were based on assessing individual, job and organizational factors that influence staff retention in non-organization. Being unhappy in a job was among the reason why people leaved one company for another, but this was not only the factor because if the skills that they possess were in demand, they would be lured away by higher pay, better benefits or better job growth potential. Regardless all this the retention of private organization staff was relatively not the same as in the public sectors. This study was conducted in Ifakara Health Institute, this organization was among the successfully and oldest non organization in Tanzania still experiencing low staff retention in the past three years. That's why it was an important to know and recognize factors associated with low staff retention in private sectors

1.7 Organization of the study

The research proposal was organized into three chapters, chapter one presented the problem and its context while chapter two provided literature review, and chapter three was about research methodology with schedule of activities and work plan. Chapter Four was all about the Research Findings, Analysis and Discussions of findings. While chapter Five presented summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter presents literature review related to the study. The review of the literature was organized on theoretical grounds and empirical evidences based on the specific objective of the proposed study, Gaps in knowledge that exist from the previous literatures on the research topic were identified.

2.2 Conceptual definitions

2.2.1 Employee retention

The Term Retention refers to the ability of organization to retain its employees. Massachusetts (2002), defines retention as the converse of turnover (turnover being the sum of voluntary and involuntary separations between an employee and his or her employer or a company).

2.2.2 Employee

There were no specific statutory definition of the term employee (Albright, 2003). According to Labor Relations Code, defines an employee as a person employed by an employer, and includes a dependent contractor, but does not include a person who, in the board's opinion, performs functions of a manager or superintendent or was employed in confidential capacity in matters related to labour relations of personnel (Albright, 2003). ELRA (2004) defined employee as an individual who has entered

into a contract of employment; or has entered into any other contract under which the individual undertakes to work personally for the other party to the contract.

According to Hassan et al. (2011); employee retention refers to keeping the right people in the right jobs for every organization. However (Gberevbie, 2010) defines retention as various policies and practices which are utilized to help employees stick to an organization for a longer period of time

2.3 Theoretical literature review

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

2.3. 1Maslow's hierarchy of needs theory on staff retention

This theory was introduced by Abraham Maslow, who saw the human needs in the form of hierarchy ascending from the lowest to the highest (Maslow, A. 1943). The needs were Physiological needs: These were the basic needs for sustaining human life such as food, water, warmth, shelter and sleep, at work place these were reflected in the needs for sufficient air and basic salary to guarantee employees survival, other needs would not raise unless those need was fulfilled.

Security or safety needs: These stands for the desire to be free of physical danger and fear of loss of job, property, or shelter. These relates to the employee needs for safe

jobs, fringe benefits and job security. People wanted some assurance that the above needs met in their work places.

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

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

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

Each of the five tiers of Maslow's hierarchy of needs relates to optimal retention strategy. Since Maslow's introduction of his motivation model, organizations have been employing strategies attempting to stimulate each of the five humanitarian needs described above to optimize retention rates. When applied to the organizational model, meeting the self-actualization and esteem needs of an employee tend to correlate to better retention. Physiological, safety, and social needs were important as well, however, and must be addressed to better the work environment. While implementing a retention strategy was ideal, successful satisfying all five needs of

employees was not only difficult, but also expensive. That being said, managers who attempt to maximize employee need coverage tend to be more concerned with employee satisfaction.

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

The concept of satisfaction in retaining staff in an organization can furthers described by using two factor theory. Frederick Herzberg (1959) proposed a two-factor theory after he study the factors in the work environment that caused satisfaction and dissatisfaction among the workers, hundreds of workers were interviewed during the times when they were highly motivated to work and other times when they were dissatisfied and unmotivated at work. According to him there were some job factors that resulted in satisfaction while there were other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction" Herzberg classified these job factors into two categories; hygiene factors and motivation factors.

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

Motivator Factors: According to Herzberg *et al. (1959),* the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance.

These factors were called satisfiers. These factors involved in performing the job. Employees found these factors intrinsically rewarded. The motivators symbolize the psychological needs that were perceived as an additional benefit.

Motivational factors included recognition, *i.e.,* the employees should be praised and recognized for their accomplishments by the managers. Also, the employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job. There must be growth and advancement opportunities in an organization to motivate the employees to perform well. The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability. The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated. Understanding the different dimensions of a job that may increase satisfaction or, at least, reduce dissatisfaction would be the very first step towards designing a strategy for retention of quality staff (Raju, 2004). Ewen*et al*. (1966) used Hertzberg's theory for testing job satisfaction. Maidani (1991) used the two factor theory for comparing the job satisfaction amongst employees of public and private sectors. In another study, Herzberg's theory was used for studying business student

satisfaction (Oscar *et al*., 2005). Maddox (1981) used Herzberg's theory to study consumer satisfaction.

2.3.3 Baby boomers and the Y generation theory on Staff retention

The study by Hewlett *et al* (2009) explores the similarities between the baby boomers and the Y generation and confirmed that together they constitute the biggest number of employees in the workforce of companies today. Organizations whose employment offers are aligned best with the shared values of the baby boomers and the Y generation will enjoy a major talent advantage. According to Hewlett et al (2009) there are 5 elements that companies need to focus on:

Modularity: This can be defined as "chunking" of work that allows the baby boomers to scale back their working hours and breadth of control but still tackle the sophisticated tasks that their years of experience have equipped them to handle. This can be achieved by also delaying retirement or calling people back from retirement to assist on key specialised projects that require particular skills and knowledge.

Flexibility: This can – and should – come in many forms. This could mean allowing people to work where and as they want. This should be supported by trust and clear goal-setting so that the people are held accountable for results, not the particular hours they keep at the office.

Opportunities to give back: Many companies support their people's favourite causes, whether with release time for volunteering or with matching funds for contributions,

but it was hard to top the sense of satisfaction derived from using one's vocational strengths to make a difference to a worthy cause. The sense of giving back was an important one for people that want to make a difference in the lives of less fortunate people.

Progressive policies: People are becoming more concerned about global climate changes. Many companies that have discovered this find that a progressive work environment was deeply appreciated by the workforce. This can also be achieved by designing the workspace to foster collaboration and innovation, for example having many open spaces that keep people circulating so that they can have the opportunity of getting together informally and, as a result, spark ideas.

Intergenerational mentoring: Boomer-aged executives have been partnered with the younger generation of the workforce. Both groups are learning from the crosspollination: the older generation is imparting its experience from the working world to the younger generation and the newer generation was exposed the boomers to the new marketing technologies that were available in communities and cyber networks. The five elements put forward by Hewlett *et al* (2009) do not require an increase of capital but would require a shift in the mind-set of the individuals from a manager and human resource point of view to ensure staff retention in an organisation.

2.3.4 Organizational Labor Turn Over.

Lahkar B, Baruah M (2013) *in their IOSR Journal of business and Management* stated that many researchers have tried to answer the question as to what determines people's intention to quit by investigating possible antecedents of employees' intentions to quit. Until date, there has been little consistency in findings, which was partly due to the diversity of employed included by the researchers and the lack of consistency in their findings. Therefore, there were several reasons why people quitted from one organization to another or why people leaved organization. Chruden (1980) , Testa (2008) in their studies have found that high turnover rates of skilled professionals can pose as a risk to the business or organization, due to human capital (such a skills, training and knowledge) cost. Notably, given the natural specialization of skilled professionals, these employees were likely to be reemployed within the same industry by a competitor. Price & Muller (1981)[76] in their study on 1091 registered nurses in seven hospitals found that job dissatisfaction influenced actual turnover indirectly through its direct effect on turnover intention.

Costly et al. (1987) found that the main causes of high labour turnover in an organization are poor personnel policies, poor recruitment policies, poor supervisory practices, poor grievance procedures, or lack of motivation. All these factors indicate that there was no proper management practices and policies on personnel matters hence the employees were not recruited scientifically, promotion policy of the organization was not communicated to the employees properly, no grievance procedures were there in the organization and as such the employees decides to quit.

Zedeck and Mosier, (1990) has mentioned that the issue of employee turnover was very crucial and important to managers, researchers and individuals. Jackson, (1981)

and Stear (1991) have stated in their studies that high turnover was caused by unhappiness with the work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools, and poor candidate screening. Other causes are lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with management. From the point of view of Susskind at el., (2000) [80] turnover problem should be dealt with careful strategies exclusively concentrating on human resource problems. Zuber, (2001) found that employees are more likely to stay when there is a predictable work environment and vice versa. Zuber also stated that instable organization have a high degree of employee turnover.

Kevin et al. (2004) have stated that although, there was no standard framework for understanding the employees turnover process but a wide range of factors are useful in predicting employee turnover. Henry Ongori (2007) concluded in his study that employees are the long-term investments in an organization and as such management should encourage job redesign, task autonomy, task significance and task identity, open book management, empowerment of employees, recruitment and selection must be done scientifically with the objective of retaining employees and decreasing employee turnover.

2.3.5   Staff Retention Strategies (Polices)

Gberevbie, (2010) stated that employee retention strategies referred to the mean, plan or set of decision making behaviours put in place by organizations to retain their competent workforce for performance.

These strategies included fair pay (Irshad, 2011),Job security, Remunerations, Working environment, Career development opportunities , management support, share options, performance bonus, restraint of trade and exciting work and challenges.

Lahkar Das B, Baruah M, (2013) in their LORS- JBM Journal of Business and Management narrates the staff retention strategies as follows: Fitz-enz (1990) recognized that employee retention was not influenced by a single factor, but there were hosts of factors which were responsible for retaining employees in an organization. Management needed to pay attention to factors such as compensation & rewards, job security, training & developments, supervisor support culture, work environment and organization justice.

According to Osteraker (1999), the employee satisfaction and retention were the key factors for the success of an organization. The Retention factor can be divided into three broad dimensions, i.e., social, mental and physical. The mental dimension of retention consist of work characteristics, employees always prefer flexible work tasks where they can use their knowledge and see the results of their efforts which, in turn, helps in retaining the valuable resources. The social dimension consists of the contacts that the employees have with other people, both internal and external. The

physical dimension consists of working conditions and pay. Stein (2000), Clarke (2001) Parker and Wright (2001) have rightly observed that organization must utilize an extensive range of human resource management factors to influence employee commitment and retention. Walker (2001) identified seven factors that can enhance employee retention: (i) compensation and appreciation of the performed work, (ii) provision of challenging work, (iii) chances to be promoted and to learn, (iv Invitational atmosphere within the organization, (v) positive relations with colleagues, (vi)a healthy balance between the professional and personal life, and (viii) good communications. Together, these suggest a set of workplace norms and practices that might be taken as inviting employee engagement. Kehr (2004) divided the retention factors into three variables: power, achievement and affiliation. Dominance and social control represents power. When personal performance exceeds the set standards, it represents achievement and affiliation refers to social relationships which are established and intensified.

Hytter(2007) found that factors such as personal premises of loyalty, trust, commitment, and identification and attachment with the organization have a direct influence on employee retention. She also explained that workplace factors such as rewards, leadership style, career opportunities, the training and development of skills, physical working conditions, and the balance programmers between professional and personal life have an indirect influence. Pritchard (2007) was of the opinion that training and development was one of the important retention incorporated in an effort to retain their employees. Eva Kyndt, FilipDochy et al.,(2009) have found in their

study, while investigating employee retention that personal factors such as level of education, seniority, self-perceived leadership skills, and learning attitude and organizational factors such as appreciation and stimulation, and pressure of work are of great relevance in employee retention.

2.3.5.1 Reward and recognition

Agarwal (1998) gave an explanation to the term reward as something that the organization offers to the employees in response of the work as well as performance and something which was desired by the employees. According to Walker (2001), recognition from bosses, team members, coworkers and customer enhance loyalty. "Watson Wyatt" a global consulting firm, conducted a survey in USA, in the year 2002 among 12750 employees at all levels of job and in all major industry sectors to know about their attitudes toward their workplace and their employers. It was found in the survey that recognition was important for workers and they wanted to listen that their work followed recognized and appreciated. Silbert (2005) forwarded the view that reward was important because it has an enduring impression on employees which, in turn, gives the employees an impression that they were valued in the organization.

2.3.5.2 Promotion and Opportunity for growth

Pergamit and Veum (1989) in their study found a close and positive correlation between promotions and job satisfaction and which in turn helps in retaining employees. Research by Meyer et al, (2003) has shown internal career development of

employees was often the best predictor of an employee's effective commitment. Prince (2005) argued that talented employees are required for maintaining a competitive advantage and employees want career growth opportunities to develop and rise in their career ladder. Such plans include advancement plans, internal promotion and accurate career previews at the time of hiring. Eyster, et al. (2008) state that job flexibility along with lucrative career and life options, was a critical incentive for all employees.

2.3.5.3 Participation in decision-making

Hewitt (2002) has mentioned that modern businesses always keeps its employees well informed about all the important affairs of its business and involves them in decision-making at all levels which can exploit the talents of its employees. Supporting the view Noah (2008) found in his research that employee involvement in decision-making helps in creating a sense of belongingness among the employees, which helps in creating a good congenial working environment and contributes towards building a good employer-employee relationship.

2.3.5.4 Work-life balance and employee retention

 Work-life balance was increasingly important for engagement and affects retention. Hyman et al., (2003) in their empirical research in the UK found that interventions of work demands into personal life (e.g. working during the week-end) resulted into heightened stress and emotional exhaustion among the employees. In a study conducted by the Australian Telework Advisory Committee (2006) it was found that

70% of businesses that incorporated telework options reported a number of positive benefits, such as increased business productivity and reduced costs, improved employee flexibility and work life balance, and increased workforce participation.

2.3.5.5 Work environment and employee retention

According to Miller, Erickson &Yust (2001) employees get benefited by work environment that provide sense of belonging. Wells &Thelen (2002) have stated in their study that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term. Ramlall (2003) stressed the need for recognizing the individual needs of an employee in an organization as it would encouraged commitment and provided a suitable work environment.

2.3.5.6 Training and Development and Employee Retention

Messmer (2000) found that one of the important factors in employee retention was investment on employee training and career development. Organization always invests in the form of training and development on those workers from whom they expect to return and give output on its investment. Tomlinson (2002) [48] forwarded the view that organizations can keep the leading edge in this competitive world by having their employees well trained in the latest technologies. Garg&Rastogi (2006) explained that in today's competitive environment feedback was very essential for

organizations from employees and the more knowledge the employee learn, the more he or she would perform and meet the global challenges of the market place.

Handy (2008) has mentioned that proper innovation, and assimilation of new knowledge was essential for survival in any work environment. Thus knowledge was the most expensive asset of any firm. It was also suggested that a company that wants to strengthen its bond with its employees must invest in the development of these employees (Hall & Moss, 1998; Hsu, Jiang, Klein & Tang, 2003; Steel et al, 2002; Woodruffe, 1999). This does not only involves the creation of opportunities for promotion within the company but also opportunities for training and skilled development that allow employees to fit for both internal and external labour market (Butler & Waldrop, 2001).

2.3.5.7 Leadership and Employee Retention

Eisenberger and Associates (1990) suggested that employee's perception regarding an organization was strongly influenced by their relationship with the supervisor. McNeese-Smith (1995) mentioned in his study on Leadership behavior of hospital directors found that there was significantly positive relation between productivity, work satisfaction and organizational commitment of staff. Brunetto and Farr-Wharton (2002) were of the view that supervision of the immediate manager increases the level of job satisfaction in the public sector employees. Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen (2009) has found that leadership style can affect organizational commitment and work satisfaction positively and work satisfaction can affect organizational commitment and work performance positively

2.3.5.8 Job Security and Employee Retention

Abegglen (1958) found during the study of Japanese workers that employment features like lifetime employment and seniority system, job security lead to high commitment, job satisfaction as well as retention of employees in an organization .Researchers such as Ashford et al., (1989) Davy et al., (1991) conducted studies on job security and job satisfaction and found that that job dissatisfaction was the outcome of insecurity among employees. Rosenblatt and Ruvio, (1996) conducted a research on the job insecurity and found that job performance and organizational commitment are negatively correlated with job insecurity.

2.4   Empirical literature review

This part reviewed various literatures on factors influencing staff retention globally, Africa and in Tanzania context. Various studies will be reviewed and discussed in this part to point out the research gap on issues related to staff retention in non-governmental organisations.

2.4.1   Empirical literature review Worldwide

Researchers worldwide considering whether employee retention was a global business priority or it was specifically to certain geographical locations, certain functions or groups. Various studies shows that retention issues most impact private organizations differently from one geographical region to the next (Manherts H, 2018). For example USAprivate organization reported that the highest percentage of turnover occurs

within specific employee groups. In Asia organizations, specifically India, retention was an issues throughout all departments and decisions. In Europe, specifically in the United Kingdom and France responses were more likely to report that retention was not an issue at all. Further, managers in China, India and Japan all reported experiencing the most challenges in retaining executives, compared to other regions. Manager in china and German reported that retention is a challenge among the IT employees, while in the United States of America managers reported that women and minorities are more likely to have high attrition rates.

Literature shows that the effects of low staff retention ripple throughout many levels of an organization, included but not limited to employee morale, community relations, knowledge transfer, quality of productions, employee relationships and financial performances of the organisation. A negative impact of these factors can devastate an organization. From a managerial perspective, the attraction and retention of high-quality employees was more important today than ever before. A number of trends (*e.g.,* globalization, increase in knowledge work, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital. While there were important differences across countries, analysis of the costs of turnover as well as labor shortages in critical industries across the globe have emphasized the importance of retaining key employees for organizational success (Hinkin& Tracey, 2000).

Unnecessary employee turnover costs an organization needless expense (Buck &Watson, 2002). Replacements and training expenses have a direct impact on organizational costs, productivity and performance, and as such, an increasing numberof organizations are now recognizing employee retention as a key strategic issue (Glen, 2006). The main purpose of retention is to prevent the loss of competent employees from the organization as this could have adverse effect on productivity and service delivery (Samuel &Chipunza, 2009).

Hinkin& Tracey (2000) noted that even for jobs that do not require high level of skills, a retention strategy can positively affect the engagement, turnover and ultimately financial performance, especially, for positions that involve interaction with customers.Another important job satisfaction variable was the job security. Staff expressed satisfaction with an Organization and having the intention to continue working with the Organization if they feel that their careers are safe and good in the company. According to Samuel (2008), employees place great importance on their jobs because it provides them with a guaranteed source of income with which socio-economic stability and psychological well-being are achieved which are critical issues in developing economies with high incidence of poverty.

2.4.2 Empirical literature review in Africa

Previous studies in sub-Sahara Africa (SSA) shows that employee turnover has a significant impact on business performance primarily due to the fact that it takes too long to fill vacant posts together with uncompetitive salary scales and the lack of skilled candidates (Sagaren P *et al*, 2003) Further, the lack of human

resourcing strategies, recruitment difficulties in most of private organisation in African countries were problems related to monitoring and measuring of employee turnover and employee retention difficulties were important issues that influence employee retention. Almost all industrialized nations, and many emerging countries, have experienced long economic expansions. As economies grow, job growth would continue. In almost all segments of the SSA economy, economic expansions translate directly into new jobs, which in turn create new opportunities for employees to leave current employment. According to Hassan et al (2011); employee retention refers to keeping the right people in the right jobs for every organization. Experiences from South African private mining industry and most of private higher institutions shows that over the years there has been a consistent increase in the shortage of skilled personnel. This has been caused by a number of reasons; one of the biggest challenges facing retaining of staff is that with globalization and the opening of markets post 1994, This factors has caused many of the Africa countries to compete with the rest of the world with regard to being competitive and also in attracting and retaining the necessary skills (Jacobs, K. 2007). Increase in the demand for skills due to increase economy from private sectors. This demand is further increased by the commissioning of privatization in many of the African Countries.

Chiboiwa et *al* (2009) conducted a research by examining employee retention strategy in a private organization in Zimbabwe. Worldwide, a number of factors have been attributed to the increase in the level of employee turnover. The way people are paid, recognized and achieve salary advancement are critical factors in attracting, retaining,

and motivating employees. The challenge for most organizations today is the formulation of an effective employee retention strategy that will help in retaining employees that are considered critical in attaining organizational goals. The prevailing hostile economic environment in Zimbabwe has made the formulation of a realistic retention strategy particularly difficult for managers in the face of an ever changing economic environment that is characterized by hyperinflation with a depleted labour market occasioned by skill emigration.

This research was a case study of a major private sector medical laboratory company in Zimbabwe and was aimed at achieving the following objectives: identify the causes of employee turnover in the organization, examine the current retention practices in the organization, establish the effectiveness of the practices, and attempt a workable retention practice that could reduce the high rate of employee turnover in the organization. Qualitative research design was employed using structured interviews as well as administering research questionnaire to all category of employees. The total population of the organization nationwide comprised of 3820 employees with a sample size of 2240 respondents. The result of the research showed that labour turnover was higher amongst non-managerial employees. Similarly, majority of the employees would soon quit the organization and lastly, the high rate of employee turnover in the organization was largely attributed to poor reward system administration Mariam O. (2011).

Netswera F. (2005), in his case study of Employee retention factors for South African Higher Education institutions reveals that efforts to retain employees are more focused on employees with core competencies or in core business units. Unfavorable working conditions and low and unattractive remuneration have in most industries and in specific skill areas led to skills migration, even between countries. Job hopping and skills migration have consequently become a global phenomenon and impact negatively on South Africa's post-apartheid job market. It was now common knowledge that skills flight from mainly the Southern African Development Community (SADC) was mainly to Europe, the United States of America (USA) and Australia, and has generally resulted in huge skills shortages in specific skill markets (Stanley, Russel&Jacobse, 1990).

When employees leave their jobs, it was often a sign that something went wrong. (Jane M. *et al,* 2012) in their International Journal of Humanities and Social Science regarding the Determinants of Academic Staff Retention in Public Universities in Kenya: found out that ,According to Zhou *et al,* (2004) , the costs of academic staff turnover, such as subsequent recruiting expenses, disruptions of course offerings, discontinuities in departmental and student planning, and loss of student graduate advisors, were bornat individual departmental and institutional levels and have an impact on quality of services and the image of the institution. In addition, Pienaar*et al* (2008) note that academic staff turnover has several disadvantages such as costs related to decreased organizational loyalty, the loss of knowledge and experience regarding the institution, and the increase in time and cost in training novice

academics. Tettey (2006) argues that while individuals who move to other organizations may contribute to the specific activities of that organization, their departure from academia means that the synergies that come with a group of academics working together was diminished, and the impact and scope of knowledge production and dissemination was lessened.

2.4.3 Empirical literature review in Tanzania

In the 21st century, many organizations were no longer operating instable environments but in rapidly changing, and uncertain competitive environments. Such environments require organizations to adopt new ways of doing things, be creative, innovative and flexible. Therefore, employees who were continuously advancing their knowledge and skills were more valuable since they enhanced the competiveness of an organization. Similarly, in a Deloitte and Touche survey, Conradie (2008) cited in Ferreira (2008) reports that the single most important factor that elongates employee's stay in an organization was management style – "the quality of the relationship an employee has with his or her immediate manager". This point to the fact that successful strategies to encourage retention partly rest on the ability of health managers to strengthen their relationship with subordinates (Adzei and Atinga, 2012).

An organisation run by the government and funded by tax-payers money can be classified as public sector. This includes local and national councils, NHS hospitals and clinics, emergency services, schools, and much more. The following are factors

that distinguish private and public sectors in Tanzania and said to influence staff retention, someone whose salary was being funded by taxpayers, a sense of responsibility to the community was instilled in public sector workers. Job security, Job stability was often referenced as a major perk in this sector. The public sector was relatively stable, and whilst profit-based companies were prone to closure, public sector organisations have the stability of government-backing. Working atmosphere - In terms of the atmosphere at work, the public sector was less demanding than the private sector. The cut-throat nature of work in a private company can be stressful compared to public sector. And, although the standards of work in the public sector are high, there isn't the obvious competitiveness often found in the private sector. Pension scheme, although there has been some furore over public sector pensions lately, having a guaranteed pensions scheme tied into employee was a substantial perk. Benefits in the public sector are 14% higher than comparable private sector benefits on average, according to the Institute of Fiscal Studies, which showed that things were still relatively good for public sector pensions, Pecoud A., Guchteneire P., (2007).

2.5   Research gap identified

Most of the studies on employee retention have been undertaken in the context of business organizations. There was not much research work carried out in the context of non-profit organizations. Practitioners agree that there was a growing problem related to employee turnover and retention in the non-profit sector and therefore this area merits serious research attention. Over past decades, staff turnover had become a

major concern for humanitarian agencies, yet only a few researchers have attempted an in-depth study offering detailed consideration of causes and consequences of failure for staff retention in organizations and companies (Loquercio*et al*., 2006). Staff satisfaction, push and pull factors due to increasing of more competitive vacancies as caused by economy growth and individual needs were factors that contribute either positively or negatively to staff retention.

For instance Ifakara health Institute (IHI) like many other non-governmental organizations, recognized the role of retaining employees by enacting employee and labor relations laws, policies and procedures which address number of issues including financial and non-financial incentives as motivational strategies like training of staff to keep employees. However, having such policies and regulations within this organizations has not stopped movement of employees from this organization. It is therefore imperative to try to understand why retaining employees today seem to be difficult.

2.6   Conceptual Framework.

The conceptual framework of the study was governed by four theories; Herzberg two-factor theory, Maslow's hierarchy of needs theory, push pull theory , equity theory by Adams, the Y generation theory for the reason there were strong relationship between these theories and employee retention. The figure 2.1 below emphasize that independent variables for this study i.e. Individual needs, employee's equity, satisfaction, pull and push factors and hygiene-motivation positively or negatively influence staff retention in non-governmental organization which was the

dependent variables. This relationship was influenced by intermediates variables like background (Education level, age, work experience and professionalism) and also existing organization staff retention policies like job security, remunerations, working environment, and career development opportunities. These intermediates variables influencing the relationship between independent and dependent variables.

```
┌─────────────────────────────────────┐
│ Back ground variables                │
│   • Education level                   │
│   • Age                               │
│   • Work experience                   │
│   • Professionalism                   │
│                                       │
│                                       │
└─────────────────────────────────────┘
```

```
┌─────────────────────────────────────┐          ┌──────────────────────────────────┐
│        Independent variables          │          │        Dependent variable         │
│   • Individual needs                  │          │                                    │
│   • employees equity                  │          │ Positive                           │
│   • Satisfaction                      │          │     -Staff retention               │
│   • Pull and push factors             │          │ Negative                           │
│   • Hygiene -Motivation               │          │     -Staff leaving the             │
│                                       │          │     organization                   │
└─────────────────────────────────────┘          │                                    │
```

```
┌─────────────────────────────────────┐          │                                    │
│       Staff retention policies        │          │                                    │
│            (intermediate)             │          └──────────────────────────────────┘
│   • Job security                      │
│   • Remunerations                     │
│   • Working environment               │
│   • Career development                │
│     opportunities                     │
│                                       │
│                                       │
└─────────────────────────────────────┘
```

Figure 2.1 Conceptual Framework.

Source: Researchers own construction.

2.7   Theoretical Framework

The figure above express the relationship between variables, i.e. Background variables, independent variables, dependent variables and the outcome of the relation between independent and dependent variables. The figure tried to explain that,

changes in independent variables may affect positively or negatively dependent variables.

The back ground variables i.e. education level, age work experience, professionalism together with the organization staff retention policies like job security, remunerations, working environment and career development opportunities were influenced the independent variables (individual needs, employees equity, satisfaction, pull and push factors).

All together these variables were termed to influence either negatively or positively staff retentions in an organization. In summary this was to say in order to retain good employees, the organization should consider the following factors, career development opportunities and a chance to grow in their chosen field, regular feedback on how both they and the organization are doing, a chance to contribute directly to the organization and be recognized for doing so, flexible work schedules that recognize their need for work/life balance, a good salary or wage and an opportunity to increase it over time and very important a benefits tailored to their individual needs. The opposite of these can be sources for an organization failing to retain good staff.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter were basically described how the study was carried out; research designs, data collection methods, and how the findings were analysed and presented.

3.2 Research design

This was a case study whereby both quantitative and qualitative approaches were employed interactively throughout the study. This means that the study will employ fully mixed design in which approaches would be integrated from sampling techniques, data collection, data analysis to interpretation (Ary*et al*, 2010). The researcher adopted the mixed design for the purpose of compensating the weakness of one approach by using the strength of another approach; this was deemed useful because each approach has its weaknesses and strengths (Taylor. B *et al*, 2011). For instance, while the findings gathered through quantitative technique were only in numerical facts then the researcher used the findings collected through qualitative technique on the same topic so as to gain elaboration and clarification on what it means for the observed numerical facts designed in such a way that they address key issues on assessing the role of job security on retention of employees within Ifakara Health Institute.

3.3   Areas of the Study

The study conducted within Ifakara Health Institute in Dar es Salaam using data from July 2012- June 2014. Ifakara Heath Institute has been selected as a case study in this study because of the following reasons first, capacity; Ifakara Health Institute (IHI) was one of African's most eminent health research organizations. With a history of more than 30 years, IHI was an independent, non-profit organization, registered in Tanzania and led by Tanzanians. IHI is mandated to contribute to the improvement of the health status of Tanzanian people through generating relevant information to assist individuals, household members, health practitioners, policy makers, and other stakeholders to make decisions based on scientific evidence. With a staff of 100 senior scientists, and some 200 junior research scientists, spread across 7 sites in Tanzania, the IHI has been capable of delivering relevant information and support of both local and national importance regarding health problems and health priorities in Tanzania, second, It has very high number of staff who are quitting the organization annually. For instance from July 2012 - June 2013 among 818 employee working at IHI 254 (31.1%) leave the organization and July 2013 - June 2014 among the 835 employee 270 (32.3%) leave the organization. Hence researcher opted Ifakara health institute as a case study to resent similar non-organization in Tanzania.

3.4   Population of the study

The target population of the study obtained from the existing staff currently working at the institution from July 2012 to June 2014. The population grouped into the existing five (5) thematic groups /departments namely; Administration and finance,

Impact evaluation thematic group, Health systems thematic group, Environmental health thematic group and Health Intervention.

3.5   Sampling design and sample size

3.5.1 Sampling design

The study conducted in Ifakara Health Institute organization. Researcher employed purposeful sampling and selecting the headquarters of Ifakara Health Institute to determine the sample size of the study. The targeted population of the study was 110 people who were employees ofIfakara Health Institute organization. The distribution of the population were in sections known as thematic groups, there were five (5) thematic groups in the institution namely, Impact Evaluation, Health Systems, Interventions, Environmental Health &Ecological science and biomedical thematic groups (Table 1).A stratified random sampling from each thematic group (stratum) was taken in a number proportional to the stratum's size when compared to the population.

3.5.2 Sample size determination

The study employed a stratified random sampling method to determine the appropriate sample size. The sample has been calculated by using single population proportion formula. In computed the sample size to achieve adequate precision, the sampling error/precision of the study was 95% confidence interval. The following formula used to calculate the sample size based on the known 15% rate of annual ideal staff turnover.

$$n \; = \; \frac{N \, (Z\alpha/2)^2 pq}{d^2 \, (N\text{-}1) + (Z\alpha/2)^2 pq}$$

Whereas;

n = sample size

N=number of Ifakara Health Institute staff from July 2012- June 2014.

CI=95%,

n= corresponds to maximum likely error and is 5% to be used in this study.

$Z\alpha/2 =1.96$

Researcher considered proportion of variable under study based on the known ideal

staff turnover of 15%, hence$\Rightarrow$ p=15%=0.15, p + q=100% $\Rightarrow$ q=85% $\Rightarrow$ q=0.85

Given the formula.

n　=$\underline{N\ (Z\alpha/2)^2pq}$

d^2 (N-1) + $(Z\alpha/2)^2$pq,　　therefore,

n= $(250(1.96)^2 * 0.15*0.85) / ((0.05)^2(250-1) + (1.96)^2*0.15*0.85)$

n= 110

Table 3.1Sampling design, study population and data collection tool

Random Sampling of the study population The Kind of Respondent	Target population	Sample size	Sampling design	Data collection tool
Staff from Impact Evaluation unit	53	23	SRT	Questionnaires
Staff Health Systems unit	60	26	SRT	Questionnaires

Staff from Interventions unit	53	23	SRT	Questionnaires
Staff from Environmental Health and Ecological science unit	48	21	SRT	Questionnaires
Staff from Biomedical unit	36	16	SRT	Questionnaires
Non random sampling Five (five) Heads of Thematic groups will be purposefully selected	5	5	NRS	In – depth Interview using guidance equation.

Source: HR Data base (2012-2014)

The stratified random sampling technique applied to select 110 sample among existed employee and employee within Ifakara health institute. The stratified random technique used so as to ensure the equal chance of participation of every member of the study population of each employee. Therefore, the sample from each thematic group obtained by using the method of proper allocation proposed by Kothari (2004) in which the size of the samples from each department kept proportional to the total sample size of the study population. Finally random selection carried out from each site to select representatives among the study population. The proportion of each thematic group obtained through the following formula:

Whereby:

= Proportional sample size of each thematic group within IHI

= Number of population in each thematic group.

N= Total population of employee from June 2012-July 2014

= Total sample size of the study area.

3.6 Methods of data collection

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

3.6.1 Secondary data

Documentary sources

According to Kumekpor (2002) secondary data was information that has been gathered previously for some purpose other than the current research project. In this study the researcher was going to use a documentary reviewmethodwhichwould involve reviewing of various documents in Ifakara heath Institute headquarter office related to retention factors/strategies which the management and employees may not remember but they are recorded in the files, report books, minutes of the past meetings, computers and any other equipment of record keeping, to know the factors influencing employee retention and the actual number of the employees leaving the organization. These methods would help the researcher to identify the gaps left by other researchers.

3.6.2 Primary data

Primary data are those data which are collected for the first time and happen to be original in character (Kothari, 2004). The data collected directly from study respondents through interview and questionnaires. (Adam and Kamuzora, 2008) defines primary data as the data collected by the researcher himself/herself or by research assistants from the field for the purpose of answering a research question/issue.

3.7 Data collection tools

3.7.1 Questionnaires

Questionnaires had been be prepared and given to the randomly selected Ifakara Health Institute 110 staff who worked in different thematic groups. As shown Table 3.1.

3.7.2 Interview

A researcher conducted interview to at least one of the manager in each thematic group because they were the ones who made important decision including those related to employee retention, also to administrative officer and human resource officers because they were the ones who dealt with employees problems. Open discussion interview were used to ordinary employees. Therefore the interview was guided by research questions and that helped the researcher to be systematic in the process of interviewing.

3.8   Reliability and validity of data

Data qualities were explored through reliability and validity of the information collected from the field.

3.8.1   Reliability of data

Golafshani (2003) defined reliability as the extent to which results are consistent overtime. Kothari (2007) defined reliability as the extent to which data collection process yields consistent results. In addition, Saunders *et al* (2007) argued that the

term reliability meant to what extent does the repeated measurement of the same object, using the same instrument, yields the same or very similar results. This study adopted the constructed validity to validate data and Cronbach Alpha (α) scale to measure internal reliability. Miller *et al* (2002) confirmed that Cronbach's alpha (α) should be at least 0.70 or higher to retain variables in adequate scale. The reliability test was done by using SPSS to find the results in an alpha (α).And (α) wasabove0.70. Therefore the internal data were said to be reliable.

3.8.2 Validity of Data

According to Trochim, (2005) data validity refers to empirical measurement which adequately reflects the real meaning of the concept under study. Churchill, (2007) defined validity as the extent to which the instrument accurately measures what was intended and supposed to measure. Before data collection researcher tested the data collection tools (pilot) and the results used to modify the questionnaires so as to be able to capture the required information**.**

3.9   Data Analysis

In analysing the data collected the researcher employed both quantitative and qualitative methods. Quantitative analysis involved computation of descriptive statistics mainly percentages. The use of tables and percentages in particular helped the readers to note the relationships in quantitative sense more clearly. The data from questionnaires analysed using Statistical Package for Social Science version 20 (SPSS ver. 20) for descriptive statistics such as frequencies, percentages and Pearson

Chi-Square to analyses the association among the variables in relation to staff retention.

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

3.10 Ethical Issues Considerations

Ethical approval for the study requested from university clearance committee. Copies of letters of introduction from Open University of Tanzania obtained and submitted to Chief executive Director (CED) and Chief human resources Officer (CHRO) in Ifakara health Institute administration office. The researcher seek the respondents' consents before including them in the study. This involved provided to the respondents with information that explained not only the nature and the purpose of the study but also any information that the respondents needed to understand pertaining to the study.

This was done so as to enable the respondents to make a voluntary consent to participate in the study. This means that all information gathered would be used for the research purpose only and thus won't be disclosed to the third parties unless permission is granted to do so. In addition, the names of the respondents would not be used as identification during the study and thus the subject became nameless. In so

doing the researcher expected that respondents became more open to provide better

information needed to be gathered for the study.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter focused on research findings, through data discussion and interpretation based on the methodology selected in the study. The discussion and the interpretation also focused on the problem identified in chapter one and the research objective or research questions posed in the chapter one of the study through underlying of Dependent Variable(Employee Retention) and independent variable (Individual needs, employee's equity, satisfaction, pull and push factors and hygiene-motivation factors).

The arrangement of this chapter is in the three sections. The first section presents the findings of the respondents' general information, the second section present the findings based on research objectives or questions, individual staff needs and the background influence staff retention at Ifakara Health Institute. Section three constituted with Push and Pull factors associated with retention of the employees, the effect of Staff hygiene and Motivation on staff retention factors were explored in section four, and the strategies of retaining potential employees is in section five. Section six constitutes the retention schemes. The chapter is concluded by Challenges on the retention of employees at Ifakara Health Institute (IHI).

4.2   Profile of the Respondents.

In this section major issues addressed by researcher included thematic Group, gender, age, education and length of employment. The researcher wanted to know the demographic characteristics of respondents so that it could help in analysing and understanding which thematic group these respondents belonged and hence helped in addressing issues.The results of the analysis of data are presented below, according to each Questionnaire section and item, using tables, graphs and summary statistics.

4:2.1 Demographic Characteristics of Respondents

Findings on Respondents Thematic Group.

The question was asked in order to know at what thematic Group that most of the respondent works among the IHI Thematic Groups. The researcher findings revealed that majority of the respondents are from Impact Evaluation Thematic group 23(24.4%) followed by Health Systems Thematic Group 20 (21.1%). The other Groups were almost the same as they as shown in the table 4.1 below. This means that the employees are distributed almost equally to all the thematic groups.

Table4.1: Thematic Group where the Respondents Works.

Response	Frequency (N)	Percent (%)
Impact Evaluation	23	24.2
Health Systems	20	21.1
Intervention	16	16.8
Environmental	18	18.9
Biomedical	18	18.9
Total	95	100.0

Source: Field Data

4.2.2 Presentation of Findings on Respondent's Gender

The study involved a sample of 95 (100%) respondents who filled the questionnaires, 57 (60%) of total respondents were male and 38 (40%) were female as shown in the table 4.2 below. This results reveal that Ifakara Health Institute has more Males Employees than Females Employees.

Table 4.2:   Gender (Sex) for the Respondents).

Gender of Respondents	Frequency (N)	Percent (%)
Male	57	60.0
Female	38	40.0
Total	**95**	**100.0**

Source: Field Data

4.2.3 Findings on Respondents' age.

Age was considered as an important variable in assessing Factors influencing employees' retention in Non-Governmental Organization in Tanzania.

4.2.4 Age of Respondents

The table 4.3 on (page 59)shows the age distribution for each category. The Majority of respondents, namely 38 (40%) were between 26 and 35 years, 23(24.2%) were from the age group between 18 and 25 years, 20 (21.1%) were from the age group between 36 and 45 years, 14 (14.8%) were from the age group between 46 and 55.The statistics signify that all age groups were considered during the employments process at Ifakara Health Institute, but majority were from the young age of 26-35 who can

easily work for long hours and travelled to a large percent for research data collections in the Field.

Table 4.3: Respondents' Age

Age of the respondents	Frequency (N)	Percent (%)
18 - 25	23	24.2
26 - 35	38	40.0
36 - 45	20	21.1
46 - 55	14	14.8
Total	**95**	**100**

Source: Field Data

4.2.5 Findings on Respondent's 'level Education

The level of education of respondents varied from diploma to master's degree and PhD as shown in the table 4.4 below, which indicates that 12 (12.6 %) of all respondents in the sample were Diploma education holder while 26(27.4 %) were First degree holders, while 50 (52.6%) were Masters Level and 7 (7.4%) hold PhD levels. There were no respondents with Primary Education nor Secondary Education levels.From the study findings it had shown that many of the staff holds Master level, first Degree level and PhD level whereby most of them are researchers and also knew what they were doing in filling the questionnaire and understood the factors affecting retention of employees.

Table 4.4 Respondent's level of Education

Education	Frequency(N)	Percent %)
Primary Education	0	0
Secondary Education	0	0
Diploma	12	12.6
First Degree	26	27.4
Masters	50	52.6
PhD	7	7.4

| Total | 95 | 100.0 |

Source: Field Data.

4.2.6 Findings on Respondent's Marital Status

Marital status was considered as an important element to consider during this study. The findings revealed that18 (18.9%) of total respondents were single. 69 (72.6%) were married respondents. 3(3.2) were separated while 5(5.3) were widow 2 respondents and 3 widower respondents. These study findings revealed that there were a huge difference between married and single respondents. Therefore, this statistics implies thatIfakara Health Institute recruited more married employees than from other groups of marital status Table 4.5below.

Table 4.5 Respondents Marital Status

Status	Frequency (N)	Percent (%)
Single	18	18.9
Married	69	72.6
Separated	3	3.2
Widow/Widower	5	5.3
Total	**95**	**100**

Source: Field Data

4.2.7 Respondent's duration of Employment to the Other Organisation.

The researcher asked this question so that she could be able to know the employment Length of respondents and ensured that they have enough experienced in answering the questionnaire.

The years of working was categorised in 5 groups: less than a year, 23(24.2)   between
1 to 5 years, 30 (31.6), between 6-10 years 27 (28.4) between 11-15 years 10(10.5)
and above 16 years 5(5.3). Figure 4.1 below shows the percentages of respondents for
each of these five categories. Most of the respondents 30 (31.6%) had worked
between 1-5 years.

Figure 4.1: Length of Employees stayed into other Organization

Source: Field Data

4.2.8 Respondents' Length of Employment with the IHI

Respondents were asked to state their work experience with Ifakara Health Institute. The study statistics indicate that 9(9.5%) worked with their organizations for the period of less than a years. 46(48.4%) worked at IHI between 1 and 5 years, 25(26.3%) worked at IHI between 6 and 10 years, 11 (11.6%) worked with IHI between 11 and 15 Years and 4(4.2%) worked for IHI between 16 years or more. Figure 4.2 below. Therefore, the statistics shows that most of the respondents were new to the Organization that between 1 and 5 Years. The study revealed that those who had long experience with the Organization had an opportunity to undergo Training for Capacity building and that is why they have the morale of staying in the Organization.

Figure 4.2: Years of working at Ifakara Health Institute (IHI)

Source: Field Data

4.2.9 Respondent's Position at IHI.

The positions were grouped into three categories, namely operational, managerial and technical. Majority of the respondents 53 (55.8%) were holding technical position followed by operational positions 33 (34.7%) with fewer from managerial position 9 (9.5%), as shown in the table 4.6 below. The findings revealed most of IHI employees are researchers.

Table 4.6 Respondents' Position.

Descriptions	Frequency (N)	Percent (%)
Operational Position	33	34.7
Technical Position	53	55.8
Managerial Position	9	9.5
Total	95	100

Source: Field Data

4.3 Opinion on Individual Background Influence on Staff Retention

The level of influence on each respondent was measured by 8- item. For the sake of analysis, "Strongly agree" and "Agree" were grouped together as "Agree", while "Strongly disagree" and "Disagree" were grouped together as "Disagree". Respondents' opinions for each statement are shown in table 4.7 below.

Table 4.7 Respondent's Opinion on Staff Retention Strategies

Statements	Agree		Disagree		Undecided	
	(N)	(%)	(N)	(%)	(N)	(%)
Career Development	63	66.3	22	23.2	10	10.5
Personal Accomplishment	89	93.7	0	0.0	6	6.3

Enough tools & resources	51	53.7	2	2.1	42	44.2
Defined Job Responsibility	55	57.9	37	38.9	3	3.2
Informed about office matters	69	72.6	18	18.9	8	8.4
Good use of my skills & ability	77	81.1	11	11.6	7	7.4
Provision of flexible work schedule	40	42.1	52	54.7	3	3.2
Satisfaction with the salary/wages currently getting	4	4.2	88	92.6	3	3.2

Source Field Data

4.3.1 Awareness of Employees on Carrier Development

The study Findings showed that the strategy used to retain employee are associated with allowances responsibility, for example phone, calling allowances, and transport allowances. Employee benefits including medicines, transport and living houses. The study also associated staff motivation in all areas, which meant personnel, chance to excel academically, encouraging innovation, recognition and appreciation for their work. Not only that, but the opportunities for advancement was also the strategy in which meant the personal Accomplishment, professional development andopportunity to learn. However, the researcher associated it with the career development through short and long term training. From the analysis, the study Findings revealed that the answers to the question asked if there is carrier development to the Institute, out of 95 respondents, 63(66.3%) Agreed while 22(23%) Disagree but 10(10.5%) of the respondents were neither agree nor Disagree. Table 4.7. This means that a big number of respondents' are aware of this strategy for carrier development as compared to those who were not aware or don't know anything about the existence of this strategy.

David (2008) revealed that there are strategies of retaining employees including to build and strengthen links by providing mentors, design work in teams, foster team cohesiveness, encourage employee referrals, encouraged and supported community involvement, i.e. Through community services organizations and recreational leagues.

4.3.2 Awareness of Employees on Personal Accomplish Strategy

The study statistics revealed that money respondents are aware of their personal accomplishment strategy whereby out of 95 respondents who filled the questionnaire 89(93.7%), agreed that they are aware of their personal accomplishment, while 6(6.3%) were undecided of whether they are aware of the existence of this strategy. Table 4.7 above.

4.3.3 Awareness of Employees on Working Tools and Resources

The findings from table 4.7 above had shown that big number of respondents were aware with the Organization having enough tools and resources as employee strategy as 51(53.7%) were aware on strategy of good and enough working tools and resources as compared to 42(44.2%) respondents who were not aware with the same strategies.

4.3.4 Awareness of Employees on Supervisory and Leadership Style

The study was looking on the employee's retention strategies on supervisory and leadership styles on informed the staffs' matters relating to the office. In Table 4.7 the results of awareness on supervisory and leadership styles based on informed about the matters as employee's retention strategies showed that 69(72.6%) of the respondents

agreed or were aware of the strategy as compared to 18(18.9%) of the respondents who were not agreed that the strategy is exists in the IfakaraHealth Institute.

4.3.5 Awareness of Employees on Job Responsibilities

On promotion based on performance and competency strategy upon defined Job and responsibilities 55(57.9%) of the respondents were aware on stated strategy while 37(38.9%) were not aware on promotion based on performance and competency upon clear defined Job responsibilities strategy, while 3(3.2%) were neither agree nor disagree of being aware for the same. The study findings revealed that the scientist who most of their times are in the field are the ones who were not aware with those strategies. Table (4.7) above.

4.3.6 Awareness of Employees on the Management use of their Skills

The findings in the table 4.7 shows that a big number of the respondents were aware of the management to make good use of their skills and abilities as a strategic plan whereby out of 95 respondents, 77(81.1%) agreed, 11(11.6%) were disagree while 7(7.4%) of the respondents were not aware for the reason that they performed a quite different disciplines from their skills.

4.3.7 Awareness of Employees on Flexible Work Schedule

In this category most of the employees disagree to be aware of existence of this strategy in theIfakara Health Institute. 52(54.7%) Disagree as compared to 40(42.7%) of the respondents who agreed to be aware with this strategy in the organization.

Table 4.7. The study findings revealed that most of IHI employee were just come to work and performed what assigned on that day.

4.3.8 Satisfaction of Employees on the Salary and Wages Package

The respondents were asked this question so that they could provide the answer on their awareness of employee's retention strategies on salary packages. Most of respondents were aware on salary package as employees retention strategies as per researcher's findings showed that out of 95 respondents, 88(92.6%) of respondents were aware that the competitive salary package offered by the Institute would give higher satisfaction to employees that resulted to retain them but because the institute does not want to benchmark its salary package to the competitions then they disagree with the salary packages offered by the Institute while only 4(4.2%), of the respondents were agree with salary packages offered by the Ifakara Health Institute as shown in table 4.7. The study findings showed that the salary packages offered by the Ifakara Health Institute are very low as compared to its competitors like NIMR.

4.3.9 Respondent's Perception to Leave the Institution

The study intended to find out views on employees' perception to leave the Institution as presented in table4.8 below.

Table 4.8 Respondents on Perception to Leave the Institute

Category	Frequency(N)	Percent (%)
Definitely	52	54.3
Probably	5	5.3

Not sure	16	16.8
Probably not	15	15.8
Definitely not	7	7.4
Total	**95**	**100.0**

Source: Field Data

The result showed that about 52(54.3%) respondents of all employees were thinking to leave IHI, while only 7(7.4%) of respondents had definitely not to leave IHI.Since the percentage of employees' perception to leave IHI, was higher than those who said would remain, the implication of this means that the future labour turnover would be very high, which would need the management of IHI to come up with strongly strategies of retaining employees to rescue the situation.

Kramer et al (1995) was attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intentions to quit. The results concur with other studies retaining employees in Africa (Firth et al., 2007, Gberevbie, 2010, Hassan et al, 2011). These studies have shown that motivation and retaining employees are influenced by both factors including working conditions, recognitions and achievement. In this study working conditions, insufficient salary and poor motivation were the major motivating factors for the employees on retention. The finding from our qualitative indicated the concern of employees on working environment including employees' contract and recognition.

4.4 Factors associated with Staff Retention at IHI

4.4.1 Respondent's Satisfaction with their Position at IHI

The researcher asked this question to in order to see if the respondents are satisfied with their position at Ifakara Health Institute. The study findings revealed that there was a slightly different between those dissatisfied with their position 36(37.9%) with those Satisfied with their position at the Institute 35(36.8%). Neutral respondents were 20(21.1%) while those who very satisfied with their positions were 4(4.2%) as shown in the figure 4.3 below. From these results seems that there were unequal distribution of resourced within the institute. That some of the employee were very happy while half of them not happy at all with their position at the Institute.

Figure 4.3. Respondents Satisfaction with their Position at IHI.

Source: Field Data

4.4.2 Perceptions of Employees' Recognition as an Individual.

This question was asked by the researcher that, "Do you feel that employees are recognized as individuals?" Aim was to check the percentage of recognition as individual within the institute. Table 4.9 on page (70) revealed that out of 95 respondents 31(32.6%) don't know that whether they are recognised by the management or not while 28(29.5%) agreed to be recognised within the Institute. Again 17(17.9%) strongly disagree to be recognised as individual within the institute while 14(14.7) of the respondents were also disagree to be recognised by the institute. These research findings revealed that the Institute has no special mechanism to embrace or appreciated the success of good performers within the institute.

Table 4. 9 Perceptions of Employees' Recognition as an Individual

Categories	Frequency (N)	Percent (%)
Strongly Disagree	17	17.9
Disagree	14	14.7
Neither Agree or Disagree	31	32.6
Agree	28	29.5
Strongly Agree	5	5.3
Total	**95**	**100.0**

Source: Field Data

4.4.3 Respondent's Motivation towards Company Succeed

The researcher wanted to know if the employees at the Ifakara Health Institute are motivated to in such way that wanted their Organization to succeed. Figure 4.4

revealed their answers. Out of 95 respondents who answered the question 33(34.7%) were responded as being motivated which is slightly the same with those respondents who said that not very motivated 27(28.4) There were a small number of the respondents who admitted to be very motivated 12(12.6) But were also those who are not motivated at all 9(9.5%) and who are not sure of whether are motivated or not 14(14.7%). These findings showed that the Institute has motivation scheme which favors only the minority of its employees while others left unrecognized with their existence in the institute.

Figure 4.4: Respondent's Motivation towards Company Succeed

Source: Data from the Field

4.4.4. Tasks oriented among the Staffs within their Thematic Groups.

In thinking about the variety of tasks your position requires, would you say that there are too many, enough, or not enough? This question was designed by the researcher in order to understand the distribution of tasks or responsivities within the thematic group at Ifakara Health Institute. Table 4.10on page (72) revealed their thoughts that out of 95 respondents 83(87.4%) admitted that they have enough tasks in relation to their capacity to handle them while a small number of respondents complaint to have too many tasks or responsibilities than their capacity of doing them. The researcher found out that the problem here caused by high Turnover in the Institute whereby those skilled staffs left the Institute so those who are there are not enough for the Job Capacity, hence worked for long hours to cover the gape.

Table 4.10 Tasks oriented among the Staffs

Categories	Frequency (N)	Percent (%)
Too many	12	12.6
Enough	83	87.4
Total	**95**	**100.0**

Source: Field Fata

4.4.5 Flexibility of the Company to the Employees' Family

Table 4.11 below revealed the answers from the respondents that out of 95 respondents more than half of them 52(54.7%) strongly admitted that the Company is very flexible when comes issues regarding the family responsibilities. Some of the respondents 23(24.2%) were partially admitted and said that the Company is somewhat flexible towards their family responsibilities. Only a small number 11(11, 6%) of the respondents were Neutral, while others said the company is inflexible 8(8.4%) towards their family responsibilities.

Table 4.11 Flexibility of Company towards Employees' Family

Categories	Frequency (N)	Percent (%)
Very inflexible	1	1.1
Somewhat inflexible	8	8.4
Neutral	11	11.6
Somewhat flexible	23	24.2
Very flexible	52	54.7
Total	**95**	**100.0**

Source: Field Data

4.4.6 Respondent's convincing a Friend to Apply for a Job at IHI

The aim of this question was to see if the IHI employees are happy to work with Organization and that they were even in a position to convincing their friends to apply for a job at the Institute. The table below 4.12 reveled their answers Out of 95 respondents 38(40.0) said that they are not sure of whether they convinced their friends or not, 26 (27.4) totally disagree not to convincing a friend to apply for a job at Ifakara Health Institute. Only one respondent agreed to convince a friend to apply for a job at the institute. For the research institute like IHI the above findings were not good indicators at all. It shows that there is no conducive environments to work at IHI.

Table 4.12 Convincing a Friend to Apply for a Job at IHI.

Categories	Frequency (N)	Percent (%)
Definitely	1	1.1
Probably	13	13.7
Not sure	38	40.0
Probably not	17	17.9

| Definitely not | 26 | 27.4 |
| **Total** | **95** | **100.0** |

Source: Field data

4.4.7 Presentation of Findings on the Number of Employee Left IHI

The study was interested in understanding the number of employees left the Organization from each thematic group and Administration for the past two years. The study findings revealed that 49 (40%) respondents had left organizations from Impact Evaluation from July 2012 to June 2014. 24(19.9%) respondents reported to quite the from the Health System also for the same period. 19(15.8%) respondents also quitted from Intervention thematic group between July 2012 and June 2014. 42 (34.5%) respondents reported that they left the Organisation from the Environmental and Ecological Science between July 2012 and June 2014. 20(15.8%) of the respondents reported turnover rate between the same period. Therefore, the study findings implied that there is a high rate of turnover in Tanzanian non-Governmental organizations, Ifakara Health Institute being one of them. Employees tend to change organizations with different goals including looking for a greener pasture. Table 4.13 illustrates the above findings.

Table 4.13 IHI Turnover Rate

Turnover Rate	Frequency (N) & (%)	Frequency (N) &(%)
	July 2012- June 2013	**July 2013- June 2014**
Impact Evaluation	26(20%)	23(20%)
Health System	10(7.7%)	14(12.2%)
Intervention	7(5.4%)	12(10.4%)
Environmental	21(16.2%)	21(18.3%)

Turnover Rate	Frequency (N) & (%)	Frequency (N) &(%)
	July 2012- June 2013	July 2013- June 2014
Impact Evaluation	26(20%)	23(20%)
Health System Intervention	10(7.7%)	14(12.2%)
	7(5.4%)	12(10.4%)
Biomedical	16(12.3%)	4(3.5%)
Administration Staff	50(38.5%)	41(35.7%)
Total	130(100%)	115(100%)

Source. IHI HR DATA BASE July 2012 – June2014

Challenges of Labour Turnover at Ifakara Health Institute.

The challenges included Loss of Professionals:, that the loss of the trained and knowledgeable employees who left the organization as the result the organization incurred more costs to recruit and train new employees.

Another challenge is Loss of Employee Good will, that the image of the organization were affected as a result new employees couldn't attracted to join the institute, not only that also the donors and financial institutions stopped or reduced their Grants.

The last major challenge for employees' turnover is the Reduction of employee Morale that the employees who remained/retained suffered from the overloaded work as the result worked long hours and decreased efficiency and poor work performance since the skilled employees left the organization.

4.5 Staff Hygiene and Motivation on Staff Retention at IHI

4.5.1 Respondents Working Hours

Table 4.14 below showed that most of IHI employees are working long hours while there is no incentives or overtime is paid for those working for extra hours. Out of 95 respondents, 59(62.1%) of them admitted to have to work for long hours followed by those who were admitted to some extent 27(28.4%) to use long hours in the office.

Table 4.14 Working long Hours in the Office.

Categories	Frequency (N)	Percent (%)
Definitely	59	62.1
Probably	27	28.4
Probably Not	2	2.1
Definitely Not	7	7.4
Total	**95**	**100.0**

Source: Field Data

4.5.2 Ethical Standards towards the Employees' Behavior

The results showed that the IHI employees are solely rely on their Ethical standards as out of 95 respondents 78(82.1%) agreed to set high ethical standards for their behaviour and hold themselves to those standards. This is also followed by 13(13.7%) of respondents who were to some extent agreed with the same. Table 4.15.

Table 4.15 Ethical Standards towards the Employees' Behavior

Categories	Frequency	Percent (%)
Definitely	78	82.1
Probably	13	13.7
Probably Not	4	4.2
Total	**95**	**100.0**

Source: Field Data

4.5.3 Employees Responsibilities for their Actions

The researcher wanted to know if the IHI employees held responsible for their mistakes. Out of 95 respondents who filled then questionnaire 72(75.8%) were strongly agreed to held responsible for their own mistakes and stop blame others. 22 (23.2) were also agreed though not for hundred percent. This result showed that most of the employees in the Private sectors are hardworking and once made mistakes they held responsible for themselves also this is because of their ethical standards the company set for their employees. Table (4.16) below narrates the truth of these statement.

Table 4.16 Employees Responsibilities for their Actions.

Categories	Frequency (N)	Percent (%)
Definitely	72	75.8
Probably	22	23.2
Definitely Not	1	1.1
Total	**95**	**100.0**

Source: Field Data

4.6 Responses on Perception Level on Retention Strategies.

The findings of the study showed that the majority of the respondents were not aware of the retention Strategies hence they just mentioned **no, 89(93.7%)** when asked to explain if they think there are better staff retention strategies in the organization. It revealed that there were no direct effects of staff retention strategies seen by

employees but applicable for few groups within the Thematic Groups and were in favoritism, and not transparency. Table 4.17.

Table 4.17 Responses on Perception Level on Retention Strategies.

Categories	Frequency (N)	Percent (%)
Yes	6	6.3
No	89	93.7
Total	95	100.0

Source: Field Data.

Measures Taken to Retain Employees at Ifakara Health Institute.

Measures taken to reduce the employees' turnover first included retaining employees at high level. At this level there might be the associated responsibility allowances, employee benefits including staff motivation in all areas, which meant personnel, chance to excel academically, encouraging innovation, recognition and appreciation for their work.

Moreover, there were an opportunities for advancement which meant the personal, professional development and opportunity to learn. Lastly, the career development through short and long term training would be the strategy for this level.

Second, measures used to retain employees at the Intuitional level were associated with revision of salaries as the means of retaining the employees as well as the implementation of performance management, improving working relation and

conditions, training and development, communication and transparency, financial benefit according to post, qualification and performance and team work. Also by offering training full time scholarships which resulted to had employees who had required qualification that made them to meet the IHI and their expectation. Also there were a bridge funding for certain period for employees who's their projects came to an-end, giving time to look for another Grants by writing projects Proposals.

Offering full time Training scholarships which resulted the employees who were in need of it to undergo for further studies and obtained the required qualification that made them to meet the IHI entry qualifications and hence meet their expectations

From the In depth Interview done by to the Head of units, they stated that by improving working environment and having the good relationships between different levels and transparency at all levels within the thematic groups, labor turnover will decrease to some extent. Some respondents argued that by conducting regular interviews with staff would enable to establish satisfaction to all thematic groups that resulted to reduce labour turnover at IHI.

4.6.1 Involvement in Designing Retention Strategies.

The findings of the necessity of employee involvement in the designing retention strategies in their Organization as shown in Table 4.18 is considered that many of the employees wanted to be involved whereby out of 95 respondents 89 (93.7%) agreed that it is necessary to be involved in designing the retention strategies. Only 6(6.3) are

involved but the small number came from managerial level. Therefore from this findings the researcher concluded that the employees at Ifakara Health Institute considered it necessary to be involved in the designing staff retention strategies.

Table 4.18 Involvement of Employees in Designing Retention Strategies.

Categories	Frequency (N)	Percent (%)
Yes	6	6.3
No	89	93.7
Total	**95**	**100.0**

Source: Field data

4.6.2 The Effects of Organization on Retention Strategies

The effects of organization not having good Retention strategies as shown in Table 4.19below, (the respondents allowed to tick more than one factor and hence the multiple of selecting factors lead to an increase of respondents), indicates that almost all the respondents reported on the 100% labour turnover, 100% low working moral which will result in the low production which also unturned the organisation not able to compete with competitors, 100% reported on regular complaints all the time while 94.7% reported on delay and partial implementation of the activities.   From these results it were, concluded that IHI is performing well in terms of employee retentions.

Table 4.19. The Effects of Organization on Retention Strategies

Factor.	Frequency (N)	Percent (%)
Labor Turnover	95	100
Transfer of Employee	56	59
Low working moral	95	100
Delay and partial implementation of the activities	90	94.7
Regular complaints	**95**	**100**

Source: Field Data

4.6.3 Items to be Improved to Enable Retention of IHI Employees

The researcher examined respondents' about their views regarded what item to be improved that resulted to a greatest impact on retention of IHI employees as show in table 4.20.The study findings revealed that out of 95 respondents 59(62.1%) respondents said that the salary payment if would be improved would reduce employees turnover while 22(23.2%) of the respondents said that Training is an important factor if would be improved would reduce Labour turnover to some extent, 9(9.5%) of the respondents explained about the good management relationship with subordinates if also would improve would reduce the labour turnover and only 5(5.3) of the respondents stated about the improvement of other benefits and other physical working environment that if improved would reduce Labour turnover at Ifakara Health Institute.

Table 4.20. Items to be Improved to Enable Retention of IHI employees

Categories	Frequency (N)	Percent (%)
Salary	59	62.1
Benefits	5	5.3
Management	9	9.5
Training	22	23.2
Total	**95**	**100.0**

Source Field Data

4.6.4 Formulation of Retention Strategies at Thematic Group Level

After researcher went through the findings collected she observed that there were some ways of formulating retention strategies at Thematic Group level, as explained by respondents from different thematic groups. Included discussions with the unit members, performance based and availability of work within thematic and other respondents argued that the retention strategies were formulated by HR group through discussion meetings made within units or thematic Group leaders.

4.7 Availability of Motivational Schemes

The researcher asked the Heads of thematic Groups if there were any motivational schemes considered to enhance retention of employees at IHI through interview as shown in the table 4.21. The numbers of respondents were 5 (Heads of Thematic Groups)

Table 4.21Availability of Motivational Schemes at IHI

Categories	Frequency (N)	Percent (%)
Yes	1	20
No	4	80
Total	**5**	**100.0**

Source: Field Data

 Results from table 4.21 showed that 4(95%) of respondents stated that at IHI there were no availability of motivational schemes, while only 1(20%) respondent agreed that there were availability of motivational schemes. These results revealed that at Ifakara Health Institute there were no any motivational schemes, and this resulted to a

big number of employees left the Organization. Interpretation of these results, retention is a complex concept and there is no single recipe for keeping employees within a company.

4.8 Discussions from the Findings

This part discuss the findings based on the factors associated with the employees retention in the Non - Governmental organizations, employers physiological factors influencing employee retention, methods used in retaining employees as well as constraints facing the organizations in retaining their employees.

4.8.1 Improvements of Salary and Benefits

At the institutional level the employees' retention strategy associated with revision of salaries as the means of retaining the employees as well as the implementation of performance management, improving working relation and conditions, training and development, communication and transparency, financial benefit according to post, qualification and performance and team work. The results from this study showed that out of 95 respondents who answered the filled the questionnaire 92.6 % were not satisfied their salary packages, the results also revealed that for the IHI employees, Salary and other benefits are the most motivating factor for them to stay in the Institute. Therefore, the findings indicate that, both salary and benefits had a strong influence on the employee retention. However, salaries seemed be a driving role in employment retention efforts in the Ifakara Health Institute.

The study finding reflects the findings revealed by Hassan *et al* (2010) on the employee retention challenges in the Pakistan leather industry. The study revealed that the mostly second line managers changed their jobs for high salaries offer, recognition, and authority and also to seek for more knowledge and to get more competitive edge in terms of processing. Chiboiwa*et al* (2009) study findings through examining employee retention strategy in a private organization in Zimbabwe also reflect this study findings. Chiboiwa and his colleagues revealed that the way people were paid, recognized and achieve salary advancement were critical factors in attracting, retaining and motivating employees. They further noted that the challenge for most organizations was the formulation of an effective employee retention strategy that would help in retaining employees that are considered critical in attaining organizational goals.

4.8.2 Methods Used by the Organizations in Retaining their Employees.

The study was interested in investigating different methods used by Ifakara Health Institute in retaining its employees. Also different instruments were employed to capture enough information on the subject under investigation. Apart from the Questionnaire, there were the in depth interview with the Heads of Thematic Group units. The study findings revealed the increased salaries, improvement of employee relations as well as improved benefits done by the organizations were the methods used in employee retention.

The study findings on improving compensation packages as one of the methods of retaining employees concurs with the study findings revealed by Lochheads and Stephens (2004) who argued that competitive and fair compensation was a fundamental starting point in most strategies to attract and retain employees. However, there was a general agreement that compensation levels did not single-handedly guarantee employee retention. Common best practices included the use of industry surveys to benchmark and position wage and salary structures to be fair and competitive.

Likewise, during the interview held with Chief human resource Officer informed that reviewing salary on regular basis, improving employee relations, increasing employee benefits and promotion were the methods used by the organization in retaining the employee. She revealed out that her organization reviewed employees' benefits and salary to meet what the market offered. Her answers were contradicted with the study findings from the other employees (Same organization) who said that their salaries are very low and not reviewed year after year and neither competitive. Therefore, the study findings signified that people leave the organizations mostly to pursue for their other career goals. To capture more relevant information from the respondents on what they thought to be psychological factors influencing employee retention, the findings from the thematic groups respondents indicated that there were no organization justice and prestige which could retained the employees. The organizations which provided to the employees high security to their jobs and feeling proud of being the organizational members played an important role in retention.

Furthermore, when the respondents asked on what they thought to be the employer psychological factors influencing employee retention, they pointed out that there were no employee engagement which made them feel as a part and parcel of the organization's businesses. Therefore, they felt not being valued by the employer hence, they had an intention of leaving their organization. They also noted that this demoralised their psychological commitment they had with their employer. The findings highlighted the importance of differentiating human resource management practices when the goal is to retain those employees valued most by the organization. Also the study findings is supported by the study done by Samuel (2008) which looked at the extent to which intrinsic and extrinsic motivational variables were used by managers to influence retention and reduce turnover of key employees in both public and private sector organizations. His study results showed that employee's in both the public and private sector organizations were motivated to a very large extent by a combination of intrinsic and extrinsic factors. Motivational variables such as training and development, recognition/reward for good performance, competitive salary package and job security ranked amongst the most important variables that motivate employees to remain in an organization.

Furthermore, Chew (2004) study findings on the influence of human resources management practices in retention of the core employees of the Australian organizations are replicated in this study. The findings indicated that there were eight retention factors that influenced core employees to stay. These included personal organizational fit, remuneration, rewards and recognition, training and career

development. Also include the organizational based factors such as leadership behaviour, company culture and policies, team relationships and satisfactory work environment.

Of the respondents 89 (93.7%) do not think that there is a better staff retention strategies and they are not involved in designing retention strategies with no clear reasons on why they are not being involved, the respondents gave out this answer when answered the question asked that " are employees involved in designing the retention strategies?" Table 4.22 below represents their answers.

Recommendations to Improve the Employee Retention Strategies.

The researcher made a discussions with respondents from the thematic groups on how to improve the retention of employees at atIfakara Health Institute, and the results were as indicated in the below table 4.22, number of respondents were 89 and they allowed to mention more than one category.

Table 4.22 Improvement of Employee Retention Strategies.

Category	Frequency (N)	Percent (%)
Increase the Salary & Wages	89	100
Increase the allowances	35	39.3
Fair and equal treatment to all	26	29.2
Participation of Employee in decision Making	56	62.9
Improve working environments	70	78.7
Reduce the gap between the top and lower cadres	68	76.4
Increase Transparency	59	66.3

Improve relationship between management and subordinates	65	73.0
Give promotion based on performance on time	83	93.3
Provide Training and workshops regularly	56	63

Increase the opportunity for carrier growth (capacity building).	80	89.9
Recognition for the achievements	83	93.3
Increase Motivations	76	85.4
Enough and up to date working tools	79	88.8
Overtime and extra duty allowances	89	100

Human resources for health insurance	89	100

Source: field Data,

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS.

5.1 Introduction

This Chapter presents summary of the findings, Challenges of Labour turnover at Ifakara Health Institution and the suggested solutions, conclusion, Implications, Implications, Recommendations and the suggestions for further research.

5.2 Summary of the main Findings

The findings have shown that employees' retention is a serious issue at Ifakara Health Institute (IHI) with different factors that influence employees' turnover as follows; low salaries were cited as the first major factor from the respondents from all thematic groups and that causes the employees turnover in the organization. Short-Term Contract that is one year contract given to all employees every year but renewable on the availability of funds was the second factor that led the employees' turnover atIfakara Health Institute (IHI) because due to this factor employees feel unsecure in terms of Job security.

This findings is coherent with the study of Luna and Camps (2008) in model of high performance work practices and turnover in Spain, they found out that Salary is an important factor for staff retention and proved to be precursor of turnover intention in both direct and indirect ways.

Moreover the equity theory by Adams (1962) asserts that, employee seek to maintain equity the inputs and that they bring to a job and outcome that they receive from it. Therefore employee tend to satisfied after comparing their package with what their fellows with the same qualifications receive as compensation.

Pay package provides the means to satisfy many needs from the very basic ones to those of achievements, status, power and self-esteem. Pay package and Incentives are important factors for job satisfaction and employee commitment in Ifakara Health Institute.

Moreover monetary compensation is a motivating factor for IHI employees, because it is believed that most of the employees are engaged in dubious means of obtaining money so as to supplement the little money they receive in order to meet their needs. When job satisfaction level is low the worker will develop a behavioural intention to quite.

Even though this finding is contrary with that of Min (2007) in his work which examined sources of warehouse employee turnover found out that Monetary Incentives have little or nothing to do with warehouse employee turnover. Lack of monetary incentives was not the primary cause of employee turnover as many believed, instead Job Security turn out to be the most effective motivator for recruiting and retaining employee.

This findings is contrary to the finding of this study due to the reality that, Min considers the security in narrow perspective and neglects the other things which are part of security. In broader perspectives, money is also a security for an employee as people become assured of getting services whenever they get sick, pay fees for their children and meet the other needs foe their families.

5.3   Implications of the Findings

Following the conclusion above, the study revealed that pay package and management relationship to the employees has possible effect to both employer and employee. These two should work together to develop a system which is conducive to both. Both two parties should bear responsibilities of making their system to operate smoothly. Different Category study implications have been identified such as Social implications and Economical Implications.

5.3.1 Social Implications

In Social perspectives the Institute must take care to ensure that good and professional qualified employees are retained in the organization by ensuring the employee that management is not static, the condition will change based on the availability of funds, and the system should be transparency to all employees regardless of Education level, or their position in the organization and religious believes a factor which is used by most of the management team to degraded the employees.

5.3.2 Economic Implications

Some employees especially that of low carder, suffered economically because of low salary and at the same time working very long hours where they have no time to engage in any other activity to earn more money out of salary. This study revealed that in every 20th each month are penniless hence make their life and families difficult and turn loose concentration in the job, which leads to low production to the organization. This affect both Organization Economy and the whole country as a whole. So again pay pack system is a very important factor which if reviewed carefully will play part in retaining the employees as well as maintaining the Countries Economy.

5.4   Conclusion

The following conclusions were drawn from the research Question and Objectives of this research. Through the findings of this research it was found that indicators mentioned for retaining employees in Non-Governmental Organization were not taken care or not well understood by the Organizational Management because, Human resources are complex and not easy to understand. These are the assets which can make as well as break an organization. Retaining them will help in the long-term growth of an organization and will also add to their goodwill. But the most difficult task faced by non - Governmental Organization today is retaining as well as satisfying these resources. Although the research paper tried its level best to reveal the various research works done and the contributions forwarded by various researchers in the area of employee retention, but still much scope remains for more exploration in the field of employee retention and itby taking into consideration thatemployees should

get involved in matters regarding the organization so that they feel as important asset within the organization. The organization has to implement a strategic reward system that will motivate the employees to remain in the organization. Employees need to be given growth opportunities such as training and development and career development opportunities in order to make them more complement and skilful to increase the productivity as well as improve the organization's performance. Factors like compensation practices, leadership and supervision, career planning and development, alternative work schedule, working conditions, flexible working hours etc. should be given priorities if the Organization wants to Excel.

5.5 Recommendations

From the lesson learnt in this study and the conclusion drawn, the researcher recommend that, the company should adopt and implement a win - win management style approach since this style is for mutual benefit as it allows the employees to become part of the team, this allowing the management to make better decisions and reduces their chances of leaving the organization for its competitors by increasing the retention rate of its mostly high skilled employees. The management should use reward systems approaches such as education, to motivate employees and retain them within their organization. The management should adopt an organizational culture that is in essence blending with the group of employees it has, so that the employees are comfortable and able to work freely with much confidence in the organization.

Growth opportunities within the organization is healthy for the employees as this helps them to become more competent and skillful at their place of work through increased productivity and improved organization performance and also to promote employee growth and sustained competitive advantage which increases retention rate of the employees within the organization. This section therefore contains some suggestions for future research that will encourage other researchers to conduct studies in order to advance the knowledge of retaining the best employee in the organisations

Several Job factors must considered when develop a retention plan, Mitchell et al (2001). The leader must investigate these factors and select those which are the most applicable to the firm. There are a few key findings when developing a comprehensive retention plan.

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

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

It is important to have in mind that retention plans or programs require an overall, comprehensive, thoughtful process to be effective. Plans are expensive and vary across organizations as well as they need substantial effort. To enlighten the problem about employees leaving, actions need to be taken as these programs compete for talent to keep the most valuable people in the companies, it has becoming popular to give employees retention bonuses. Retention cannot be accomplished purely through money, as positive effects of more pay, usually are short-lived. (Mitchell et al. 2001). In this research, a case study was on a not for profit oriented companies, so it is suggested a further study to a Profit oriented Companies to compare the findings and add value to the knowledge.

5.6 Limitation of the Study

During the process of data collection, there were difficult to get to access most of the employees as most of them are researchers so they were in the field for long time also collecting data for their projects. Even for those who were around in the office by that time, there responses took a long time to fill the Questionnaires hence caused unnecessary delay in data analysis and the dissertation completion as a whole. The In depth interview questions which asked to the heads of thematic group, almost given out the same answers. This is because almost all the heads of Units have the same understandings to the organizations and they were all PhD holders. This narrowed the findings of the study.

Having noticed fear and hesitation from some employees to give out information, the researcher had to give more explanations on the importance of this research and how

they will be benefited from this study based on their truly answers they will give. Furthermore, all the respondents were ensured that there will be a confidentiality of their answers and were allowed not to write their names. Finally my effort to overcome the limitations succeeded and data collected as planned.

5.7   Suggestions for Further Research

This study has some limitations that need to be in mind when analyzing its significance. It is however carried with limited time and resources which made it difficult to cover comprehensively all factors which influence employees' retention in non-Governmental Organization in Tanzania. It was conducted in only one Non-Governmental organisation, Ifakara Health Institute. In the researcher's opinion one private Institution is not a necessarily a representative of all Non-Governmental Organisations. There might be some questions remain inadequately un answered, and therefore, further studies are required for more exhaustive answers hence further studies are required within the Private sectors in order to explore more adequate answers for the general research question that, on what are the factors perceived by employees and employers as forces influencing retention at the workplace in non-governmental organizations.

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APPENDICES

Appendix 1:

Introduction

Dear Sir/Madam

This survey is part of research project to explore the factors for the employees' retention in non-Governmental Organizations in Tanzania. We would like to be informed on certain issues the factors for the employees' retention in private sector work organization in Tanzania, Ifakara Health Institute being among of them. You have been selected as one of the respondents in this survey. Your answers will make great contributions in the data collection. All information provided will be used only for academic purposes and will be treated confidential.

Individual respondent's questionnaire

    A. Background information

1. What thematic group are you working at in this organization?

    1) Impact Evaluation

    2) Health Systems   ( )

    3) Interventions

    4) Environmental Health Ecological science

    5) Biomedical

2. Gender (1) Male   ( )   (2) Female ( )

3. What is your age (years)

     a) 18-25   ( )

     b) 26-35   ( )

     c) 36-45   ( )

     d) 46-55   ( )

     e) 56 – above( )

4. What is your Marital Status?

     1) Single   ( )

     2) Married   ( )

     3) Separated   ( )

     4) Widow/widower   ( )

5. What is your education level?

     1) Primary education   ( )

     2) Secondary education   ( )

     3) Diploma   ( )

     4) 1st Degree   ( )

     5) Master's Degree.   ( )

     6) PHD   ( )

6.   How long have you worked in other places(*please consider all the places you previously worked)*

Years of experience	>1 years	1-5years	6-10yrs	11-15yrs	15 and above
Tick one					

7. How long have you worked with Ifakara health Institute?

Years of experience	>1 years	1-5years	6-10yrs	11-15yrs	15 and above
Tick one					

8. Which of the following best describes your position in this institution?

1) Operational position(   )

2) Technical position(   )

3) Management position(   )

B: Individual staff needs and background influence staff retention at Ifakara health

Institute (IHI).

[Please tick in one box for each question indicating whether you strongly disagree,

Disagree, Neutral, Agree, Strongly agree for the following factors on retention of

staff].

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
9. My current employer provide career development for me	○	○	○	○	○
10. My work gives me a feeling of Personal accomplishment.	○	○	○	○	○
11. I have the tools and	○	○	○	○	○

resources to do my job well.					
12. On my job, I have clearly defined job responsibility	○	○	○	○	○
13. The institution does an excellent job of keeping employees informed about matters affecting staff.	○	○	○	○	○
14. My job makes good use of my skills and abilities.	○	○	○	○	○
15. Do you think that your current work provide flexible work schedules that fit to your needs?	○	○	○	○	○
16. Iam satisfied with the salary or wages currently getting.	○	○	○	○	

C. Push and pull factors associated with staff retention in Ifakara Health Institute (IHI)

17. Overall, how satisfied are you with your position at Ifakara Health Institute

○ Very Dissatisfied

○ Dissatisfied

○ Neutral

○ Satisfied

○ Very Satisfied

18. Do you feel that employees are recognized as individuals?

○ Strongly Disagree

○ Disagree

○ Neither Agree nor Disagree

○ Agree

○ Strongly Agree

19. How motivated are you to see the company succeed?

○ Very motivated

○ Somewhat motivated

○ Not very motivated

○ Not at all motivated

○ Not sure

20. In thinking about the variety of tasks your position requires, would you say that there are too many, enough, or not enough?

○ Too many

○ Enough

○ Not enough

21. How flexible is the company with respect to your family responsibilities?

○ Very inflexible

○ somewhat inflexible

○ Neither

○ Somewhat flexible

○ Very flexible

22 . Would you advise a friend to apply for a job at this company?

○ Definitely

○ Probably

○ Not sure

○ probably not

○ definitely not

23. Have you ever observed or experienced any of the following forms of discrimination or harassment at this company?

○ Racial discrimination

○ Sexual harassment

○ Gender discrimination

○ Sexual orientation discrimination

○ None Observed

D; Effect of staff hygiene and motivation on staff retention at Ifakara health Institute

24. Do you arrive at the office on time and do not leave early.

○ Definitely

○ Probably

○ Not sure

○ probably not

○ Definitely not

25. I set high ethical standards for my behaviour towards employees and hold myself

to

those standards

○ Definitely

○ Probably

○ Not sure

○ Probably not

○ Definitely not

26. I do not blame others. I take responsibility for my part in mistakes.

○ Definitely

○ Probably

○ Not sure

○ Probably not

○ Definitely not

27. Do you think there is better staff retention strategies in this organisation?

1) Yes   2) No   ( )

 If no what do you think are the reason

…………………………………………………………………………………………………

…………………………………………………………………………………………………

28 .Are employees involved in designing retention strategies?

        1) Yes   2) No   ( )

 If no what do you think are the reason and if yes how.

…………………………………………………………………………………………

…………………………………………………………………………………………

29. What do you think are effects of the organization not having good retention

strategies?

1. Labour turnover   ( )

2. Transfer of employees   ( )

3. Low working moral and commitment   ( )

4. Delays and partial implementation of the activities   ( )

5. Regular complains   ( )

30. What one item if improved would have the greatest impact on retention of

employees in Ifakara Health Institute?

   1   Salary   (   )

   2   Benefits   (   )

   3   Management   (   )

   4   Physical work environment   (   )

   5   Work hours/ shifts   (   )

6   Training   (   )

7   Pre-employment screening   (   )

31. Is there any availability of motivational scheme at the Institute?

1) Yes   2) No   (   )

Thank you for your cooperation.

Appendix 2:

Interview Questions.

List of question for Thematic Group Leaders

1. Do you think your Thematic Group has managed to retain good /potential employees for the past three years?

…………………………………………………………………………………………

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2. What reasons causing employee to change /resign from the organization?

………………………………………………………………………………………

………………………………………………………………………………………

3. What strategies do use to retain employees at IHI?

………………………………………………………………………………………

………………………………………………………………………………………

4. Are normally employees involved in designing retention strategies?

　　　1) Yes　　　2) No　　　　　　　　　　　(　)

If no what do you think are the reasons, and if yes how.

………………………………………………………………………………………

………………………………………………………………………………………

5. What are the serious challenges facing your Thematic Group in retaining the best employees?

    i.   ---

    ii. ---

    iii. ---

6. How does the organization deal with the above challenge in making sure that the

best employees are retained?

    i.   ---

    ii. ---

    iii. ---

Thank you for your Cooperation.