

**ASSESSMENT OF MOTIVATIONAL FACTORS FOR WORKERS
RETENTION IN PRIVATE SECTOR: A CASE OF COFFEE
MANAGEMENT SERVICES MBOZI DISTRICT**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

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CERTIFICATION

The undersigned certifies that has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation entitled *“Assessment of Motivational Factors for Workers Retention in Mbozi District Tanzania”* in partial fulfillment of the requirements for the Master degree of the human resource management (MHRM) in Open University of Tanzania.



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DEDICATION

I dedicate this work to the almighty God in heaven to his kindness for keeping me alive with strengths and for enabling me to successfully undertake the study.

This work is also dedicated to my lovely parents Mr. and Mrs. Elinazi; they sacrificed everything during my study by making sure that the work was accomplished. Also I dedicate this work to my lovely wife Mrs. Naemi Saimon for her encouragement for the whole time of first preparing the research proposal data collection and writing the report. I pray that God blesses her for all these.

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ABSTRACT

The main objective of this study was to assess the motivational factors for workers Retention in coffee management services (CMS) at Mbozi District Council Using theory of Maslow's Hierarchy of needs. A case study design was used where a sample size of 30 employees were involved in the study. In collecting the primary data, the study used questionnaire whereas the secondary data were collected through documentary review. Data were analyzed by using Statistical Package for Social Sciences (SPSS) and descriptive Statistical Tables under cross Tabulation and figures were used to present data. The findings of the study show that motivational factors are burning issues and should be taken seriously by the organization to ensure retention of its work force. The results of the study show that, salary, compensation, workers benefits, promotion and employee assistance programs were highly considered important. So improving these motivational packages would lead to arise the problem of employee's retention in private sectors and encourage high performance which would ensure meeting organizational goals and objectives. The study concludes that employees are generally satisfied with salary, compensation, developing workers programme, recognition, rewarding in high results and worker's security. These can be motivational factors that can enhance retention and minimize the high rate of employee turnover in various private sectors. The study recommended that Manager of all private sectors institutions especially Coffee management services (CMS) should formulate good policies and implementation them so as to meet the deferent of their employee by motivating them as it has been stated above to reduce low production.

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LIST OF ABBREVIATIONS

CMS Coffee Management Services.

HR Human Resource.

SPSS Statistical Package for Social Science.

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Maslow Hierarchy of needs Figure

Harvard Model Figure

Conceptual Framework Figure

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

Retention of Workers have been a very important issue for the competitive advantage of an organization's to accomplish organizational objectives (Alkandari,& Hammad,(2009).The retention of employees has been an important thing in the development and for the accomplishment, Today, changes in science and technology, global business as well as economic agreements, are openly affecting employee interaction. Until today, constancy was the big confront of the relationship. The loss of gifted workers may be very unfavorable to the corporation's prospect. Faustina, (2012) employees may leave an organization because they are dissatisfied, with the working environment while trying to retain them within the organization may present other challenges as well as cited by Coff (1996).

For example they may require higher remuneration, and may not comply with organizations with their employees or comply with their managers directions. To retain worker promote employer and employee relationship, hence providing basic needs could be pay and job securities that allow the workers to reach their interest and social obligations Sedem, (2012). For the companies benefits, Human resource policies should treat people basically acceptable manner in working conditions by allow worker to do their jobs in a acceptable ways, motivation for employees to remain in one way to another in organization, have been the reason individuals have chosen to vote with their feet and leave a company, An organization is not able to

meet the needs of its employees they will not retain their services Sedem, (2012). Far above the ground performance attained by well motivated people who are prepared to exercise unrestricted effort hence inspiration is reason for doing something .also inspiration focused with force and track of behaviour and factor that manipulate people to behave in a assured way. According to Arnold (1991) explains three components of inspiration such as route means what a human being is try to do, attempt how hard a human being is annoying, and persistence-how long a human being keeps on annoying. According to Webster's new collegiate dictionary an incentive comes from the word motive means impressive that causes a self to act hence incentive is the act or process of providing motive that causes a individual to take some accomplishment Armstrong,(2006).

Motivation is also defined by various scholars. Robbin (1989), for instance defines motivation as the willingness to encourage high efforts towards organizational goal conditioned by the effort and ability to satisfy some individual needs. Cole (2000) explains motivation as the processes of both initiative and rationale from an individual, people find to satisfy their basic needs and personal target which bring up human behavior. Motivation is a transitive verb which means to give somebody morale to perform task. Motivation also tends to explain behaviour which is 'characterized by willingness of act, Intrinsic motivation lead to personal enjoyments, pleasure, while extrinsic motivation is underpinned by reinforcement .Also motivation is explained management function that stimulates people to perform the job to accomplish organization goals Armstrong, (2003). Motivation is a combination various factors of working environment that lead to positive or negative

outcome Armstrong, (2003) if at all employer understand how to motivate worker , they may increase production that lead to the rise in worldwide marketplace .While all cooperation make some pains to motivate personnel, a numeral of organizations are introducing new strategies of similar payment parcels, as a means of arouse today's workforce (Dalton, 2003). The growth of any company depends more often than not on the size and worth of its worker and one way to make sure and determine how motivated staff is to remain appropriate and fruitful to the organization (Al-Aamri 2010).

In pre-period of 1980's where there was weak global economy workers were reducing in the payrolls, recruit relative, few workforce and treated employees as commodity. (Herman, 2005) argues that during that time manager pushed for higher productivity hence generating stress in the workforce and creating hostile workforce environment. In mid -1990s the rate of economy begun to grow, economics activities and operations was drastically changed. Such a situations has been a companied with heavy investment on both public and private sectors where most of International companies try their level best to invest over the world. Due to the advancement in economic situations, most of the organizations have been faced with a problem of workers turnover. The major causes of heavy investment on private sectors leads to the low Managements to have voice scheme to retain employees program (Herman, 2005). Motivation is explained as chronic problem in various institutions in Developing countries (Muze, 2014). In Tanzania Most of institutions or companies are emphasizing the goals of the organization while they forget their man power without knowing that a good motivated workers are more creative , productive

cooperative to any organization. Managers should understand how workers are satisfied with the motivation packages' so that the organization goals can be attained (Muze, 2014). Motivations factors are grouped into two types these include intrinsic and extrinsic motivation. Intrinsic motivation is all stimuli found within an individual's heart for example individual can be stimulated to perform specific task accordance with his belief system or desire and hence attached it. Extrinsic motivation involves the motivational package which an individual given in order to perform task it comes from outside, for example award fringe benefit package, bonuses, salary and compensation to employees (Armstrong, 2007).

Motivation seems to be one of the most fundamental apparatus for workers retaining and boost productivity. Companies drawing inspiration systems are intend to persuade worker to perform efficient way but also to attract and stimulate potential candidates. It is the key chief to create efficient within an organization stimulus scheme is the answers of all staff questions. One of many ways to motivate and retain employees is giving customary rewards as a stimulus.

The manager be supposed not wait for workers to demand motivational package but must be the one to be familiar with employee's performance to motivate them, hence manager should create a good policies for positive environment that support performance to avoid low production in an organizations. These were among the factors which caused carry out the study so as to Asses Motivational Factors for Workers Retention in private sectors a case study of coffee management services (CMS) located in Mbozi district.

1.2 Statement of the Problem

The managers are continually challenged to motivate a workforce in their companies as a result needs for the achieving goal of both the employees and employers become very difficulty. Failure of this leads to high turnover for the workers which results to low production. Low or lack motivation in the current years at any companies or organization across the world has led to high employees' turnover, inefficiency, corruption, and indiscipline of workers. As a result there has been deficient for member of staff retention, high turnover, absenteeism, lower service, far above the ground in service costs for staffing, assortment and training.

The study therefore thought to know how can organizations motivate employees for good way, and if motivational system have impact for workers retention. The report also thought to investigate the various factors that can motivate workforce in non-governmental companies especially the workers for Coffee Management Services (CMS) in Mbozi District and look the appropriate organizational strategies and functions that lead to retention and improve lower production.

The organization seeks to be aware of and find out what motivates and satisfies workers at the workplace (Bassy, 2002). Companies are faced with extreme challenges of work environment due to the economy; as a result the management faces big problems of motivating and retaining employees in the working environment that results to low production. That is why this study was set to assess motivational factors for workers retention at Coffee Management Services (CMS) in Mbozi District Council

1.3 Objectives

1.3.1 General Objective

The main objective of the study was to assess the motivational factors for workers retention at Coffee Management Services (CMS) in Mbozi District Council.

1.3.2 Specific Objectives

Specifically, the objectives of the study were:

1. To investigate types of motivational packages available and their impact on employees at CMS.
2. To assess contribution of both organizational strategies and culture to retention of the CMS workforce.
3. Examine functions of organizational culture and job satisfaction in the motivation and retention of Employees.

1.4 Research Questions

The study thought to respond the subsequent questions

1. What are the motivational and retention packages in CMS?
2. What is the contribution of both organizational strategies and culture to retention of CMS workforce?
3. What are the functions of organizational culture and job satisfaction in the motivation and retention of Employees?

1.5 Significance of the Study

The report traced its significance from its vital contributions in two ways; theoretical based and practical knowledge. At the level of theoretical, the report provides

awareness which carry panorama research concerning considered direction for private sector organizations that are concerned with both motivation system and retention strategies programmes for workers. In case of practical purposes, the study Was expecting to come out with new solution and verification on the utility of stimulus and custody of useful personnel to achieve and sustain competitive advantage for production.

1.6 Limitations of the Study

Some of respondents resisted giving out reliable information to the question asked depending on how much they felt, judged or perceived the question given. During data collection, there happened that some management officers refused to give detailed information (documentary review) for fear of being seen for their bosses. However the researcher involved care and thought in making the study scientific, systematic and objective as well as possible. He did what was within his ability to persuade those respondents to agree to give him the data he needed. Time and financial constraints meant that the study was not cover a wide area in the country. The researcher therefore conducted his study in one district so as to ensure the fulfillment of the availability of data to complete the study for the high success.

1.7 Delimitations

The study focused only with private sectors and not public although both private and public areas depend on each other to provide details which would help for the success of research to the development. The study was also conducted only to Mbozi district not other districts because of the stipulated reasons for the research area in

the methodology chapter. The study also based in qualitative research approach and thus it was not generalized although it may be used to understand the same issues in other areas out of the research boundary.

1.8 The Scope of the Study

Generally, the research enclosed the area of Mbozi district. Mbozi district is found within Songwe region in Southern highlands of Tanzania. Its borders with Songwe district to the North, Mbeya District to the East, Momba district to the northwest, Ileje area to the South East, Tunduma area to the West. Apart from geographical location, the study concentrated on the assessment of motivational factors for workers retention in Coffee Management Services (CMS) in Mbozi district.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This section examines a variety of documents such as journals newspapers, government documents, books and organizational documents, various national and international reports, national leader speeches as well as dissertations that have been written by others concerning this topic. The chapter introduces different views from different researcher works from various sources and scholars on the study being conducted. It also explained a related issues of concern the concept of motivation, conceptual definitions to be used in the research so as to ensure validity, and reliability of the study if done by others using the same drawing and style of the study, description of the framework of the study and relationships between variables as well as identifying the research gap and finally its gives the justification of this study.

2.2 Definition of Concepts

This section gives definition of different concepts as they operationalized or used in this study.

2.2.1 Employee Retention

Employee retention refers to the process which involving the encouragement of workers to remain in for a long time within a single organization until the completion of the project Jack and Adele (2003) .Also explains employee retentions as the whole number of workers remaining in the association. The higher levels of

retentions are desirable in most job groups. Gupta (2006) defines employees turnover is the changes in the working force of a companies in a given period of time. The most valuable asset of every business is a constant recruits of proficient, to retain workers, working environment promotes a stable workforce and becomes a momentous aggressive advantage in an union.

2.2.2 Motivation

Motivation may be defined as the inner force of a personal which drives to accomplish personal organizational goals. It focuses on the why people behave and think the way they do Jackson, (2002) explains inspiration as the drives air force ,states or extra mechanisms that start and preserve deliberate activity going towards the triumph of personal goal.

2.2.3 Private Sector

The private sectors are all non government organizations or companies which are profitable, business-oriented (Muhol, 2017). The element of the financial scheme that is not state proscribed, and is run by folks and companies for profit.

2.2.4 Job Satisfaction

Schultz, (1998) defined job satisfaction as the positive and negative feelings, attitude that a person holds about his work. Luthans, (2008) describes woks satisfaction as the outcome of working force of how good their job archived in giving out things that seemed as an important. Workers fulfillment has three accepted dimension, these are; arousing reaction to a job affairs that cannot be seen second gritty by how well outcomes assemble or surpass potential and the last embody several related attitudes.

Therefore more committed to their institution create relationship between job satisfaction and workers performance. Karugu,(1980) shows that job satisfaction can be reflected in employees high morale, impressive that operational people seek and is a key ingredient of member of staff withholding. This is achieved if the workers feel comfortable physically and psychologically, hence an unhappy employee can seriously be bored with working environment and low morale (Caplan & Teese, (1997). A negative feeling impacts of quantity and quality of work is related to truancy tardiness, poor cooperation with supervisors, and turnovers since when enthusiastic workers have involvedness receiving their jobs done, they quit obviously and look for other service opportunity where they can achieve the satisfaction they seek from work.

2.2.5 Organizational Environment

They include civilization, standards, business status, and quality of citizens in the association. Environment involves all working places within institutions for employee development and career growth Muhol, (2017). Types of surroundings the member of staff needs in a group include: wisdom atmosphere, Support surroundings and Work location.

2.2.6 Organizational Culture

Organization culture is the way in which organization do things in unique way basing on values and behaviour in all organization also is defined as “the glue “which bind community together with stipulates the direction in which companies move organizational culture is very important, not only to glue the workforce but

also the community to shape the organizational performances (O'Donnel & Boyle(2009) executive ethnicity is also defined as shared social morals, which create norms and basic assumptions within an institutions (Wilkins & Ouchi, 1983). From this definition we can conclude that in any society there must be positive and negative factors for environments, which represent the combined ideals, values and ethics of governmental members and a item for consumption of such factors as history, result, marketplace, machinery, and strategy, type of employees, administration style, and countrywide customs.

2.3 Theoretical Literature Review

Motivations Theories and employee's retentions model were cited under this section to guidelines to understand and investigate what motivated worker and factors affecting t employee's retentions. For the point of this study only three theories and one employee's retentions model were discussed. These were Maslow's hierarchy of needs, Herzberg's two- factor Vroom's expectancy and the last one was Harvard Model.

2.3.1 Maslow's Hierarchy of Needs Theory

Mass low's theory (1943), workers run track in several levels of needs namely; Physiological needs, safety needs, social (belongings) needs, esteem (ego) needs, and self- actualizing needs. Maslow's explains that the movement the five level needs are traced from bottom to the highest level of satisfaction (Maslow, 1943). The literature assumes that, staff in the private sector aggravated to work and stay longer in an organization if the needs are met respectively at the various levels and the work

environment (Maslow, 1943). This means that workers who are motivated and have achieved their satisfaction at one level will no longer be motivated by those same factors in another level.

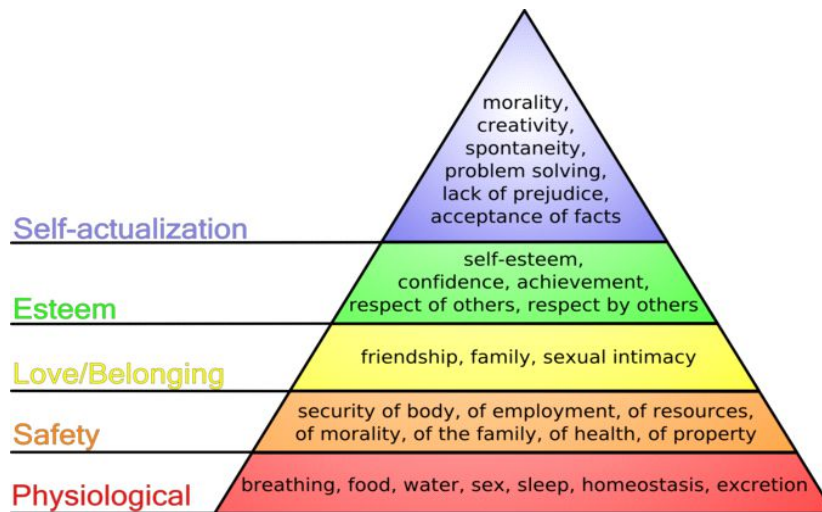


Figure 2.1: Maslow's Hierarchy of Needs

Source: Mullins, (2010)

The second and most fundamental point of Maslow's theory is that people tend to satisfy their needs chronological order by starting with the basic physiological needs and then moving up the self actualization (Mullins, 2010). The theory also assumes that needs of human move in series and when one need is fulfilled it decreases in strength and the higher need then dominates behaviour; hence a satisfied need is not a motivator (Mullins, 2010). It is argued that attempt were made to test the soundness of Maslow's ideas indicated that crowd of people do not necessity satisfy higher order needs through their jobs or occupation (Mullins, 2010). It also indicated that Maslow view endorsement as a motivator and this is not directly related to

production. According to Alderfer as cited in Cole (1996) person needs are better explained as being on a variety rather than in a chain of command. He measured that people are more likely to move up and down the variety in satisfying needs at different levels. Considering Maslow's needs hierarchy theory in relation to private sector workers, he argued that workers require good salaries, good conditions of service, level of recognition, as well as good interpersonal correlation with their superior and colleagues for them to carry out self-actualization requirements in Cole (1996). The connotation of this theory to the study was that, if all needs are met the private sector workers would be satisfied and be inclined to stay in their jobs in an association for long time.

Theory designed as follows, needs and satisfaction forms and helps the organization's leaders get quality of workers performance. Its Strengths was ability to help organizations understand the basic needs of all of their employees and get employees improve on their performance and quality of their results (Cole, 1996). The weakness Maslow's Hierarchy of Needs theory to some extent, fails to consider the cultural and individual differences between people or employees within organizations.

2.3.2 Herzberg's Two-Factor Theory

Two factors theory was developed by Herzberg (1959), which specifies that, motivation classified into two factors such as motivator and cleanliness. Motivator factor is based on job content and responsible for the work (Herzberg, 1959). The factors like getting achievement, prospects of career growth, increased responsibility,

decision making roles, interesting work, rewards and recognitions (Herzberg, 1959). literature shows that, it is important to understand that, absence of motivation doesn't lead to satisfaction but dissatisfaction (Irshad, 2009; Marshal, 2012). The cleanliness factors are the needs which are required for workers satisfaction and their opposite would certainly results in lack of motivation or dissatisfaction. However, when they are adequately present, the employee's level of motivation is only neutral (Latham, 2007). These factors include pay, working surroundings, management, job safety HR policy, work agenda, paid leaves and interpersonal relationships. Motivators stem from the intrinsic context of a job whiles hygiene stem from the extrinsic context of the job (Latham, 2007). The key dissimilarity between motivator factors and cleanliness factors is that motivators bring about positive satisfaction, while cleanliness factors try to prevent unhappiness.

Herzberg's theory criticized by other researchers and One of criticism is that Herzberg's theory lacking other behavioural criterion such as presentation, absenteeism and labour earnings and poor association another is that he only based on satisfaction and dissatisfaction (Appleby, 1994). Supporting Appleby's position, Cole (1996) indicated that some social scientists less received Herzberg's theory on the grounds of doubts about their applicability to non-professional groups. Also cole (1996), contented that the concept of job satisfaction, which they argued is not relevant to motivation cole (1996). The body of knowledge for this theory is that even if motivators are up sent and hygiene factors are given for, workers will still not be satisfied with their jobs as it could be present if motivator factors are provided and hygiene factors are not available, workers will show signs of dissatisfaction. Both

must be available to bring about satisfaction and prevent dissatisfaction for workers. The Strengths of Herzberg's theory is that ,it identify the factors that desires general for motivater and demotivate groups of workers, some of which are in the control of managers (like level of responsibility and working conditions) some which are outside of their control (like personal life) cole (1996). Herzberg's theory can be used to identify extensive issue that need to be improved in general. For example, environment where employees are not of their job security, managers can try to remove the obstacle motivation impact by given that effective communication, and insure employees about the circumstances.

The weaknesses of that Herzberg's theory were that it is too general that may not be relevant to all kind of groups of workers or persons within a group. Herzberg based his theory on interviews with accountants and engineers. His study are not of necessity straight suitable to different employee groups. recruits may not be exactly paying attention in job extension and enhancement but may be more motivated by increased salary compensation. Some workers may be more motivated by flexible work arrangements. Apart from that also too much of a good thing can be worst, giving employee accountability which are not prepared for, can be irresistible and become a un motivator.

2.3.3 Vroom's Expectancy Theory

The expectancy Vroom's theory is based on the ideology that workers accountability lead to high performance which results to motivational package. The expectancy theory focus on its basic that deals with choosing behavior for motivation .The

theory states that an individual's assessed by various strategies of behavior and then choose the behavior they believe in work-related outcomes or rewards that the assessment, for example, pay increase, opportunities for endorsement and appreciation. Motivation may be whichever positive or negative, the more positive of motivation the more likely the employee will be perform, the more negative inspiration the less likely the employee performed. This implies that if workers believes that working hard results to positive motivation then this behavior will be the option for workforce will make a choice and the opposite. The theories of human motivation reveal as the driving principle which make people to perform in their organization.

Expectancy theory gives out the framework that basis of this study about how people make choice for retention based upon expectations. Focusing on the study on hand, expectations allow the theory to account for differences of choices between people to stay in an organization of leave. This makes intuitive sense. If someone believes his effort will have no chance that results in a certain performance level, will not lead to a reward or that a reward will have no value for the one to continue staying in an organisation.

The weaknesses of expectancy theory as related to this study is that perceptions effort, performance and the value of rewards are so staff that quantify comparisons between different choices or people using the expectancy theory framework may not be accurate. However, the theory does not stay and consider factors for employees to stay of leave an organization.

2.4 Harvard Model

The Harvard model of human resources commitment is a soft model for human resource management to boost workers commitment through employee influence, human resource flow, reward and work systems (Batty, 1974). The model includes stakeholder interests, situational factors, human resource outcomes and the long term consequences of decisions. The model insists that, workers need to be paid so that they are able to be committed in their assignment. The model insists that motivation is not only money to act as incentive for motivation. However, other benefits need to be looked for employee's satisfaction towards long stay in an organization (Batty, 1974). These can range from non financial benefits such as pension health care and other non-financial reward that come from empowerment and job satisfaction.

Employee's relation is to be maintained with workforce to ensure the increase of production workforce Nnadi, 1997. In the event of disputes and conflict arising, managers must be able to solve the situation in successful so that to ensure win-win situations. Workers' relation refers to the relationship between an employer and employee in sharing each other to encourage a satisfactory working environment (Nnadi, 1997). One of the major profits of the framework is that it give clear image for workers' prospect from the company in relation to their effort. This place made the theory to be helpful in guiding our understanding the factors for employees to either remain with their current employers or leave their current employers. Harvard Framework focuses with the projects for the programeme and effectiveness rather than usefulness. It does not help to recognize tactical gender needs and gives no assistance on changing gender inequalities. The structure assumes that gender needs

should be addressed for the sake of monetary efficiency, and gives less importance to the concept of equity, power relations or decision-making processes. Top-down check-box an approach bring to simplify, ignoring the subjects' analysis of their situation and ignoring factors such as race, class, and other types of relationships, important in progressing efficiency itself. According to the theory used above, the Maslow theory support the current study simply because it dealt with motivation as well as job satisfaction that introduced by Abraham Maslow who proposed that people have their desire of needs formulated from downward to the top arranged in chronological order such as physiological need ,safety, social esteem and self-actualization.

This theory was used to support this study because Maslow is the father of motivation. The review of these theories helped the researcher to situate his study in a broader theoretical framework; however, the study used Maslow's hierarchy of needs to tackle the study problem. This theory was selected because it explains well motivations that retain employee in the work place and how they can serve as a way of management tool.

2.4 Empirical Literature Review

Several studies have been done in the area of motivation for employee's retention. The studies related with measuring factors for motivation of employees for retention in organizations. Most of the studies were done in public sector. Mttoi (2013) did a study on the factors leading to motivation of employee retention in public organization. The study was done in Tanzania Port Authority (TPA) headquarter of

Dar es Salaam, as a case. The general aim of the learning was to explore the factors which Motivate on member of staff retention in public organization. The study methodology employed qualitative and used both primary and secondary data. Data analysis was done using multivariate techniques with the use of statistical packages. The study had findings recommended that, review those rules and regulations be reviewed especially those which led to controversial the human resource strategies especially those which leading to employees motivations.

Hence, there was a need to review and involve the stakeholders on the way forward to support employee's retentions apart from momentary incentives. The study was very useful to be used as base for understanding the influencing factors for Motivation on workers retention in public organization. The study shows a way forward for decision makers to use it for the purpose of employees' retention. The findings and conclusion was based on Public Organizations and not on Private organizations. Despite the study used to measure the motivation factors for public organisation it was important to compare with those of private sector organizations. The study was crucial instrument for analytical strategies for employers to review the rules and regulations and hence understand strategies for staff retention.

Fustine, (2012) did a study on the factors of motivation on workers retention, a case study of standard chartered bank Ghana limited. The general objective of the study was assess the impact of motivational for retention of employees. A total of 180 respondents were selected for this research using the simple random sampling method. The results of the study shows that motivational factors such as salary and

fringe benefits were rated as most important to the workforce of the bank followed by job security and relationship. Considering the main findings from the research, it was recommended that management should put in place structures that would bring about improvement in the salaries of workers. Fringe benefits such as free medical care, transportation, career development services etc should be provided. Furthermore, it was suggested that management should encourage their workers to take courses such as distance learning, correspondence courses to help them improve job satisfaction. It is envisaged, that this study would lead to increased awareness of retention processes among managers and the need for further research in the subject area. The study was very relevant and applicable with this study as it was looking on results of the study which elaborate motivational factors, its recommendations such as to bring an improvement in the salaries compensation of workers.

Also it is helpful for the employers to make use of non-financial incentives for workers retentions. Karubi, (2014) conducted a study about the factors that motivate employees in public organizations in Tanzania. The study was set to investigate whether at MOI motivation schemes were practiced. Different methods were used in obtaining the data. Both quantitative and qualitative techniques were used in collecting data. The study had a sample of 120 employees by using simple random and purposive sampling designs which was 50% of the targeted population. The study findings indicated that the main motivation at MOI was attractive remuneration, medical assistance, provision of loans, career development, working environment and promotion. The Study recommended that the Authority should have a proper way of rewarding its worker in accordance with one's actual

performance, makes change in motivating employees according to organization policies. It was also concluded that, employers should think all monetary and non monetary incentives. The study dealt on factors for motivating employees in the Public Organization (at Muhimbili Orthopaedic Institute) where as my study looked at those main motivation factors and how they contribute to retain employees at Private sector organization (CMS Tanzania).

Muze (2014) did a study on assessment of motivation and its impact on employees' performance in goal attainment. Generally, the study assessed the influence of motivation on employees' performance in goal attainment. The study was carried out at Vodacom Tanzania in Dar es Salaam. The objectives of the study were: to assess the criteria, which were being used by the organizations in motivating their employees; to examine the obstacles, which face companies in motivating their employees; and to assess the effects of motivation on employees' performance. A case study design was done using a sample size of 63 employees. In collecting the primary data, the study used questionnaire and interview tools. Data was analyzed by using Statistical Package for Social Sciences (SPSS) and tables and figures were used to present data.

The study found out that provision of a positive working environment for employees was a major criteria used by the company to motivate its workers. Also, the study found that, employee turnover as the main challenge or obstacle in motivating employees at the company. The conclusion of the study was to check criteria used to motivate the employees. These involve provision of a good working environment,

recognition, reward and reinforcing the right behavior, employee relationship and developing skills and other potential. The study recommends, among other aspects, that Human Resource Department need to implement motivational program at the workplace. The strength of the study was that, there were various criteria used to motivate the employees' performance in goal attainment in this point the study explored those criteria for more understanding. Another study assessed of motivation on employees' performance in goal attainment while my study was looking on assessment of motivation factors for workers retention in organizations (Shao, 2013) conducted the research for factors influencing employee retention in public organizations in Tanzania. The main objective of the research was to assess the issues which most importance to influence the retention of employees in public organizations in Tanzania a case of Mwanza Regional Secretariat.

The sample was 40 employees, involving top, middle and lower level employees were the respondents in this study. The results of the study explains that job security, training opportunities, salary amounts, working environments, participative decision making, availability of allowances, relationships at work place, retirement benefits plans and promotion opportunities are some of the factors that basically influence employee retention at Mwanza Regional secretariat (Shao, 2013). However, the findings of this study may be applicable to develop policies, practices, and strategies that would employee retention and bring about productivity for an organization. The study recommended that to retain employees at the secretariat is to put more emphasis on financial incentives like increasing employee's salary as financial incentive and others as non -financial incentives. The study helps to

understand the Government employee and labour relations laws, policies and procedures which addressed the several of issues including financial and non-financial incentives as motivational strategies in public organizations. The study based mainly in public organization but didn't assess the factors that most significantly influence employee retention in private organizations in Tanzania where this study brought it.

2.5 Research Gap

According to reviewed literature the gaps is identified that most of studies have been done in public sector organizations. This study was based on the private sector which aimed at assessing the motivational factor for worker retention. The study intend to assess the motivational factors for worker retention as well as strategies to be employed by coffee management services (CMS) in Mbozi district in order to see if there are motivational factors as well as strategies factor for workers retention in private sector.

Most of studies have recognized the functions of retaining employees implementing policies and procedures which address several numbers of issues including monetary and non- monetary incentives as motivational strategies to keep employee movement from organizations to organization. These policies have defined other employee benefits which increase employees working morale. However, having policies and regulations within organizations has not improved movement of employees from organizations.

2.6 Conceptual Framework

According to the Open University of Tanzania (2012), explains that, a conceptual framework is a graphic presentation of ideas where the concepts are placed in ovals with arrow which indicating the direction of influence. Academic/research uses a conceptual framework at the outset because it helps them to clarify study questions and aims. Fastine, (2012) argue that a conceptual framework help to link abstract concept to theory, and it is the first stage in designing a piece of research. Fisher (2010) explains that a framework is not a matter of thinking up completely new things, rather it is done by building upon the knowledge you have acquired from doing a literature review. It argued that the purpose of the literature review is to provide the raw materials from which the conceptual framework is built.

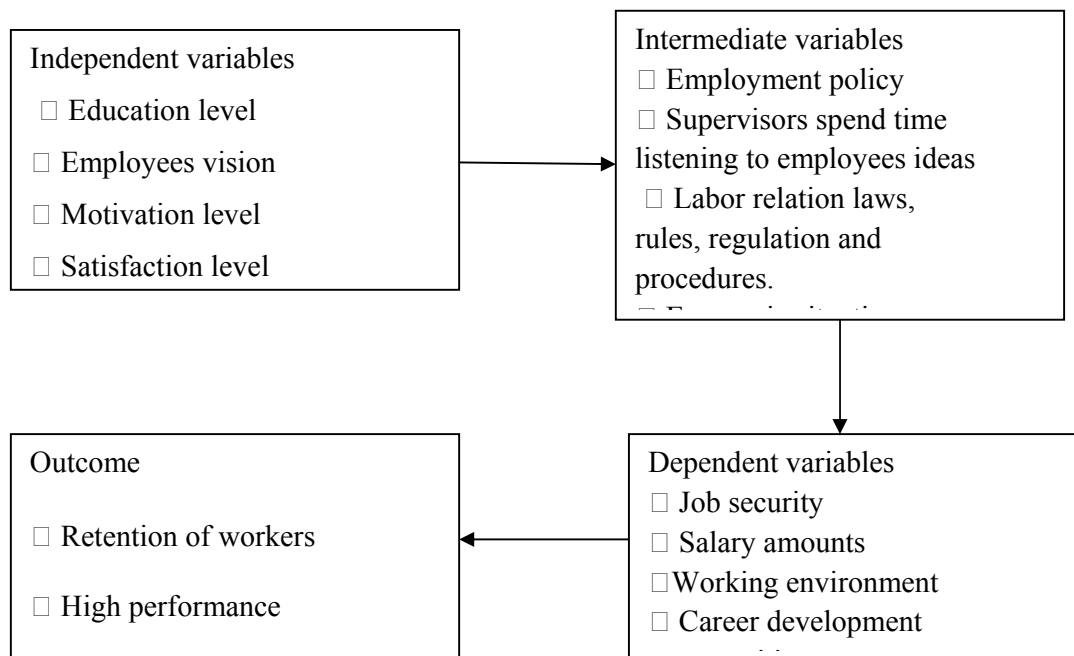


Figure 2.3: Conceptual Framework

The figure above explains the relationship between variables, i.e. independent variables, in relation with intermediate variable form dependent variables and the outcome of the relation between independent, intermediate and dependent variables the outcome is Retention of workers.

The figure explains that changes in independent variables may affect positively or negatively dependent variables. For instance availability of funds may influence employees' salary and hence employee retention and its effect will be good performance or quality delivery of the services. Also if the independent variable is negative, it is expected to have negative outcome on employee retention, and this will create labor turnover.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

A research method is the plan which conducting research. The Sociologists draw on a variety quantities and quality of the study methods, experiments, and research survey, respondent's observation, and secondary data (Saunders, 2009). In this section several aspect are addressed on the methods that useful in carrying out study this including, ways on how data were collected. It described the study design, study area, sampling technique, sample size, data collection techniques, Data Collection Instruments/Tools, data analysis, Validity and Reliability of data.

3.2 Research Design

According to Saunders, (2009) associated with qualitative research are method used to study the organization. Saunders (2009) defines research as the general plan of how you will go to answer the question. Omary, (2011) explains that a research design is district plan on how research will be obtained so it is general plan under which the researcher does one's operations plan.

3.3 Area of the Study

This study was conducted at Mbozi District Council in Songwe Region specifically at Coffee Management Services (CMS) Coffee Management Services (CMS) offers farm management services. The company has become the centre of excellence in agro business as well as financial services and has been promoting sustainable

growing of coffee in East African regions especially in Tanzania .The area was chosen simply because it was one of the private sector companies available in Mbozi district which had hired large group of workers from different regions of Tanzania.

3.4 Study Population

Swai (2012) defines research population as the number of element to be included in the study and from which data will be collected. It involves either respondents such as people, insects, animals, or plants. In this study the element were people who were believed to hold the required information of the subject in demand. Omari (2011), explains that, a population is a total number of people which have the same common interest and characteristics to be used by the researcher.

It may be all individuals of a particular type or more restricted part of that group such as all secondary school children or, all class four pupils. Moreover, Thungu (2008), explains that a population is the whole group of people or animal or things that are to be studied, Also population means the whole totality of objects in a given area Kamuzora and Adam, (2007). For the purpose of this study, the targeted population of the study was the Coffee Management Services (CMS) company Mbozi District, the total employees and Management of CMS were 120 for the whole population.

3.5 Sample Size

It is explained that a sample is a small proportion of a population selected for observations and analysis (Omari, 2011). That means it is the process of obtaining the information about the population by examining only a part of it (Kothari, 2004).

It refers to the technique or the procedure that the researcher would adopt in selecting items for the sample (Kothari, 2004). Kothari (2004), insists that sample design must be in such a way that the true result is from representative sample. It is often not feasible to study the whole population (Kothari, 2004). For the purpose of this study a sample size of 30 was selected from a population of 120 of Management of CMS in Mbozi District.

3.6 Sampling Technique

Sampling procedure or technique is the process of determining the exactly who are to be involved in the study from the determined sample size. Therefore, sampling is the process of selecting a sufficient number of elements from the population that help the research to be possible investigated through obtained the information and understanding its properties (Saunders and Thorn hill, 2009). The method which used to get sample size was to use a mixing of paper with their name of respondents written where names of 30 people were involved and allowed all to take them where those who found their name were taken as sample size. In this study the major sampling technique procedures used were Simple Random Sampling.

3.6.1 Sampling Procedures

The study used this technique because it has the characteristics that everybody has an equal chance of being selected (Kothari, 2004). It is the system of choosing some of individuals to represent whole population in a study .It is a such a way that the individuals selected represent the massive group from which they were selected (Ogula, 2005). The study used simple random sampling for selection of 30 CMS

Tanzania employees at Mbozi District; this was because the population of Coffee Management Services (CMS) employee was so large that it required simple random sampling in order to get a representative sample. Hence sample was selected as a total of 12 departments, 4 units and 14 employees from the population intended.

3.6.2 Data Collection Methods

In order to get reliable data, the study used both primary and secondary data sources of information. From primary data, several data collection techniques namely interviews and questionnaire were employed. In secondary data were collected through, library search from published materials and internet. This supported to get information for documented literature to give way for generating information for decision making. The Primary refers to the data collected from and for the first time, and thus happens to be original in character. They are primary because they have not been manipulated by any other person. Such data have been provided by the subjects in the sample through the interactions by using the preferred tools (Kothari, 2004).

Primary data were collected by the use of questionnaire administered to respondents. Secondary data refers to data obtained from literature sources or data collected by other people for some other purpose. Such kind of data provides second hand information and includes both raw data and published ones. Some of the data collected and stored by organizations include details on the payroll, income statement, and copies of letters and minutes of meetings, newspaper, journals and textbooks Saunders, (2000). Also secondary data means data that have already been collected and analyzed by someone else (Kothari, 2004). This study used the

following data collection methods which were very useful to extracting first -hand information as well as second hand information. The study therefore used two types of tools for data collection namely, questionnaire and interview guide.

3.6.1 Questionnaires

A questionnaire is a typed paper questions on form or sets of forms where the respondents have to answer the questions in their own understand Kothari,(2004).The questionnaire of structured and non structured was used. The questionnaire with structured involve with obtaining answers to a prepared set of questions and unstructured means that questions have not prepared, the respondent left free to talk about the subject without interruption (Amstrongs, 2009). This technique was chosen because it does not pressurize the respondents; this means respondents were free and comfortable with this method to express about the subject. It comprised both open ended and close ended questions.

3.6.2 Interview

The interview method is the system of collecting information through presentation of oral-verbal and reply in terms of oral-verbal responses Kothari, (2004). This involves verbal interaction between the researcher and the respondent. This was because; the researcher prepared the interview guide questions in connection to research questions .Therefore the researcher had the opportunity to construct questions so as to reach the research objectives. Interviews used in some department of Coffee Management officer such as HR officer and A manager to obtain the factual data about the

Coffee Management Services (CMS) in Mbozi District. Interviews allow participants to provide rich, contextual descriptions of events.

3.7 Data Analysis

In analyzing the data collected from the respondents, both quantitative and qualitative methods were used. The use of Tables and percentages in particular helped the readers to show the relationships in quantitative sense more clearly. The study analyzed data by using Statistical Package for Social Science (SPSS) software Version 16.0 programme and a cross tabulation tool. Descriptive statistical were used to analyze data to give information for decision making.

3.8 Validity and Reliability

Validity of the study is the situation to which project are clear and valuable while the reliability is the approaches used to indicate the study through clarifying analytical framework of the study and the way which data were collected (Silverman, 2005). This was done by ensuring that the instrument clearly defined some concepts used to determine the reliability of the instruments.

3.9 Ethical Issues Principles

Ethical issue is the ideology of conducting research which gornened person behavior or conducting of an activity. It Include authorization and the learned consent of the participants as well as maintaining confidentiality (Morrison 1993). Ethical issues tackle every investigator who embarks on a study concerning humans as subjects. Consent between researcher and respondent were agreed about the information. The

most significant moral principles that prevail in social research include not doing harm to participants. Voluntary participation, confidentiality and deception were one of the issues considered in this study. To ensure the parties consent participants were adequately educated about what was being investigated and were encouraged their participations.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSION

4.1 Introduction

This chapter represents an analysis of the information from the respondent from the field. It is based on the study objectives which was to Assess the Motivational Factors for Workers retention and the question were what were the motivational and retention packages with their impact on employees in Coffee Management Services (CMS), and to assess the most significant organizational culture and strategies that contributes to the retention of the CMS workers.

The chapter represents information from the field by organizing them in different ways. The first one presents the demographic data which were found by requesting the participants to give out their personal information in the first part of the questionnaire. The second section presents the data as arranged according to their objectives of this study. These findings are presented in Tables 4.1 below that give the socio –demographic characteristics of the respondents.

4.2 Socio-demographic Characteristics of the Respondents

This section presents the socio-demographic characteristics of the respondents including gender, age, marital status and others. Data are presented in table 4.1

Table 4.1 Socio-demographic characteristics of the Respondents

Age		FREQUENCY	PERCENTAGE
	18 - 25	10	33.3%
	26 – 35	12	40%
	36 –45	4	13.3%
	46 - 50	2	6.7%
	50 and above	2	6.7%
	TOTAL	30	100
Gender	Male	16	53.3
	Female	14	46.7
	Total	30	100
Marital Status	Single	10	33.3%
	Married	14	46.7%
	Separated	4	13,3%
	Divorce.	2	6.7%
	Total	30	100

Sources: Field Data (2017)

Table no 4.1 reveals that 12 respondents equal to 40% of all the employees were within the ages 26 - 35 years and 10 respondents equal to 33.3% are within the ages of 18 - 25, while 4 respondent equal 13.3% were within the ages of 36-45 and 2 respondents equal to 6.7% were within the ages 46 - 50 And 50 above years .This reveals that majority of the respondents were young .According to the census of

population and housing (2012) it is shown that the number of young people was large compared to other group of population, hence from the study most of the respondents were young people and as such a group like that was the affected much with turn over from the organizations. When this happened it lowered the performance hence low production in an organizations.

Table no. 4.1 also indicates that there were 16 male respondents equals to (53.3%) than females who were 14 respondent equal to (46.7%). The literature indicates that there are gender differences within demographic groups. From the data presented it shows that male have a big chance of getting employment in the organization compared to females. This may be due to difference gender balance Patrick (2014). Therefore the management should look at gender issue while motivating their workers by use both intrinsic and extrinsic motivation to influence employee retention; these combinations create effective retention strategy for the workers. This will help organization to improve its performance and become central of business.

From the study, the researcher was interested to know the respondents marital status, the findings indicated that 10 respondents equals to 33.3% of the population were single while 14 respondents equal to 46.7% were married and 4 respondents equals to 13.3% were separated while 2 respondents equal to 6.7% were divorced. These findings support the study conducted by Hemmeter, & Pittman, (1987) that the employee gender and marital status, as well as market factors such as labour supply and starting salary levels, were considered very significant to influences on

professional staff retention hence the study shows that most of the young people have more impact on the organization since they are the ones who may leave the organization day to day to find a new jobs which create low production within the organization. The manager should be very strategic to hand such workers so as to make them work for a long time to increase organization performance .also manager should hire marriage group than un marriage people who seems to be tolerant in organization than other group to handle worker so as they increase performance and productivity.

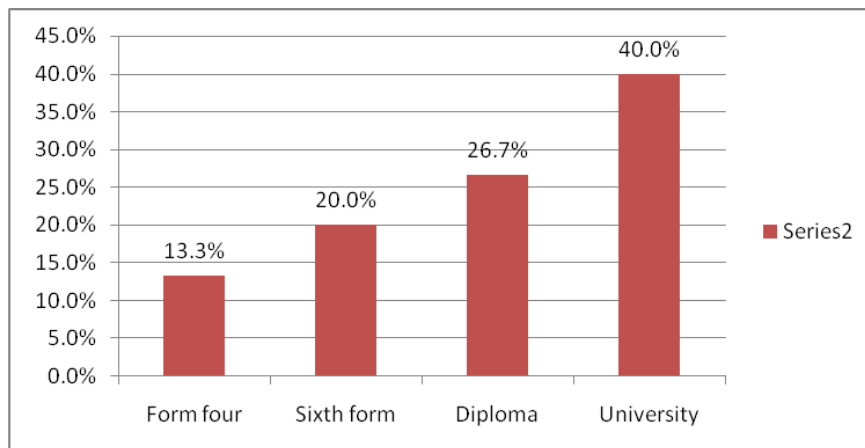


Figure 4.1: Educational Background of the Respondents

Source: Field data (2017).

The study wanted to know the educational level of CMS employees and the results were, 12 respondents equal to 40% were University graduates, and 8 respondents equals to 26.7% had diploma education , while 6respondents equal to 20%were form six and 4 respectively equal to 13.3% have attended form four. These accounted for all respondents overall and the finding show that majority of

respondent had enough education to discharge their duties. Assimeng,(1999)explains that the education back ground specifically formal system of a education has contributed to rise and shift in the occupational distribution in an organizations which results to workers retention. The manager should check issues of level of education to offer motivational package accordingly for workers retention .Also during recruitment, level of education should be considered simply because worker with low education are highly going to school or collegial to increase their education level compared with highly education workers. That may be factors for retain employee in an organization.

Table 4.2 Job Titles of the Respondents

POSITION/ TITLE	FREQUENCY	PERCENTAGE
General Manager	1	3.3%
Administrative assistant	3	10%
Accountant officer	3	10%
HR officer	2	6.7%
Internal auditor	3	10%
Communication officer	2	6.7%
IT officer	3	10%
Landfill officer	2	6.7%
Technical supervisor	4	13.3%
Transport officer	2	6.7%
Safety engineer	2	6.7%
Procurement officer	3	10%
TOTAL	30	100%

Source: Field of study (2017)

Focusing on table 4.5 the study intended to understand the job title of the respondents and results were, that the highest number were engaged as technical supervisors Officers these were 6respondents equals to 13.3%, the General manager

formed 1 respondent equals to 3.3% Communication Officers, Safety Engineer ,landfill officer, trans port officer and Human Resource officer were 2 respondents equals to 6.7%, while the IT officer Procurement Officers, accountants and administrative assistant officer were 3 in total that represents 10% ,Assimeng (1999) explains that jobs discretion where worker s are arranged according to their professional that have lead to rise and shift in people’s occupational ranking according to their professional as results can help to motivate and retain workers in a companies.

Table 4.3 Experience of Employees

NUMBER OF YEARS	NUMBER OF EMPLOYEES	PERCENTAGE
1 – 2	05	16.7%
3 – 5	11	36.7%
6 – 9	08	26.7%
10 or more	06	20%
Total	30	100%

Sources: Field Data (2017)

The study wanted to know the level of experience of the employees the result of which revealed that 5 respondents equals to (16.7%) of the population had spent about 1-2 years in the company, and 11 respondents equal to (36.7%) had spent about 3-5 years and 8 respondent (26.7%) have spent 6-9 years, while only 06 respondents (20%) had spent more than 10 years in the work .according to Mayo,(2013)the motivation system encourages employees morale which result into retention of worker. Therefore from the findings show that majority of employees had worked in

short time in organizations which indicate that there were low retention for workers hence the manager should considered the motivation programmes to the employees with managerial strategic to retain employees in order to reduce low production in organization.

4.2 Motivation and Retention Packages Available at CMS

For an attempt to explore the types of motivational and retentions packages available and their effects on employees in the privates sector organizations, a questionnaire was structured and administered to the management of CMS, specifically the Human Resource Manager, to find out which motivational and retention packages were present in their staff. The answers from the Human Resource were used to structure a questionnaire to determine how important and available of these motivational packages to the employees. The analysis of the responses revealed from the Human Resource Manager indicated the following motivational packages to be in existence:

- Salary and monetary compensation
- Leave benefits
- Retirement plan
- Health and other benefits
- Employee assistance programmes
- Promotion, Job security
- Effective performance appraisal system
- Good safety measures

When the staff were asked to give out the importance each of these packages their responds were total of 23 respondents equals to 76.7% of them indicated salary and monetary compensation were very important while 7 respondents equal to 23.3% said it was somewhat important. Neutral, not very important and not at all important rated (0%). Also 20 respondents equals to 66.7% of them considered leave and health benefits were very important while 10 respondents equals to 33.3% mentioned it as somewhat important. Neutral, not very important and not at all important rated (0%).

Similarly, a total of 19 respondents equal to 63.3% of the staff rated Promotion and job security as very important while 11 respondents equals to 36.7% indicated same as somewhat important. Again neutral, not very important and not at all important rated (0%) Mayo, 2013) explain that the motivation system encourage employee morale which result to retention of workers. According to the findings motivational package were considered more important such were Promotion, Job Security, Leave benefit, Health benefit, salary and compensation. So creating positive employees work environment stimulate morale for employee likewise motivator packages are key chief factors for workers encouragement, the management should take serious on motivation package to improve production in the companies.

In addition to the motivation packages, the Human Resource Manager, was asked to indicate which retention packages were available to staff of CMS. Again analyses of the responses showed the following strategies as being implemented by CMS to retain staff:

- Alternative work schedule

- Health and related benefits
- Wellness programmes
- Monitoring and coaching
- Retirement plan
- Help career planning and developing
- Rewarding and recognitions
- Salary compensation
- Education training and opportunities
- Performance appraisal system

The respondents were asked to indicate their awareness of each of the above tools of staff retention, and how important they were to them. Their responses indicate that for Alternative work schedule 7 respondent equal (23.3%) were neutral and 8respondents equal to (26.7%) said were very important while 15respondents equal to (50%) said that were somewhat important to them. With regards to Retirement plan, 6 respondents equal to (20%) indicated that it was somewhat important while 20 respondents equals to (66.7%) indicated were very important and 4respondents equals to (13.3%) indicated it was not important to them.

As shown the findings most of the people need retirement plan for their protection so this could be a one of the motivation package for worker retention. On the other side of Educational and training opportunities, 8 Respondents equal (26.7%) indicated that were available, while 20 respondents equal (66.7%) indicated were very important while 2 respondents equals (6.6%) indicated that were somewhat important. This

shows that majority were so interesting with them. Management should find these packages to motivate employees for better success within organizations. The findings shown that although these retention packages were available most of them were not effectively given to the employees. Therefore in order to retain workers, management should take measure to motivate and retain their employees to improve standard performance.

4.3 Motivational Packages

The study intended to understand the availability of the motivational packages in the organization. This was directly related to the first objective of the study which was to explore what types of motivational packages were available and their impacts on employees in the private sector organization. The results for that section are presented in Table 4.7 below.

Table 4.4 Motivational Packages at the Workplace in Terms of their Importance

Motivational package	Availability				Rate			
	Yes	%	No	%	Very important	%	Some what important	%
Salary & Monetary compensation	23	76.7%	11	23.3%	29	96.7%	1	3.3%
leave benefits	17	56.7%	13	43.7%	25	83.3%	5	16.7%
Retirement plan	12	40%	18	80%	14	46.7%	16	53.3%
Health and other benefits	16	53.3%	14	46.7%	20	66.7%	10	33.3%
Employee Assistance Program	12	40%	18	80%	16	53.3%	14	46.7%
Promotion	22	73.3%	8	26.7%	28	93.3%	2	6.7%
Job security	13	43.7%	17	56.3%	21	70%	9	30%
Effective performance appraisal system	18	60%	12	40%	13	43.3%	14	46.7%

Good safety measures	19	63.3 %	11	36.7%	23	76.7%	7	23.7%
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Source: Field Data, (2017).

Table no.4.4 indicates that, salary and monetary compensation was very important for about 23 respondent equal to (76.7%) said were available and 29 equal to 96.7% said were very important, followed by promotion rated 22 equal to 73.3%, said were available and 28 equal to 93.3% said were very important, good safety measure 19 respondent equal to (63.3%), said were available and 23 equal to 76.7% said were very important, effective performance appraisal system rated 18 respondents equal to (60%) said were available and 13 respondent equal to 43.3% said were very important, leave benefits rated 17 respondents equal to (56.7%) said were available and 25 equal 83.3% said were very important, health and other benefit 16 respondents equal to 53.3%. said was available and 20 equal 66.7% said was very important, job security 13 equal to 43.7% said was available and 21 equal 70% said was very important, the lowest rating were employee assistance and retirement plan 12 respondents equal to 40% said was available and 13 equal to 43.3% said it was very important.

According to Mullins (2007) human beings are motivated by satisfying their different kind of needs. The results of the study showed that salary, promotion, monetary compensation, job security, good safety measures, and health benefits were important and the highest motivator for employees in the private sector, whilst retirement plan,

effective performance appraisal employee assistance programmes system were found to be the lowest motivators for employees in coffee management services (CMS). The study also confirmed the concept from the literature review which indicated that incentive compensation was one of the strongest motivators. William and Weather (1996) explains that motivation as what employees receive an exchange for their contributions to the organization. These were incentives money compensation, job security promotion.

4.4 Retention Strategies

The study wanted to know the retention strategies and their level of importance. This was relation to the objective two of the study which assessed the most important organizational strategies that would contribute to the retention of the private sector workforce. The results for that section are presented in the table 4.5 below.

Table 4.5 Retention Strategies

Strategy	Availability				Rate			
	Yes	%	No	%	Very important	%	Somewhat important	%
Alternative work schedule	6	20%	24	80%	6	20%	24	80%
Health and related benefit	20	66.7%	10	33.3%	22	73.3%	8	26.3%
Wellness program	7	23.3%	23	76.7%	8	26.7%	22	73.3%
Mentoring and coaching	11	36.7%	19	63.3%	20	66.7%	10	33.3%
Retirement plan	16	53.3%	14	46.7%	20	66.7%	10	33.3%
Help with careers planning	9	30%	21	70%	24	80%	6	20%
Reward and recognition	13	43.3%	17	56.7%	22	73.3%	8	26.7%
Salary compensation	24	80%	6	20%	26	86.7%	4	13.3%
Education and training	23	76.7%	7	23.3%	18	60%	12	40%
Opportunity	20	66.7%	10	33.3%	13	43.3%	17	56.7%
Annual performance appraisal	20	66.7%	10	33.3%	13	43.3%	17	56.7%

Source: Field Data (2017).

Table 4.5 assessed the retention strategies that were used to motivate employees, where the results showed that 24 respondents equal to (80%), said yes and 6 respondents 20% said no, followed by education and training opportunities where 23 respondents (76.6%) said yes and 7 respondent equal 23.3% said no annual performance and healthy formed 20 respondents 66.3% said yes 10 respondents

equals to 33.3% said no, The retirement plan formed 16 respondents equal 53.3% said yes while 14 respondents 46.7% said no, reward and recognition rated 13 respondents equal 43.3% said yes while 17 respondents equals to 56.7% said no, and followed by monitoring and coaching where 11 employees equal to 36.7 said yes where 19 respondent equal to 63.3 said no, These were followed by career planning where 9 respondents 30%) said yes and 21 respondent 70% said no, wellness programmes respondents 23.3(%), said yes and 23 respondents equal to 76.7% while the lowest were alternative work schedule 6 respondents 20% said yes and 24 respondent equal to 80% said no. with the availability of the motivational package some of them were present while other were not.

With regards to the very importance of the strategy, salary compensation had the 26 respondents equal of (86.7%), followed by 22 of health and related benefits and reward and recognition respondents (73.3%) where monitoring and planning with retirement plan rated respondents were 20 equals to (66.7%) immediately after education and training opportunities respondents were 18 equals to, (60%) annual performance formed 13 respondents equals to 43.3% it was followed by wellness Programmes where 8 respondents equals to (26.7%). The lowest of the finding was the alternative schedule which were 6 equals to (20%). The significant of educating and training programme is not surprising, since workforce of private sector give the priority for educating and development through a variety of training. According to Charles & Marshal (2012) the employee turnover results from unsatisfying employee,

pay, benefits, training, retirement plan, recognition and others can be employed to attract and retain employees.

4.5 Organizational Culture

This section of the survey asked respondents to indicate their level of agreement to the organizational culture. This was direct related to the objective of the study which was to determine if organizational culture motivates workers to remain in the organization. The complete results for this section is presented in Table 4.6 below

Table 4.6 Organizational Culture at the Workplace

Organizational culture variable	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Supervisors discuss employees' development plans	17.6%	34.1%	12.9%	22.4%	12.9%	100%
Workers are given opportunity as a part of task groups and assignments.	17.6%	35.3%	21.2%	12.9%	12.9%	100%
Career development programs to make people aware and responsible of career development	18.8%	25.9%	16.5%	23.5%	15.3%	100%
Working on new projects is an open process with few barriers	14.1%	24.7%	21.2%	25.9%	14.1%	100%
Supervisors communicate effectively with employees	7.1%	8.2%	17.6%	37.6%	29.4%	100%
There is a culture that recognizes and values diversity	11.8%	40.0%	18.8%	15.3%	14.1%	100%
There is an environment of openness and trust	14.1%	9.4%	17.6%	30.6%	28.2%	100%
Employees are treated with fairness and respect	12.9%	42.4%	17.6%	27.1%	0.0%	100%
Supervisors spend time listening to employees ideas	11.8%	32.9%	20.0%	17.6%	17.6%	100%
Supervisors empower people to take responsibility and authority	15.3%	18.8%	12.0%	29.0%	14.1%	100%

Source: Field Data (2017)

The study wanted to know the culture of the organizational and the results were that, (17.6%) of the employees were strongly disagreed, 34.1% disagreed 12.9% were neutral, 22.4% agreed and 12.9% strongly agreed. With regards to the statement that the company had a system of career development programmes which helped respondents to become more aware and responsible for their performance, (18.8%) were strongly disagreed, (25.9%) disagreed, 17.6% neutral, 23.5% agreed 15.3% strongly agreed. The results of the statement indicate that, workers often were given the opportunity to become part of groups and assignments, the responses were that 17.6% strong disagreed, 12.9% disagreed, 21.2% were neutral (37.6%) agreed and (29.4%) strongly agreed that employees were often given the opportunity. In case of communication for supervisors to employees, 7.1% strongly disagreed, 8.2% disagreed 17.6% were neutral (37.6%) strongly agreed, (29.4%) agreed.

On the environment and trust, 14.1% strongly disagreed, 9.4% disagreed (17.6%) neutral while 30.6% agreed and 28.2% strongly agreed. The finding of the study indicate that the organizational culture is an important components of motivation and retention, these findings are also supported by the study by Clarke, (2001) which indicates that employees stay when they have strong relationships with others with whom they work. This explains the efforts of organizations to encourage team works, project assignments involving work with colleagues and opportunities for interaction both on and off the job Johns, (2001). These findings also supported by the work of Gopinath

&Becker (2000) which give the clear that effective communications encourage employee identification in their organization and build trust, openness and culture.

4.6 Level of Job Satisfaction

The section of the survey asked respondents to indicate their level of satisfaction in terms of job satisfaction. This is in relation to the third objective of the study which was to investigate issues related to job satisfaction and how they contribute to the retention of workers in the private sector. The results for this section are presented in the Table 410 below.

Table 4.7 Job satisfaction Variables

Variable for job satisfaction	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied	Total
Hours worked each week	2.0%	3.0%	6.2%	76.5%	12.3%	100%
Flexibility in scheduling	0.0%	7.1%	44.7%	38.8%	9.4%	100%
Location of work	0.0%	24.7%	20.0%	44.7%	10.6%	100%
Salary	8.2%	18.8%	35.3%	23.5%	14.2%	100%
Opportunities for Promotion	2.4%	49.5%	17.3%	30.6%	0.2%	100%
Benefit (Health Insurance, life insurance, etc.)	0.0%	12.9%	12.9%	56.5%	17.6%	100%
Job Security	16.5%	29.4%	11.8%	30.6%	11.8%	100%
Recognition for work accomplished	20.0%	29.4%	9.4%	29.4%	11.8%	100%
Relationships with your co-workers	0.0%	23.5%	23.5%	35.3%	17.6%	100%
Relationship(s) with your supervisor(s)	0.0%	11.8%	23.5%	44.7%	20.0%	100%
Relationships with your subordinates (if applicable)	0.0%	17.2%	23.0%	40.2%	19.5%	100%
Opportunity to utilize your skills and talents	0.0%	17.6%	11.8%	47.1%	23.5%	100%
Opportunity to learn new skills	0.0%	17.6%	11.8%	56.5%	14.1%	100%
Support for additional training and education	0.0%	9.4%	11.8%	68.2%	10.6%	100%
Variety of job responsibilities	0.0%	23.5%	11.8%	35.3%	29.4%	100%
Degree of independence	0.0%	23.5%	29.4%	35.3%	11.8%	100%

associated with your work roles

Adequate opportunity for periodic changes in duties	0.0%	35.3%	17.6%	29.4%	17.7%	100%
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Source: Data Field Study (2017)

The study intended to understand general working condition for job satisfaction the result were, (76.5%) were satisfied and (15.3%) were highly satisfied with the hours worked each week, (38.8%) were satisfied and (9.4%) were highly satisfied with the flexibility in scheduling, and (44.7%) were satisfied and (10.6%) were highly satisfied with the location of work. With regards to the pay and promotional potential, (35.3%) were satisfied and (18.8%) were highly satisfied with the salary, (56.5%) were satisfied and (17.6%) were highly satisfied with the benefits.

With regards to work relationships (35.3%) were satisfied and (17.6%) were highly satisfied with relationship with co-workers, (44.7%) were satisfied and (20.0%) were highly satisfied with relationship with supervisors, and (40.2%) were satisfied and (19.5%) were highly satisfied with relationship with subordinates. With regards to opportunities for promotion, (2.4%) were highly dissatisfied and (49.4%) were dissatisfied, (16.5%) were highly dissatisfied and (29.4%) were dissatisfied with job security, (20.0%) were highly dissatisfied and (29.4%) were dissatisfied with recognition for work accomplished. The findings reveal that more workers were satisfied with the hours worked each week, flexibility of schedule, salary, benefits and work relationships. This can however influence their continuous stay in the private sector. The findings of the study supported by the literature of Spector (1997) who tried to classified into two way. The first one is the job environment .such

as relationship with other in the work place, show how people are treated in organization ,the nature of job tasks or the work activities, and rewards. The second ones is individual factors which a person brings or come with in the workplace; this includes talents skills, prior experiences and personality. These two categories often workplace to influence on employee's job satisfaction and can be a source of motivation.

The findings also supported by literature of Aswathappa (2003) who discussed the determinants of job satisfaction to be wage payment and monetary rewards. Different organizations employ different wage system and other rewards. The level of job satisfaction is determined by how motivated an employee is, and that will in turn determine whether he stays or leaves, this supports the literature of Meyer and Herschovitch (2001) explains that if the employees are not well satisfy with their jobs, their tensions of remain in their organization are very low which result to low production.

4.7 Career Plans

The section of the survey asked respondents to indicate their career plan in relation to their present place of work. This is in direct relation to the objective four of the study which is to determine the retention rate of workers in the private sector. The complete results for this section is represented in the table 4.8 below

Table 4.8: Career plans of Respondents

Number of Years	Frequency	Percentage
1 – 2	6	20%
3 – 5	6	20%
6 – 9	12	40%
10 or More	5	16.7%
No plans of quitting	1	3.3%
	30	100%

Source: data field study (2017)

The study wanted to know whether employees had career plans and the result shows that 20% of workers said that they wish to retire from the job or leave within 1-2 years, 20% said they intend to leave within 3-5 years, 40% said they wish to leave within 6-10 years, 16.3% said they do not wish to leave the organization after 10 years, while 3.3% indicated that they did not plan to leave within the organization. That indicated that there was low awareness of the importance of retention to the private sector organizations. Based on the retention distribution in table 4.10, and relating it to employees' career plans, some respondents were not aware of the availability of retention packages, hence could not access them. The distribution in Table 4.11 confirms that 12 respondents equal to 40% of the workforce intended to leave the private sector within 6-9 years might be related to the inefficiency of career development and retirement plan of human resource management strategies and policies. This implied that there will be an increase in turnover rate. The findings are supported by the work of Abassi & Hollman (2000) and Sherma, (2006) who highlighted reasons why employees leave an

organization, these reasons include, up sent of recognition, training development, trust and no supportive, compensation system, job security, promotion and inadequate, coordination among co-workers ,work life imbalance no growth opportunity. These variables can be broadly classified into intrinsic and extrinsic motivational factors. So the study found that for the workforce to be punctual, motivational factors should be regarded as the best way of retain worker within an organization so as to reduce low productivity which result for turnover.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter focused on the summary of the study from the beginning up to the end of the chapter including data obtained from the field that collected through interviews and questionnaires. It also presents discussion, which provides answers for the question concerning main objectives, also its come with Conclusions based on the field result analyzed, where finally recommendations from the gained study as far as suggestions for upcoming research. Data was summarized in form of tables and figures in relation to the elaborations following after each. Chapter five concludes all what have been maintained and discussed from the first to the last chapters; thus, it contains the summary of the study where all five chapters are briefly explained, its major findings which are basically derived from chapter four, conclusions of the data researchers. Ethics were greatly discussed. Chapter four draws the research findings of the study analyzed and recommendations or suggestions for further study have been considered.

5.2 Summary of Findings

The purpose of the study was to assess the motivational factors for the workers retention in privately sector, using a case study approach. The case under study was the Coffee Management Services (CMS) Company in Mbozi district. The findings of the study shows that motivational package which were available salary and compensation, Leave benefits, Retirement plan, Health and other benefits, Employee

assistance program, Promotion, Job security, Effective performance appraisal system, Good safety measure according to the study the effective motivators were Salary compensation, Job security, Promotion, good safety measure and leave benefit, Most of the strategies were not designed at the secretariat but from external and the implementation of the strategies were not satisfactory for the employees were not involved in the whole process, as well as the implementation of those strategies .The items which needed to be improved in private sector especial for CMS were retirement plan, effective appraisal system and employee assistance program which seen to be low than other ,that supported by the study of Desler (2008)who found that employee motivation and organizatios effectiveness are direct related. This was direct related to the question one of the study which asked what was the motivational factors and retention packages in CMS?

Therefore from the above findings the question was answered hence the goal was archived. The other question was to investigate what type of motivational available and its impact on employees in the private sector organization, so the answer was Salary compensation, Job security, Promotion Good safety measure, Leave benefit employee assistants program, performance Appraisal and retirement plan. The following strategies were used to retain CMS staff: Health and related benefits, Alternative work schedule, Wellness programs, Monitoring and coaching, Retirement plan, Help with career planning, Reward and recognition, Salary compensation, Education and training opportunities and Annual performance appraisal. From the finding. With regards to the importance of the strategy, salary compensation had the 26 respondents equal of (86.7%), followed by health and

related benefits and reward and recognition (73.3%), monitoring and planning with retirement plan rated (66.7%) immediately after education and training opportunities, (60%). Annual performance formed 43.3% The lowest of the finding was the alternative schedule (20%) and followed by wellness program rated by (26.7%). The career development to the workers should be maintained as motivation in an organizations so Manager should sit down and find a best away for motivating employee accordingly to workers retention. Through this findings the questions number two was answered hence objective was met. Another Question was what were the most important organizational strategies which contributed the retention of workers.

The strategies which were given in CMS include development plans, worked each week, Employees were treated with fairness and respect, Supervisors spend time listening to employees ideas, Health and related benefits, Wellness programs, Monitoring and coaching, Retirement plan Help with career planning, Reward and recognition, Salary compensation, Education and training opportunities, and Annual performance appraisal. The result of strategies factors shows that the most significant strategies which were crucial in private sector workforce were salary compensation, education and training opportunities, and health benefits. While annual performance appraisal, alternative work schedule and wellness program were low on the level of importance to retention. When the employee asked to identified the retention, about 23 respond equal to 73.3% said healthier, salary and programme of training and developing were very importance, therefore, in order to retain worker and motivating manager should make sure that they improve retention package for

the high performance of their staff. The other question was What is the role of organizational culture and job satisfaction in the motivation and retention of employees? The study explained that the variation in employee retention across organizations may be related to organizational culture values. The result of the study shows that organizational culture did not much encourage employees to remain in organization simply because there was no participation of employees planning, this is because supervisors discussed development plans among themselves without involving workers at least every six per months.

The study point out high percentage of disagreement in private sector workforce believed that the companies had career training and development programme helped them to become more understand and responsible for their career development. However more than half of the private sector workforce agreed that supervisors were communicating effectively with employees, and there was culture that recognized and valued diversity, as well as employees being offered with opportunity to become part of task groups and assignment outside their job responsibilities and an environment of openness and trust where about 42.4%respondent disagreed 27.1%agreedd while 17.6%stongly agreed this indicates that most of workers were not satisfying with the culture of organization hence retain them would be difficulty.

5.3 Conclusion

In conclusion, for organizations to retain its best employees in the face of competition, the findings of the study show that certain variables are important to be considered as they were help employee's decision to leave or remain in the organizations. Such variables include training and developing recognition and rewarding for good performance, compensation, salary package and job security. Retention help to reduce the high rate of employee turnover in our various organizations.

The results of the study show that the motivation of the workers has advantages to the organization in terms of retaining its viable workforce in the achievement of its goals and objectives. Generally, the findings of the report were reliable with the research conducted by other researchers on the contribution of management that related to motivation and retention.

Both theoretical and practical contributions were used theoretically, the findings of this study can add to the existing body of the literature and can serve as a starting point on which future studies can be built. In practical the study helps the top-management in decision makers of private sector to enhance the major factors and strategies that may be better to motivate and retain their workers, thus meeting organizational goals and objectives. Hence if at all the motivational system should be applicable as the respondents suggested it would lead to improvement of workers and reduce low production within the organization.

5.3 Recommendations

The managers in the private sector especially CMS should assess motivation system and well-designed Policies in implementation to meet the demands of employee for making them participating full and have a say on matters concerning themselves and provide them with more chances for training and developments. The management of CMS should increase salaries and other fringe benefits to reflect the status of the workers and the socio-economic situation existing in the society. This will make employee put more emphasis on their job rather than other business which actually can affect it.

The management of all private sector should improve all factors which encourage motivation such as salary and compensation, Leave benefits, Retirement plan, Health and other benefits, Employee assistance program, Promotion, Job security, Effective performance appraisal system, Good safety measure to retain employee in an organizations. The private sector or owners, administrators and other stakeholders also should pay a special attention for employee job improving common characteristic such as dimension (salary, and other benefits, promotion opportunities, procedures, for service s training, professional growth and recognition to what worker have done), working environment so as to motivate and retain them some things which will make them remain in the organization and devote their time and energy to working .

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APPENDICES**QUESTIONNAIRE****OPEN UNIVERSITY OF TANZANIA****RECIPIENT: STAFF OF CMS****INTRODUCTION:**

This questionnaire is designed to assess the motivational factors for workers Retention in CMS. It is for the partial fulfillment of the requirements for the awards of degree masters of Human resource management (MHRM). You are assured that all data that you are going to provide will be used for the academic target and will be kept strictly confidential. Provide s your cooperation and honesty will be deeply appreciated. Thank you.

(Please tick \checkmark in the box or write out your answer as applicable)

PART A: GENERAL INFORMATION

- Age:
 - 18 – 25 [] 2. 26 – 35 [] 3. 36 – 45 [] 4. 46 – 60 [] 5. 50 and above []
- Gender:
 - Male [] 2. Female []

- Marital Status:
 - Single [] 2. Married [] 3. Separated [] 4. Divorced []

- Education:
 - Secondary School/form four [] 2. Senior secondary/Sixth Form []
 - 3. Diploma [] 4. University [] 5. Other [].....

(Please specify)

- Position:(Please state exact position at place of employment)

- Department (State Department/Unit of your work)

- Work Level
 - 1. Staff junior [] 2. Middle level staff [] 3. Staff/senior Management []

- How long have you worked with your organization?
 - 1-2 years [] 2. 3-5 yrs. [] 3. 6 – 9yrs [] 4. 10 yrs. or more []

PART B: MOTIVATIONAL PACKAGE

- Please rate the following motivational packages at your workplace in terms of their importance to you, a scale level of 1 to 5, with 1 being not at all important and 5 very important.

- Not Important at all
- Not Important
- Neutral
- Somehow Important
- Very important

MOTIVATIONAL PACKAGE	RATE (from 1 to 5)
-----------------------------	---------------------------

- A. Salary and monetary compensation
- B. Leave benefits (including vacation, sick, maternity, etc. leave)
- C. Retirement plan
- D. Health and other benefits (health insurance, funeral, etc.)
- E. Employee assistance programme
- F. Promotion
- G. Job security
- H. Effective performance appraisal system
- I. Good safety measures

- Please state any other motivational items available but is not indicated above

.....

.....

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.....

PART C: RETENTION STRATEGIES

11. Please indicate if any of the following strategies are available in your work place . Then rate on how important to each item is to whether is available or not, on a scale from 1 to 5 where 1 = not at all important and 5 = very important.

- Not Important at all
- Not Important
- Neutral
- Somehow Important
- Very importance

STRATEGY	AVAILABLE		RATE
	YES	NO	From 1 to 5

A. Alternative Work Schedule

B. Health and related benefits

C. Wellness Programs

D. Mentoring and coaching

E. Retirement plan

F. Help with career planning

G. Rewards and recognition

H. Salary compensation

I. Education and training opportunities

J. Annual Performance Appraisal

PART D: ORGANIZATIONAL CULTURE

12. Please rate the following statements on the scale level of 1 to 5, with 1 being Strongly disagree and 5

Strongly Agree.

1 = Strongly disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly agree

ITEM	RATE (from 1 to 5)
A. Supervisors in the workplace sit down with employees and discuss their matters. development plans at least every 6 months ?	
B. Employees are always given the opportunity to be part of task groups and assignments outside their core job responsibilities?	
C. A company has a career developing programme which helps people become more aware of and responsible for their own career development?	
D. Working in a new projects is an open process with few Barriers?	
E. Is supervisors communicate effectively with employees. ?	
F. The workplace where I work has a culture which recognizes and values diversity	
G. There is environment of openness and trust in the compony/agency.	
H. Employees in the workplace are treated with fairness	

and respect.

I. Supervisors spend more time to deal and listening to the employees' ideas.

J. Supervisors have a different style that empowers people to take responsibility and authority

PART E: LEVEL OF JOB SATISFACTION

Please indicate your extent of satisfaction with the under listed aspects of your job from 5 (Highly satisfied) to 1 (Highly dissatisfied).

1 = Highly Dissatisfied

2 = Dissatisfied

3 = Neutral

4 = Satisfied

5 = Highly Satisfied

12. The general working conditions

- _____ The hours worked each week
- _____ Flexibility in scheduling
- _____ Location working

13. Pays and promotion potential

- _____ Salary compensation,

- _____ Promotions opportunities
- _____ Benefits and other (Health insurance, life insurance, etc.)
- _____ Job Security
- _____ Recognition for work accomplished

14. Working relationships

- _____ Relationships within an organizations
- _____ Good Relationship(s) with your supervisor(s)
- _____ Good Relationships with your subordinates (if applicable)

15. The use of skills and abilities

- _____ Opportunity to utilizes skills and talents
- _____ Opportunity to understand new skills
- _____ Support for education and training opportunity

16. Working activities

- _____ Varieties of job responsibilities
- _____ Degrees of independence associated with work roles
- _____ Adequate opportunity for periodic changes in responsibility.

PART F: CAREER PLANS

17. As you think about the future, which of the following best describes your career plans in relation to your present place of work?

- I intend to leave this company within 1-2 years[]

- I intend to leave within 3-5 years[]
- I intend to leave within 6-10 years[]
- I have no plans of quitting this place in the foreseeable future[]
- Other (please specify).....

End of Questionnaire. Thank You for your Responses.

APPENDIX II

INTERVIEW GUIDE RECIPIENTS

QUESTIONNAIRE FOR DATA COLLECTION

INTRODUCTIONS:

The followings are academic works that intend to collect primary data on the topic of assessment of Motivational factors for workers retention in Private Sector, Your cooperation in and honest to the questionnaire would be very much appreciated. You are also assured of the privacy and confidentiality of your responses. Thank you very much.

Position of key respondent.....

- What are the strategic objectives of CMS?

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

- How does CMS motivate its staff towards the achievement of its objectives?

.....

.....

- Which of these motivational /incentives packages are available for staff at CMS (Please indicate YES OR NO)

Motivational package	Availability	
	YES	NO
1. Periodic increase in salary		
2. Promotion		
3. Good safety measure		
4. Leave benefits		
5. Job security		
6. Effective performance appraisal system		
7. Good relationship with supervisors and co-workers		

- Please indicate other motivational packages in place at CMS not mentioned above.

1.....
 2.....
 3.....
 4.....
 5.....

- Does CMS have problems with staff turnover?

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

- What is the annual turnover rate in this location of CMS?

.....
.....

- What policies are in place at CMS to retain staff?

1
.....
2
.....
3.
.....
4.
.....
5
.....

- Which of these policies/ packages have been put in place at CMS to retain staff?

Retention package	Availability	
	YES	NO
1. Alternative work schedule		
2. Mentoring and Coaching		
3. Career Planning		
4. Education opportunities		
5. Training Opportunities (job related)		
6. Annual performance appraisal		
7. Leave Benefits		
8. Salary Compensation		
9. Retirement Plan		
10. Health and related benefits		

End of questionnaire. Thank you very much for your responses