FACTORS INFLUENCING LABOUR TURNOVER IN BANKING SECTOR:

CASE STUDY NBC BANK

EDESIA ODILO KAHYARARA

A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE

REQUIREMENTS FOR AWARD OF A MASTER'S DEGREE IN HUMAN

RESOURCES MANAGEMENT OF THE OPEN UNIVERSITY OF

TANZANIA

2018

CERTIFICATION

The undersigned certify that he has read and hereby recommends for acceptance by the Open University of Tanzania a research titled; "Factors influencing Labour Turnover in Banking Sector Tanzania: Case Study National Bank of Commerce (NBC) in partial fulfilment of the requirements for award of a Master's degree in Human Resources Management.(MHRM)

……………………………

Dr. Gwahula Raphael

(Supervisor)

………………………..

Date

DECLARATION

I, Edesia Kahyarara, do hereby declare that this dissertation is my original work and has not been presented for an award of a degree or diploma in any other university or institution.

í í í í í í í í í í .
Signature

í í í í í í í í í í .
Date

COPYRIGHT

The report is a copy right material report protected by the Berne Convention, the 1999 copyright Act and other national and international presentations in that behalf on academic material goods. It may not be replicated by any how in part or in full, with the exception of short quotations in fair communications, for private study or research, critical academic review or dissertation with acknowledgement, without being permitted by the Open University of Tanzania(OUT) on behalf of the researcher .

ACKNOWLEDGEMENT

I deeply conveying my thanks to Almighty God who has given me the ability and, courage to pursue my studies and be able to conduct the research on labour turnover in NBC. My also sincerely thank to my fellow workers at NBC, my family for their moral and spiritual support during my studies also during the whole period of doing my research. Their advices, encouragement and support made me able to put more effort finally I was able to conclude the   research successfully.

I also sincerely sending my thanks to my research Supervisor Dr Gwahula Raphael and all people who in one way or another has contributed to my research, such as NBC Management, NBC workers and fellow students, please receive my gratitude. Lastly without forgetting all my respondents who gave me high cooperation and support during the whole period of research.

DEDICATION

I am dedicating this research to report to my lovely sons, Mjuni and Andrew, my sweet sister Matricia Kokulinda, my parents. My fellow workers and students of Masters of Human resources Management 2016 (OUT) and all who made it possible.

ABSTRACT

Present study intends to investigate factors affecting employeesø turnover in banking sector in Tanzania by focusing on the National Bank of Commerce (NBC) as a case study. The place of the study was in Dare salaam city in Ilala municipal using convenience sample of 100 respondents. Secondary and primary tools data collections were used in the survey. Primary data tools included questionnaire and interviews whereas secondary tools involved documentary analysis. The result of the study revealed that poor career development, low salary, unattractive work environment and availability of the new job as well as job stress are the main factors that contribute to high labour turnover at NBC contributing to an average of 10 employeesø turnover per month**.** Further, trend of labour turnover in the period of nine years showed total of 1158 employeesø turnover equivalent to 129 employeesø turnover per year. The study also discovered the important relationship between factors affecting employed staff turnover and the level of labour turnover. Based on the results or findings the studies recommend that the bank should impose employeesø good retention strategies such as promotion, training and career development, and rewards systems.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS AND ACRONYMS

BOT   Bank of Tanzania

CRDB   Cooperative and Rural Development Bank

FSHC   Firm Specific Human Capital Theory

HQ   Head Office

HR   Human Resources

NBC   National Bank of Commerce

NMB   National Microfinance Bank

TPB   Tanzania Postal Bank

TWB   Tanzania Women Bank

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

The chapter is written explaining introduction to labour turnover and the background of the research problem with aim of the research and three questions were developed.

1.2 Background to the Study

Many organizations has taken the issue of labour turnover with great concern because, the organization incur big cost in replacing employees who are moving to other employees. According to Kahiro, (2015) employee turnover is costing a company. The other reason is that employee turnover create tension to those who have remained in the organization says Kariuki(2015).The tension increase organization inefficiency and potential turnover because the remained employees do more work until the replacement of employee is managed. Mwilu (2016) argues that, it is not easy to know the existing problem like, who want to quit, what the magnitude rate of staff turnover is and what drives the resignations.

Secondly you can have basic information on the intention to leave but it is not easy to employ initiative to control the potential leavers in a cost effective way. Furthermore, Khan (2014) contends that the turnover for key staff can bring disproportionate impact the business and key people whom organization wish to retain are the most likely intended to leave, Ghosh, et al.(2015) notes the cost associated with replacing employees who have left the organization range from cost of recruitment advertisement, time to select the candidates and expenses required to

conduct training for new employees is an expensive process for the organization. The measuring of loss caused by poor performance of less experience employees is not easily done.

The resources invested by the organization are lost by the people who leave the organization. This includes time and money in making competent employees. The organization does experience a big damage when trained, experienced and competent and talented staff decides to leave to the other company which is the competitor of the previous employer. Ghosh et al. (2015) further argues that if the turnover is high the indicator is that the organization is managed poorly The researcher argues that workers as human being are dissatisfied with the job they used to do or with their employer would prefer to look for other employer . high rate of turnover send a bad (negative) alert   message to consumers and hence   create an image which is not good in the labour market   Organization which is having a big rate of turnover get hard time in recruiting good performers in the future.

Conversely, Shah et al. (2016) observes that the labour turnover cannot be avoided no matter how good and effective organization is the turnover can only be reduced to a certain. the turnover at the tolerable level is good as long as there is a defined mechanism in ensuring the learning is taking place all the time within the organization. Staff members get the shared lessons which take place within the organization to ensure change improvement here and there. Apadore and Ramasamy (2017) any organization is expecting to have a certain level of labour turnover the same is considered as unavoidable and beneficial to the organization. Employed employee from other organization may bring new blood to the organization

introducing new ideas and methods and spread new effective ways of working to old employees.

During the economic liberalization in 1980¢s the country of Tanzania experienced the increase in labour movement which was involved various economic sectors without leaving behind the financial institutions industry (URT, 2012). The labour mobility was caused by highly growth experienced in private sector and financial institutions especially banking industry. Before economic liberalization in Tanzania there were only four banks owned publically. Due to rapid growth to date there are fifty six licensed and registered   banks for example FINCA ,TWB,TPB, AZANIA BANK, PBZ, leaving behind non bank financial institutions bureau DE change (URT, 2012).

Also the rapid growth of the financial institutions industry in Tanzania has accredited to the important reforming of financial sector over the enactment of (BAF) the Banking and Financial Institutions Act of 1991. The 1991 Bank and financial institution Act engineered the provision for establishment of private financial institutions means banks and non-banks including the commercial bank in Tanzania. The established act also gave the responsibility of supervising licensing and regulating the commercial banks as well as other financial institutions to the Bank of Tanzania (URT,1991,US Department of state report,2005)

Banking industry is one the fastest growing industry in Tanzania which has a huge contribution to the country economy. The industry has experienced fundamental changes following bank an other financial institutions reforms from early1990¢S

(Kweka and Sedoyeka, 2014) . The banking sector in Tanzania is contribution to the GDP has grown   by 3.1% from 21.05% in 2010 to 24.4% in 2011(World Bank,2012). The reform in financial sector which took place since early1990s in Tanzania caused the birth of a number of private owned banks and non-banks financial institutions like ((DTB) Diamond Trust Bank, The Greenland Bank ,The standard chartered bank, The Merian Biao Bank which was later taken over by Stanbic Bank ,also the emerging of non banks financial institutions like PRIDE Tanzania LTD and others.

The government also privatized the Cooperative and rural development Bank 1996, which was owned by public .Also the Government did the restructuring of another big bank which was monopolizing the banking industry in the country the bank was known as (The National Bank of commerce). The restructuring resulted into the formation of two banks namely NMB National Microfinance bank which was took Retail customers and NBC 1997 which was meant for corporate customers the new formed private banks and National Microfinance bank which was later privatized in 2006(Mboya 2009). Following the emerging of different banks due to opened door for private sectors the demand for talented employees arises in the banking sector. The stiff competition for among banks regarding staff arises due to limited number of trained staff in the banking industry.

Historical background of NBC started after Arusha Declaration in 1967. The declaration was formed so as to commit the country and its citizen to the effort of building the socialist and self reliance nation. Implementation the Arusha declaration marked the start of different parastatal (public enterprises)The arusha declaration

also marked a nationalization of existing private owned organisations which marked establishment of parastatal in different sectors almost all economic sectors without leaving behind the service sector and banking sector (Mboya,2009).

In recent years the bank sector in Tanzania has experienced the registration of different business firms from local to international penetrating in the country to do business. The availability of financial institutions has caused employees in the banking industry not to stay at the same bank employed for more than five years. The movement of Bank employee from one bank to another has increased day to day .The trend of employee turnover in NBC has increased to 16% in 2010 from 14.4% in 2009 In NBC, the trend also increased from 17.8% in 2011 to 18.5%in 2012.The percentage of trend in labour turnover in NBC was taken in (NBC annual report for 2013) The trend of labour turnover in NBC is big which brought headache to Banking industry stakeholders. This caused them to have some questions on the compliance on international and local labour policy.

1.3 Statement of the Problem

Recent work by Sattar and Ahmed (2014), Vivek and Satyanarayana Rao (2016), those writers concentrated on retaining high performing key employees. Those authors uses the saying =the war for the talent ÷ the saying is used to make illustration of the significant and difficult faced among competing parties for services of employee who have the capacity to make the organization to be highly performing and have a competitive advantage. The turnover of key employees can have a big disadvantage and a negative impact to the organization, the employee organization wishes to retain are the one who are needed by other organization of the

same industries (Competitors) (Khan, 2004)

When the employee leaves the firm the firm or organization have to incur some unplanned cost, the cost involved are hiring costs including advertising cost, hiring costs, the time consumed, recruitment facilities, overtime for remaining employees while the position is not yet covered, interviewing and examining replacement, another cost is Training of new employee, at first sight the cost of the new employee is higher than what is being produced (Pahi et al., 2016). The new employee may also have high accident rates than the old one, there is also loss of production during the training of the new employees because old employees have to spare some time to do on job training for the new employee.

Highly competent employees are moving from one bank to another looking for better paying organizations. When they move they some times move with their corporate customers who have loans which are asset to the banks, this affect the banking business (Ahmad et al., 2015). Thus the reason of the study is to investigate the factors influencing high labour turnover in banks the case study being NBC, because from credit ex staff loan portfolio from 2009 to date the turnover stand at 1116 staff compared to existing staff numbered 1300 equal to 85.84% which bring an issue to study the factors which cause that number of exit staff.

1.4 Objective of the Study
1.4.1 General Objective of the Study
The overall objective of this study is to determine the factors influencing labour turnover in banking sector in Tanzania, case study being NBC Head office and few Dar es Salaam branches.

1.4.2 Specific Objectives

  i. To identify factors influencing   labour turnover in banking sector.

 ii. To determine the level of labour turnover in banking sector.

iii. To examine the effect of factors influencing labour turnover on the level of labour turnover at NBC.

1.4.3 Research Questions

 iv. What are the factors affecting employee turnover in at NBC?

  v. What is the trend of employee turnover at NBC?

 vi. What is the effect of factors influencing employee turnover on employeesø turnover at NBC?

1.5 Significance of the Study

 The Study is expected to be significant in various contexts including banking sector and other researchers. Firstly, it serves as a reference material to other researchers in conducting further studies in the study area. By doing this study   I expect that the study will be useful to people who are dealing in making policy in understanding factors that cause employee turnover to trend highly from time to time so that they can implement effective policy and regulations which can enhance retention process in banking industry . Further, improved retention strategies will increase morale to employee hence more productivity to the Bank. A well-managed organization with very low labour turnover will reap high profit hence high Tax to the Government.

1.6 Limitation of the study

Many factors can limit the researcher in conducting the research effectively and efficiently .The big limitation in conducting research in banking industry is   that

Bank staff are always busy with their daily work they so filling questionnaire or getting time to for interview is sometimes very challenging. Lack of funds was also one of the factors that affected quantity and quality of collected data during the research. This hindered the researcher to conduct the research more efficiently and effectively.

1.7 Delimitation of the Study

The mentioned research is delimited due to data collection tools used. There are data collection tools such as questionnaire, interview, however, the researcher employed only questionnaire and interview type of data collection tools for this study. This research is further delimited to the number and type of respondents. The bank has 54 branches of which 12 branches are situated in DSM. For the purpose of this study 3 Branches and 9 Departments at HQ were selected. Besides, the sample size for ex-staff was delimited to those employees that were left the bank in the period from 2009- 2017. Thus, even though there might be a lot of employees that were left before 2009, they were not been included in the sample

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

The chapter is all about the researcher presenting the literature related to the interest of the study and how other researchers have said concerning the study, the chapter covers the literature on employee turnover in banking industry, conceptual definitions of various terms which are crucial in literature, critical theories of subject related which clearly shows related references of the subject and empirical studies.

2.2 Conceptual Definitions

2.2.1 Employee

An employee is someone who at the time employed by the employer to perform service on behalf of the employer (Ahmad et al., 2015). A person who is hired to provide services as part of independent business. According to Ghosh et al. (2015), employee are asset to any organization, they are very important human asset to any organization because effective and efficient organization is reached through employee. One can say that performance and productivity of most organization could not be realized without well maintained employees.

The hiring an placing of the right human resources at the right place having the right skills, at the right time is the secret of success to every organization .The good long term well maintained relationship between employer and employee have so many advantages to the organization as well as employee. The employer will reap the following, ensure sustainability and competitive advantage over competitors, it promote stable and good organization culture and bring motivation among

employees because they see themselves as per of the organization .One can conclude that staffing and maintaining well trained and committed employees in any organizations are Therefore, are guarantee of the management at all the times. So dissatisfied and non-happy employee won¢t be in a good position to remain longer in a particular organization.

2.2.2 Employee Turnover

Labour turnover in human resources view is the rate at which an employer add new and loses employees (Khan,2014). In In simple definition one can say that it is "how long employees tend to stay" or "the rate of traffic through the revolving doorö. Pahi et al. (2016) suggest that, labour turnover is measured for individual companies and for the whole industry .If the organization is said to have a high rate of turnover than its competitors in the industry , it means that employee of that company have a shorter average tenure in staying with that organization than other companies of the same industries. High turnover can bring a negative impact to the company productivity if skilled workers leave and the company remain with.

High turnover may be a disadvantage to the organization productivity if talented and skilled employees leave the organization and leave the high population of the organization with less skilled labour all the time. Leonard and Glover (2003), defined staff turnover as a measure to calclulate the loss of staff that creates job opening that need to be filled. Connel and Philips (2003), defined employee turnover as a percentage of employees leaving organization for any reason per year. Price (1989), defines labour turnover rate as leaving of existing employees from the organization and entrance of new employees into the organization.

O∮Mally (2000), defines labour turnover as a turnover is an innovative process by which employee steadily discover what the employer is like , and in what kind of relationship are they in an making a decision accordingly to leave or stay .The decision is a product of several experience., the last one of which may be the last grass or the one that pushes employees over the edge.

2.2.3 An Organization

One can define an organization is a set up where by group of people come together and work in a certain agreed manner to achieve common set goal. Individual work in an organization to earn something which will help them to full fill their needs and want at the same time make profit to that organization so that it can survive. Employees are the one who bring the organization survival they contribute efficiently and effectively to its successful running and making it more profitably .An organization will fail to survive when employees start to concentrate on their personal interest and leave behind the interest of the organization (Moore, 2015)

2.2.4 Employee Retention

The retention of employees is the capability of the organization to keep its best workers and be able to maintain low turnover, it also refers to police an procedures and practise which let the employee to stay in an organization for quite long time . Every organization invests time and money to attract the best talent and groom them to be values asset make them be like existing employees. The Organization will be impacted by the trained and experienced employee not being available and bad enough when they join the competitor Employees retention takes into account various ways and measures so that employee fill valued and hence decide to stay in

an organization for the maximum period . Employee retention has the advantage of cost effective because retaining employee can reduce the numerous cost associated with turnover and protect loss of experienced staff members who can be hired by competitors.

2.2.5 Definition of a Labour in Tanzania Context

According to the Employment and labour relation ACT No:6 of 2004 under section 4 the labour has been well defined as an individual who entered into agreement of employment or other agreement under which that individual undertakes to work personally for the other part to the agreement and the part is not a client of any profession, business or undertaking carried on by the mentioned individual, or is deemed to be a labour minister under sect 98(3). For the purpose of this study, labour is an individual employed to perform a job for enumeration, furthermore, in the same context, the terms labour and labour turnover shall interchangeably be used in the course of this study to mean the same thing**.**

2.2.6 Bank

The term Bank is defined as any institutions authorized by the state and licensed as a bank to accept deposit and pay cheques on demand, pay interest and issue loans, also act as an intermediary between those who have money the depositors and those who does not have money the borrower, provide other financial services to its customers Cohn et al.(2014).

2.2.7 Banking Industry

A banking industry is an industry which is containing financial institutions which are

licensed by the state to offer banking services. Services offered by banks include accepting deposit from customers, making transfer of money through different financial intermediary, granting loans and ensuring the risk on granted loan is minimized hence manage risk which may arise on holding various wealth. According to (Cohn et al.2014) A banking industry is defined as financial institutions that operate current accounts , pay cheques on demand and facilitate customer payment to third parties .For the case of the study the banking industry was defined as lawfully recognised institutions publically or private owned engaging in financial transactions to mention a few like safe custody activities, investment and returning of cash to its customers being companies and other institutions as well as individuals.

2.2.8 Career Development

Career development is the lifelong process whereby and individual manage learning work and change in order to move to self-determined and evolving the chosen future. According to Dwomoh Korankye (2012), career development is defined as the outcome of career plan viewed from organization and employee. The other definition career development is the whole process of spanning employee lifetime that enviably moulds his work identity. it is a lifelong process staring as early as that point in the childhood for example a young boy saw a Doctor wearing long white coat attending patient in the hospital, he declared that when he grow up he will study hard so that he become a Doctor. Duffy et al (2011) says that career development is the lifetime process of development and cultivating individual skills of work through talent, for the benefit of employee and organization as well.

2.3 Theoretical Framework

2.3.1   Maslow's Hierarchy Need Theory (1954)

Maslow is one of the human resources theorist   he said needs of Human can be listed into five levels from the upper level to low level ,names Physiological needs, safety needs, belonging and love needs, esteem need as well as self-actualization The same are grouped in to two .The first part contain three needs which can be satisfied externally and the second part consist of two needs satisfied internally when employer fails to meet the needs of employee at any stage or any level as far as the hierarchy is concerned then lack of fulfilments in the individual professional lives arise.

This can cause the employees try to full fill their need on their own others can try to find the new employer, The theory fails to take into account that human needs have no end and in the real sense the organization cannot be able to satisfy all employee needs. So Maslow hierarchy needs Theory by Abraham Maslow is used to guide the study because sometimes employees leave the organization no matter what motivation and reward they are given. NBC is one of the organizations which are faced by that challenge.

2.3.2   Herzberg's Two Factor Theory (1957)

The two factor theory known as Herzberg motivation hygiene theory and dual factor theory, state that there are certain factors in the workplaces that cause job satisfaction while a separate factors cause dissatisfaction .the theory was developed by one psychologist known as Fredrick Herzberg. he tried to extend the Maslow's needs hierarch theory The two factor theory also called dual factor theory and the

motivation hygiene result of motivation . basing on this study Herzberg discovered that a result of motivation which indicate that when people talk about feeling good or satisfied they consider feature intrinsic in job example recognition ,achievement advancement ,work itself the leadership and hygiene fact.

2.3.3 Firm Specific Human Capital (FSHC) Theory

(FSHC) The Firm Specific Human Capital this is one the human resources theory which was pioneered by Becker (1975). The theory declared that firms need to incur the cost of training and provide incentives to staff members the staff training will be lowered by high resigning rates according to this theory the incentive will be weaker when firms specific and general training are less separable, as employees have lower opportunity costs of quitting (Lynch, 1993) Therefore the firm effectiveness and productivity falls as turnover increases.

Even if FSHC is raised through learning by practise the accumulation remains positively related to employees tenure .So a higher turnover rate will still lead to lower productivity Direct loss of human capital . In addition to the direct loss of human capital resulted by employee who leave the firm. Cause other negative effect of turnover on productivity There are some effect during the period of vacant and training ,which cause loss of certain amount of output. The cost used in administering resources used in separation recruitment and training could have been concentrated on other process of production.

The high rate of turnover can badly affect the employees morale hence affect the whole organization The controlled experiment made by Sheehan (1993) recorded

that the employees who leave the organization affect the insight of those who stay in the firm hence the result is negative effect on firm productivity . The effect , justified (from employer point of view) but involuntary job separation can cause unplanned voluntary employee quitting this is a snowball effect . Therefore the theory guided because the same is used to identified the reasons which cause employees to leave the organization.

2.3.4   Theory x and theory y by McGregor (1960)

In 1960 the human resource theorist Douglas McGregor proposed two theories by which to view employee motivation. He called the theories as Theory X and Theory Y. both theories see the management role in insuring that the collection of factors of production including people, for the benefit of the economy of the organization. Theory x contends that people by nature do not like to work they usually find a way to avoid work , the are lazy and not reliable so in order to make them work they must have follow up an d supervision at a maximum and effective control   use of force and if all fails then they must be punished.

But if we look at the other side of this theory, the theory tend to be positive, it shows that   people have the ability to direct themselves, the able to know that they need to achieve some goals so they put the plan of work, what should be done at what time and what they need to achieve. There is no need for maximum supervision no   needs to be coerced. This theory is showing some weakness because people need to be guided by policy and procedures so that they can accomplish the set goal and no need to be forced to take their responsibilities.

2.3.5 The goal Theory as Developed by Latham and Locke (1979)

The goal setting theory was developed by Latham and locked in 1979 it state that õperformance and motivation are high when individual are set specific goals which are challenging but acceptable and when the individual who performed the task get feedback on the performance .Locker found that specific and challenging goals led to better performance than vague or easy goals.so having a goal that is too easy is not a motivating force. Challenging goals are more motivating than easy goals, because it is much more of an accomplishment to achieve something that you have to work for.

On can conclude that the goal seating is a powerful way of motivating people and motivating yourself. So the value of goal setting is like management by Objectives. Goal setting is incorporated within the organization the theory is accepted as one of the most valid useful theory of motivation in different sectors. The goal setting theory assumes that all employees are motivated when their goals set are achieved in some cases have been involved in setting the goals. The theory has weakness because for the matter of fact every individual has his own factors that and make him/ her motivated to work.

2.3.6 Equity Theory was Developed by Adams in1963

Equity theory was developed by work behaviour and psychologist knows as J. Stacy Adam in1960øs. who emphasise employee to maintain equity between what they input to the job and outcomes that is realised (Adams 1963) The theory declares the checking of fairness or measure of fairness, equal balance of effort made by the employee and the reward is to be two way in traffic game means the give and take ,the input output ratio consideration The theory believe that individuals value fair

consideration which cause them to be motivated ,the fair treatment between employee of the same organization regarding the ratio of input and output. and the contribution made by the employee for the organization.

The theory suggest that individuals do compare efforts and rewards with their fellow in the organization they have the reference of others in regarding to what is being realized from the effort made is it fairy distributed . The insight of individuals about the fairness of the reward relative to other employees influences their degree of motivation. Equity theory concentrate on determine whether the distribution of resources is fair among employee. The theory suggest that individuals who see themselves as under rewarded will tend to be in sorrow, the sorrowfulness will leads to effort to restore equity within the relationship.

One can conclude that an employee needs to feel that the contribution and work done are being taken into consideration when rewarding. if the employee feel not fairy considered or rewarded or underpaid the result will be employee to feel intimidated towards the organization and perhaps their fellow employees, this can cause employee to be underperformer. The equity theory was criticised by (Huseman, Hatlfield & Miles, 1987)they argued that employee might see equality or inequality not only on or the contribution they made on their in input towards the work done and the outcome resulted but also in the factor of the principal system that determine those inputs and outputs.

(Huczynski and Buchan,2007)   argues that the more the extreme the employee observe that he is either less or more paid ,the higher the pressure and the stronger

the motivation to act. The equity theory is concentrating on productivity, job satisfaction and turnover reasons, it see turnover as an outcome of underpayment conditions. The theory has not taken into consideration factors such as psychological reasons and band and poor organization climate that may stimulate employees to move to other employers For that reasons the theory was not considered in guiding the study.

2.3.7   The expectancy Theory was Established by Vroom (1964)

In 1964 Victor Vroom developed the expectancy motivation theory which explains the behaviour process of why employees choose one behaviour than the other. He theory explains that the motivation of employees can be triggered if they expect that the effort they use on performing the job will result in a desirable reward. The reward given from the performance will be able to satisfy vital need. Vroom expectancy theory separate effort which arises from motivation, performance and outcomes he realise that an employee's performance is based on an individual factors like skills, knowledge ,personality, ability and knowledge. He stated that effort performance and motivation are linked in person's motivation.

The commission based pay has resulted in commission compensation structure leverage theory which make employees to earn as much as they can based on the job done example on the sales achieved. It make sure that employees always expect future pay raise and future promotions, this can make maintain the hard working so as to achieve personal goals. The opposite is the same if an individual expecting litte compensation and no future opportunity growth in consideration for the work done the individual may put very little effort on job. After a long run he/she will decide to

look for a new job which will have opportunity for high compensation and growth

The theory identified three major factors that determine employee motivation as expectancy valence and instrumentality (Mullins, 2001) According to Mullins motivation works well when there is relationship functionally between effort expended ,perceived likely outcomes and expectations that reward will be related to performance.

From the above explanations one can conclude that basing on this theory the essence of labour turnover in banking industry in Tanzania can be examined and evaluated based on the workers conditions in terms of on-going expectations and future condition, for example expectation on increase of pay basing on the economic condition of the country, expectation on compensation and reward which might boost the employee working morale, If the employer Failure to do this the labour turn over may hit the organization . The theory help to explain why a number of workers are not motivated, the theory pointed out that unmotivated worker will do only what they are told to do without stretching themselves that is the minimum work. The theory is explaining that employee will do extra job for the organization if they expect to get more fringe benefit and incentives from employer.

The theory have some weakness for example it wonøt work in practice without managers participation, leaders must ensure that they take into consideration on what employee value as motivation, and always employee capability must be accessed all rights and   resources must be available to make employee work successful. Mangers must also be able to keep their words so that employee keep trust that they will be rewarded if the performs at certain level. The theory assumes

that employees always act out of interest and their desire for rewards. It eliminate the possibility that employees can be motivated by other factors .many employees are motivated to do the right or being part of a certain team, leaving behind the reward. because the theory does not account for this it can lead an employer missing out an excellent motivation tool. Due to that weakness the study did not adopt this theory.

2.3.8   Job Matching Theory

The theory was introduced by Jovanovich (1979) and Burdett (1978).The theory is all about that job seekers will search for firms and firm will search for job seekers until there is a suitable match for both. The theory takes into consideration that both need each other the firm need employee and the employee need the firm. However the situation for best condition matching may change over time, leading to on-going reallocations of employees. Till to date we still realize that employees in banking industries are searching for jobs and the increasing number of financial institutions are still searching for competent employees who are highly skilled, highly committed and highly experienced. The theory fails to identify the type of employees who leave the firm and the reason which lead them to quit and the effect that   hit the organization which was left. Those weaknesses made the theory not suitable   to guide this study.

2.3.9 Synthesis of Theories

The theory of job matching was discussed by Jovanovich (1979). the theory was all about that employees search for better firms and firms search for better employees the search take place until the good match between the two is reached. He also discussed that employer expectation must be reached as well as employee

expectations must be reached both should match for the benefit of each other .Maslow (1954) discussed on the human being needs which can be motivating tool. According to him hierarchy of need that employee need have to be met in sequence , if the employer fails to do so employee may quit and look for other employer who can full fill them.

Fairness on equity was discussed by Adams (1963),he said that employees consider fairness on equity by comparing effort and rewards in comparison with other related employees. The insight of individual about the fairness of reward relative to other can influence their level of motivation Vroom (1964) discussed on expectancy theory he discussed that employees put forth amount of work and commit equal to what they expect to get in return. If employee expect to get more and growth in return he will put more effort on that job .If employee expect to get little compensation and no growth opportunities in return he may put minimal effort this can make even quit and look for a better compensating organization.

The scholar discussed the employees expectations in terms of fairness on equity and rewards, both of them being motivation factors for employees to stay in an organization or to quit to other employer. Goal setting theory was discussed by Latham and Locke (1979), the discussion was all about employer should that set goals by engaging employees .For the purpose of motivation an individual must work towards a set goal. Becker (1975) comes up with the theory of Firm Specific Human Capital he discussed that an investment in Firm Specific Human Capital creates a rent to proceed employment that is wedge between alternative market opportunities of the employer and employee. The theory suggest that the firm will

only have an encouragement to finance specific human capital acquisition since the reward to general human capital investment is hard for a firm to appropriate.

Those theorist discussed the motivation aspect of employees is an involvement of employee in goal setting and training investment in regards to organization¢s needs. The two factors theory introduced by Herzberg (1957) was on motivation which indicated that when people talk about feeling good at work or satisfied they mention intrinsic features of motivation for example achievement, work itself, recognition, and advancement and hygiene factors. McGregor (1960) introduced Theory x and Theory y he proposed two different set of assumptions about people motivation, what motivate people basically negative named theory x and other is positive named theory Y. Theory x is based on the assumptions that human being are always lazy, they do not want to work they must be coerced, punished and forced so that thy work. While theory y is based on assumptions in order for people to work they need only to have process and procedure in place, by following those procedure they can work without being pushed.

2.4 Empirical Literature Review

2.4.1   Factors influencing Labour Turnover in NBC

Banking sector in Tanzania have improved a big times over the past few years, the banking sector is one of the fastest growing sector in Tanzania. The banking sector in Tanzania has experienced some changes over decade , following bank and financial institutions reforms starting early 1990¢s (Budget Report 2011/2012)Banking Industry in Tanzania is open to entry this facilitate the opening of many banks in Tanzania, the industry is highly penetrable (Clarke et, 2001). The

financial liberalization considerable changes in the industry were observed in developing countries, (Ataullh, 2004). The addressed completion by the author hereby are in terms of providing services which have international journal of Computing ICT research Vol8,issue 1june 2018.

Employee retention was noticed as one of the biggest issues in banking industry in Tanzania because bank employees are the one who generate revenue, they are considered as asset of the Organization (Shoaib et al 2009). The increase in employee turnover in banking sector has become a major concern in the industry. Banking industry in Tanzania established that job designed can have an effect on employee motivation which in long run can increase the performance of the employees in a certain organization. The models and job designed are presented as per banks goals so that efficient and effective goal is enhanced to deliver services. Job designed facilitate an influence towards the performance of the employee because it guide the behaviour of an employee, it is in a good position to create appropriate competitive action towards the global competition (University of central Punjab, 2009).

According to Bhat and Qureshi ,(2007) it is also believed that the participation of employees can have on job satisfaction .Basing on the domino effect we can see that if an employee achieved the satisfaction towards work he/she can gain productivity and commitment to give the necessary performance all for the advantage of the firm. Many years have passed since international organization trying to attempt to decode the elements behind the job satisfaction and commitment which in return add value to people productivity. As far as this study is concerned the researcher believed that

there is a positive relation between job satisfaction and employee participation and employee's productivity and job satisfaction. Turnover and commitment. It goes without say that there is a long term participation of employees to deals with the demands of his employer and can be successful in the market. At this point the concept of organization culture is established because of the competitiveness influence and effect of the employees performance (Bukhari,2008) Employee expect financial compensation from the organization.

According to Tham et al. (2008), employee turnover means the variation of labour around the labour market between organization, careers and contracts. Company benefit, employee attendance, wages and job performance are factors that play a significant role in employee turnover. According to (Bean,2009).More(2015 two factors were recommended that are linked to the employee's evolution through sequential steps of removal. In turnover process everyone involved point out the reason for turnover choice, but there are repeatedly more feature on the back hand that works as dynamic strength for that element (Jaffart, 2011)

Although there is no ordinary structure for understanding the labour turnover procedure and process in totality a wide series of factors have been initiated useful in understanding labour turnover.(Kevin at al,2004). It was found that employees aim setting (Medlin and Green,2009) career growth (Hamel and Breen,2007),work environment(Cardoso and Monfardini,2008). Hansen,2008, Burke and Hsieh,2006), training and progress Walsh and Taylor,(2007).Hence keeping in mind the Pakistan economic background following factors was considered in order to access employee turnover in banks. From the above written reasons one can see the fundamental

changes experienced in the mentioned industries that caused the researcher to undertake the study with the intention of identifying the cause of increased trend on labour turnover in Banks.

2.5 Conceptual Framework

Independent Variables   **Dependent Variable**
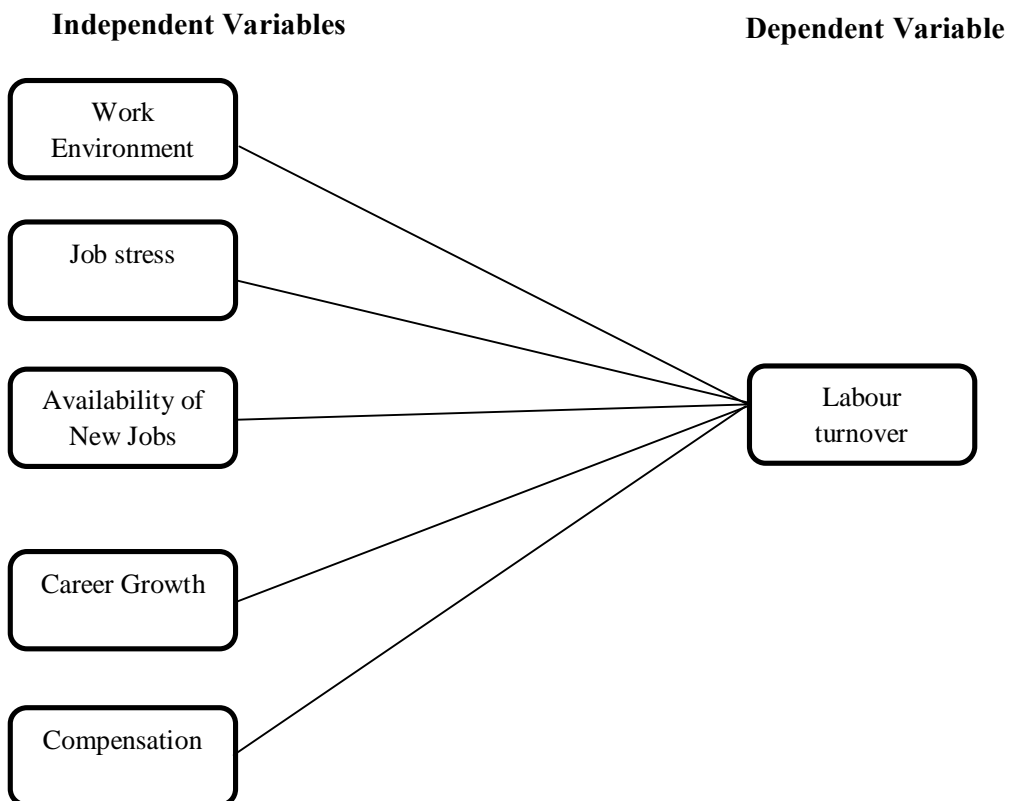
Figure 2.1: Conceptual Framework

Source: Researcher, 2018

2.5.1 Discussion of the Conceptual Framework

2.5.1.1 Independent Variables

The variables that can be controlled and manipulated are called independent variables for the case of this study the independent variables were work environment, job stress, compensation, availability of new jobs, and career growth.

2.5.1.2 Work Environment

Work environment is referred to the whole environment were by workers the whole process of working. Working environment has a very big effect to the productivity of the employees. For example of the working environment has insufficient of late say proper lightning ,lacking good furniture , untied restrooms and other health and safety provisions employees will not be able to work in that company for long time, (Khan,2014)

If the organization is not certain then the rate of turnover will always be high .according to (Zuber,2001) employee are expected to say in a certain organization if there is an acceptable work environment .and also employee will not be willing to say at a certain organization if the work environment is not acceptable The organization that is highly ineffective the labour turnover is always high this is according to (Alexander et al 1994)Loosing a key employee is reducing the plan of achievement and financier assurance can be reducing in the company The main cause of labour turnover have been identified as Salaries, work environment ,and on job safety.(Khan,2014) turnover mailnly gets up from discontent from job place. In opposing employee also strapped to quit the job due to the disappointment in their present workplace.

2.5.1.3 Job Stress

High rates of mergers and acquisitions, increased in economic interdependence among countries due to globalization, technical development and rearrangement have changed the organization work over the last few eras have caused time pressure. Giga and Hoel (2003) excessive work demand, role conflict, ergonomic

deficiencies and challenging customer relationship are cause of stress. Khan(2014) also consider stress as a conservation incentive to a person, or an audit between individual and environment. The knowledge of job related stress, the series of reasons that lead to job related stress (stressor),lack of commitment in the organization and job frustrations make employee to look for another employer,(Firth et al,2004).

2.5.1.4 Availability of New Jobs

The economic activities of the country is controlled by commercial banks so we can see the key role of bank in the financial system of a country, for the case of Tanzania economy it is the same that Commercial Banks do play a very vital role in the economic activities of the country. The Bank of Tanzania as a controller of all banks has a role of implementing the momentary policy with the help of commercial banks. Government of Tanzania is facilitating the investors in every sector from different countries due to that a lot of banks which operate multinational have been welcomed to open their branches in Tanzania This was caused by economic liberalization in late 1980s and following the bank and financial act 1991, where many banks opened their business in Tanzania for example CRDB, NMB, BOA, BOI, TBP, TPB, TWB.

The existing of multination banks has managed to create a lot of employment to the Tanzaniaøs. The multinational banks also raise the phenomenon of employee turnover Employee turnover has become a big concern among banks because there is a competitive pressure regarding talented bankers, every bank is trying to search for competent individuals so that it can win the market. Banks and other financial

institutions are trying to implement the good retention strategies so that they can attract and maintain good and competent employees. Retaining an employee is very vital in the .new economy because if you fail to retain your Talent employee the competitor will take him/her away and you will encore the cost of searching and hiring everyday .So availabity of new jobs is also the cause of labour turnover

2.5.1.5 Career Growth

 Larson (2004) Career evolution creates stress on workers understanding of the value of their career future prospects Larson (2004). There are difficulties in career development always all the time during employees work life they serve as stressor for them. The stressor can contain many problems like being stacked at the same position for a long time deprived of any expectations of improvement or pressure of downsizing (Cooper and Smith, 1994). Career progress is much more important than the pay/salary in Europe and America, though the calculation correspondent to salary in Asia context.(Europhia,2008)

õMoving Up or Moving Outö indicate career growth as counts career growth as elementary for labour turnover (Europhia, 2008)High labour turnover can also be caused by non-career growth in the company. Non defined career plan can be every big cause of labour turnover because sometimes employees see themselves as not value and no growth in terms of responsibility ,the decide to search of an employer who can assist them to reach their future expectations, Employerøs prefer the Organization which offer them high post and increased compensating package (Rampur,2009).

2.5.1.6 Compensation

Compensation is one of the reasons of labour turnover, the company which pay low salary   has the chance of having high labour turnover comparing to the company which   pay   reasonable compensation. The employee in low pay organization has a very minimal chance to stay in that organization compared to the highly paying organization "While lower paying job roles involvement a general high average of employee turnover, they have a habit to cost firms less per additional employee than do higher paying job roles. However, they sustain the cost more often. For these reasons, most companies emphasis on employee retention strategies irrespective of pay levels." (Beam, 2009).

Employers who produce and make more ,but whose income fall short of Workers who produce more , but whose incomes drop short of the existing rate may be underestimate at the existing companies try to look for a company that ma y willing to   compensate them with what they are supposed to get (Firth at al,2004)The retention of employees refer to the number of employees the organization manage to retain .Retention is the word used when some individual are discussing the labour turnover. Turnover and retention are relating terms. But retention is more about improving satisfaction of the employee. The differences between retention and turnover are subtly related;

However, retention is more about improving satisfaction of recent employees by providing challenge development opportunities and incentives such as compensation and bonuses that are intending to encourage talented to stay in an organization, Turnover cannot be avoided within any organization. The labour turnover occur

involuntary and voluntarily due a number of reasons. Attempting to eliminate labour turnover in a certain organisation is difficult.

Employer develop compensation initial structure that facilitate various steps of human resource planning .Human resource planning consist of created formulas for the skills and expertise and concentration of workers that are necessary to achieve what the company is intending to achieve means the goals. After company completing the workforce plan or Human resources plan the following step is creating competitive compensation structure. Compensation structure. Regularly companies offer little attention to reconsidering compensation to ensure it addresses future business need for example, inflation, employee development and succession planning.

2.5.1.7 Dependent Variable

The Employee turnover is the percentage judgements of the number of employee a firm must exchange in a certain period of time in relation to the total number of employees (Agnes, 1999). A worry which hit most organization on employee turnover is the expense which is being encored by those organizations especially for lower disbursing job roles for which labour turnover is higher (Samuel, 2012). Turnover. Turnover signifies to the amount of effort on employees in and out of the organization. Generally existing in terms of turnover ratio (Chruden and Sherman.1972).

The sense of employee discontinuance of association in an organization by the individual who expected financial compensation from the organization he is

employed is employee turnover Mobley (1982) .Employee turnover is the variation of labour around the labour market between careers and organization contracts (Tham et al, 2008).It was discovered that employees aim getting career growth (Medlin and Gren2009)Work environment (Hamel and Breen,207),progress and training (Cardoso and Monfardini,2008.and (Burke and Hsieh ,2006)Basing on the Pakistan economic background few factors was considered in researching the employee turnover in banks(Walsh and Taylor,2007).

2.6 Research Gaps

Basing on various study on labour turnover as written in the empirical study, there are many factors that cause labour turnover. Apart from those studies taken there is still a gap on whether the solutions taken to solve the employee problem which include retention strategies adopted by different organization or companies are useful and satisfactory to facilitation the retention of employees in different organization or companies. Therefore this study is aiming at investigating and finding solutions to the problem of õwhy the employee turnover rate is at the increaseö regardless all the measure and efforts NBC has taken to eliminate the problem. I believe this study will help to identify the proper solutions to solve or reduce the gap to large extent.

CHAPTER THREE

ESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter is designed to show various research methodology and techniques used in the study. The research methodology include systematic approach which is being guided by certain scientific methods it is all about techniques used to collect data and to analyse them as well as interpreting them logically .Not living behind the presentation of procedures for collected data.

3.2 Research Philosophy

The word research philosophy is defined as the õknowledge development and the nature of knowledge õ(Saunders, et al, 2009). The meaning might sound rather deed though the writer further explained the writer further explained that the elementary meaning of the definition is exactly thing the that every person who is doing research is doing that is the determination to develop knowledge in a particular field. The research methodology is a process of gathering, recording, analysing and at the end of the day interpreting the collected data. The process is used to collect data and informationøs for making decisions on different sectors or organization or society say business decisions (Bryman and Bell, 2003).

It is an important section or part on research which points out the methods followed by researcher in doing data collection in order to reach the aim of the research in a most efficient and effective way. (Walsh and Wigens, 2003) defined research methodology as a detailed plan that indicate the different activities done in performing the entire process of data collection efficiently and effectively. It is a

design regarding various steps to be followed in performing the whole process of data collection(Leedy 1999) So research approaches are the procedures and plans that span the steps from broad expectations to detailed methods of data collections, analysis and interpretation .The plan include different decisions need to be considered in order which make sense on presentation.

3.3 Research Design

Research design are arrangement of setting for collection ,analysing of data in a proper way that aim of putting together relevance to the research purpose with economic procedures (Claire Seltiz and others, 1962). According to (Kothari, 2004) the decision on what to be collected , where to collect and when and pointing the means of doing it basing on an inquiry or research study constitute to research design. Since this is academic study, therefore, it is limited by time. Due to this reason a total of not more than 134 NBC staff will be interviewed. Researcher will use random sampling to select respondents from Organisations, those who will agree to be responsible in human resource and employee who have left. Although sample selection is expected to be randomly but researcher will try to make it gender sound, where by population of male and female interviewee will be nearly 1:1.

Any employee who is employed by NBC is eligible to take the research since I am an employee of NBC I was eligible to conduct the study .Permission for conducted the study was obtained from Heads of visited departments. Information were given to the selected staff to be interviewed and the purpose of the study explained .no one was forced to be interviewed at first sight, the appointment was made for those who did not have time at first approach.

Quota sampling used to randomly pick at least 90 per cent of each category of workers at organization; due to the availability of limited time and fund the study used this technique since it has maximum speed and minimize cost. It is a non-random sampling where population is allocated in quota of people to be interviewed and this quota have the right proportion of individual with certain characteristics such as age, sex, social class or income.

3.4 Study Area

The study has taken place at National Bank of Commerce (NBC) HQ .which is located in Dar es Salaam including 4 big branches both located in Ilala District. The bank has 54 branches, 12 branches are in Dare salaam while the rest are situated in different regions all over the country. The area of study was chosen because more than 70% of the population of NBC is in Dares salaam and the labour turnover is also very high. NBC was chosen to be the area of study due to the information obtained from credit portfolio which shows that from 2009 to date the number of exit staff range to 1116 this brings concern to study of the influential factors behind this number of exit employees.

3.5 Population Sampling Techniques

The probability sampling is used in getting samples of the study respondents because survey intent is not describing the particular individuals who by chance are part of the sample study respondent. Under probability sampling simple random is used to obtain 95 NBC Employees. Taking into consideration the increased in popularity of multiple linear regression (MLR) the question of how large a sample is required to produce reliable results has become increasingly more important to talk about . As

with any statistics that is computed using sample data the size if the sample(n)in large part determines the value of the statistic results of multiple regression analysis (Gross,1979p.17).

The study which was conducted had a population numbered 134 respondents. Regarding the sample size the researcher applied simple formula administered by Yamane (1967) as pointed by YilmaMuluken in determining the minimum required sample size at 95% confidence level degree of variability=0.5And level precision(e)=0.05

n=N(1+Ne2) formula

Where n is sample size N is total number of study population,134

Where e is the level of precision

n = 134/ (1+134*0.05^2)

n =100.374 =100 respondents

3.5.1 Sample Size

Sample as defined by Kothari(2004) is a collection of some parts of the population on the basis of which judgement is made, small sample for convenient data collection and large enough to be true representing the population which has been selected from. The same is referring to the number of items to be selected from the universe to constitute a sample. The researcher must consider a reasonable number, should not be excessively large and also should not be too small. The sample should be optimum means able to fulfil the requirement of effective and efficient representation, flexible and reliable. A sample of 100 respondents NBC HQ and 4 Branches in DSM was considered this was done aiming at safeguarding accessibility,

easy management and reducing cost of collecting data and reducing time consuming.

3.6 Data Collection Methods and Tools

Researcher needed information about the challenges NBC face due to labour turnover. Data used were obtained from different Departments. Researcher used interviews and likert scale questionnaires as instrument to collect data through random sampling method. Aiming at accomplishing the research objective the researcher came up with reliable results, the researcher used both Primary and Secondary data collection. The Primary data collection methods that was used during the research includes interview and Secondary data collection method was through documentation from the bank records.

3.6.1 Interview

The interviewing methods of data collection involved presentations of oral verbal stimuli and reply in terms of oral verbal responses. This method can used through personal interviews and possible through telephone (Kothari,2004). The Researcher used a set of determined structured questions which were submitted to interviewed member of staff to answer by the assistance of researcher. Questioners were given to 100 NBC staff .questions used in the interview helped in collection of data on general on formations of the interviewee like age group, education level, marital status, and years of service in NBC.

3.6.2 Questionnaire

For this study questionnaires were used as one of the tool of data collection. The same closed and open questions guided the study that enabled the respondents to

respond comfortably and within a few Minutes questionnaire guide were prepared and attached in Appendix.

3.7 Data Processing and Analysis

Data processing is all about cleaning, editing, coding, classification of data and tabulation of collected data so that they can be used on analysis (Kothar 2004).The process is an immediate stage between collected data and data analysis. Quantitative data were categorised, coded and entered in the computer for computation of descriptive statistic. The running of descriptive analysis and frequency distribution produced was done using version 24 Statistical Package for Social Science (SPSS).

After finishing the designing of questioners and before going on board in the actual study and collecting data, the questioners were preliminary tested to assess its clarity and acceptability. In order to enhance my questionerøs a model survey was conducted to determine the reliability of the study and approximate the projected completion in time. Kothari (2004). The study found that there were statistically significant improvements in anticipated research objectives. People who were interviewee found the mediation to have benefit and enjoyable and notice their cognitive function to be improved

Linear regression mode is adopted on testing the relationship among the variables in Labour Turnover as independent and dependent .The empirical model was thus:

LT=Labour turnover=Y

CO=Compensation =X_1

CG=Career Growth=X_2

WE=Work environment=X_3

AN=Availability of new jobs=X_4

JS =Job stress=X_5

0 = Intercept

= error term

$$Y= 0+ {}_1X_1+ {}_2X_2+ {}_3X_3 \ {}_4X_4+ {}_5X_{5+}$$

3.8 Pilot Testing

According to Yin (011)Yin (2011) pilot studies help to refine and test one or more of final study like its fieldwork procedure   and   its design, data collection instruments or analysis plans. So the pilot study provides another opportunity to practice. Creswell (2011) Observed that pilot test of a questionnaire or interview survey is a practice in which   a researcher make changes in an instrument grounded on feedback from a small number of individuals who complete and evaluate the instrument. The researcher is trying out the research technique an methods which he has in mind, this can lead him to see how they work and if the need arise   he can modify the plan accordingly. (Blaxter et al, 2006)

So the main purpose of doing the pilot test is to refine the questionnaire in order to eliminate the problems which can arise when the respondent is answering the questions, also eliminate some problem during data recording. It will enable the researcher to obtain some assessment of the questions, validity and the like reliability of the data that will be collected Saunders et al, 2009 As such, pilot testing that focused on construct validity and reliability of the research instrument was thus thoroughly carried out.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Overview

The chapter is designed to present the result a raised from analyzed data in accordance to the objective of the study. It consist of validity, reliability and social demographic characteristic, objective analysis and multiple regression analysis.

4.2 Reliability and Validity Analysis

4.2.1 Reliability Analysis

In most cases, the internal consistency of measurement of scale is assessed using Cronbachøs coefficient alpha. Cronbachøs Alpha statisticof above 0.7 as opined by George and Malley (2003) imply that data is reliable and can be used for analysis. In this particular study the Cronbachøs alpha scale reliability test revealed 99.3% indicating high reliability for 19 research questions in questionnaires (table 4.1).The internal consistency gives the extent at which items in a model are inter-correlated Thus high inter-item correlation explain that the item of a scale have a strong relationship to the latent construct and are possibly measuring the same thing.

Table 4.1: Reliability Test Results

Cronbachøs Alpha	Cronbachøs Standardized Items	N of items
.993	.994	19

Source: Field Data 2017

4.2.2 Validity Analysis

Validity of data collection instrument refers to truthfully of the research tools in

respect to the collected data results (Joppe, 2000). Validity analysis is recommended to be conducted after reliability analysis as it requires instruments to be reliable (Kimmberlein and Winetrstein, 2008). Three types of validity test were checked including convergent validity, discriminant validity and construct reliability.

4.2.3 Construct Reliabity, Convergent Validity and Discriminant Validity

Convergent reliability articulates how construct measures emulate their own indicators in model whereas discriminant validity describes differential statistics which exists among different concepts of constructs are satisfied (Hair et al., 2010). Several measures were employed to test these concepts include composite reliability (CR),average varies extracted(AVE),and maximum shared squared variance(MSV) as recommended by Tarhini et al. (2016).

Table 4.2: Construct Reliability, Convergent Validity and Discriminant Validity

Construct	CR	AVE	MSV	ASV	α
Work Environment	0.876	0.581	0.413	0.423	0.859
Job stress	0.894	0.513	0.492	0.345	0.921
Availability of new jobs	0.921	0.612	0.371	0.314	0.914
Career Growth	0.876	0.584	0.485	0.331	0.913
Compensation	0.819	0.583	0.495	0.423	0.887

Source: Field Data 2017

Composite reliability (CR) was above 0.8 among all construct indicating high reliability. On the other hand, results shows convergent validity was sufficient since AVE was above 0.5 and CR was greater than AVE. In addition, discriminant validity

was also found sufficient among all constructs as AVE was greater than MSV and ASV (table 4.2).

4.3 Respondents' Distributions by Gender and Age

Researcher sought to establish distribution of age and gender analysis of the employees at the bank. The findings revealed 40% of the respondents were males whereas (60%) were females indicating female employees were higher in number compared to males. In case of Age, four groups were considered as depicted on table 4.4. Most of the employees were youth aged between 18 and 41 (66%) while the rest (34%) were aged above 42 years (table 4.3).

Table 4.3: Gender and Age of Respondent

Gender	frequency	Percent
Male	40	40
Female	60	60
Total	100	100
Age		
18-41 years	66	66
42 years and above	34	34
Total	100	100

Source: Field Data 2017

4.4 Respondents' Distribution by Level of Education

The study reveals that out of 100 majority of employees 48% attained bachelor degree, followed by 17% with master's degree, 26% diploma education while only 9%attained certificate education (table 4.4). The findings imply that majority of the employees working in the study area were literate thus able to provide correct answers related to study objectives.

Table 4.4: Level of Education

Level of Education	Frequency	Percent
Certificate	9	9
Diploma	26	26
Degree	48	48
Master	17	17
Total	100	100

Source: Field Data 2017

4.5 Work Experience of the Respondents

Respondents were asked about their working experience at NBC bank. As shown on table 4.5, it was revealed 9% of the respondent had one year of working experience, 19% respondents had working experience of two years, whereas majority 72% of employees had working experience of more than 5 years.

Table 4.5:   Working Experience of the Respondents

Working Experience	Frequency	Percent
1 Years	9	9
2 Years	19	19
Mother than 5 years	72	72
Total	100	100

Source: Field Data 2017

4.6   Factors Influencing Employees' Turnover in NBC Bank

Descriptive statistics were employed to investigate the issue of employeesø turnover in the bank. Several factors were identified to positively influence turnover among employees including good job design, fairly distributed workload, less stress process and procedure, well designed leave roaster, and good strategy in balancing work and family as portrayed on Table 4.6.

Table 4.6: Employees' Turnover

		Strong disagree	Disagree	Somehow disagree	Neither agree or disagree	Somehow agree	Agree	Strongly Agree
NBC has a good job design	Frequency	5	7	10	11	38	27	2
	Percent	5	7	10	11	38	27	2
The workload in NBC is fairly distributed	Frequency	3	11	10	14	41	20	1
	Percent	3	11	10	14	41	20	1
The process and procedure in NBC is less Stress	Frequency	5	4	19	19	19	33	1
	Percent	5	4	19	19	19	33	1
There is a well-designed leave roaster for all Employee	Frequency	4	0	6	15	38	29	8
	Percent	4	0	6	15	38	29	8
HR in NBC has a good strategy in balancing work and Family	Frequency	2	9	11	17	34	25	2
	Percent	2	9	11	17	34	25	2

Source: Field Data 2017

4.6.1 NBC has a Good Job Design

As shown in table 4.6, out of 100 respondents 67% supported on the availability of a good job design at NBC, 22% of respondents did

not support while only 11% of the respondents remained neutral. Good job design can influence staff turnover or retention and the

respondents are satisfied with the bank job design hence it is the matter that contribute to staff retention as opposed to turnover based on the findings from the respondents job design is not a factor that influence customer turnover.

4.6.2 The Process and Procedure at NBC is Featured by Fess Stress

The findings shows 53% of the employees were stressed with the process and procedure of the NBC. On the other hand, result revealed 23% of the employees were less stressed while 19% of the respondents were uncertain (see table 4.6). The findings imply that job stress is one of the common feature of the job environment at the bank. However, it does not affect the retention or turnover of the employees and therefore it is not the reason why staff leaves their job.

4.6.3 There is a Well-Designed Leave Roaster for all Employee

Leave roaster is one of the main functions of the organization personnel management that allows employees to deal with other personal issues. As portrayed on table 4.6, 75most of the employees (75%) had well designed leave roaster than employees with poor designed (10%). Findings imply that leave roaster is not a reason for respondents to leave the organization**.**

4.6.4 HR in NBC has a Good Strategy in Balancing Work and Family

The study therefore ascertained whether the bank has a good strategy in balancing work and family. The results as highlighted in table 4.6 reveal 61% of the respondents supported there is a good strategy in balancing work and family matters, 22% of employees did not support while 11% of the respondents remained neutral. It can be concluded that there is no relationship between effect work family balances at

NBC and employeesø turnover.

4.6.5 Lack of Career Plan and Employees Turnover at NBC

Table 4.7: Career Plan and Employees' Turnover

Questions		Strongly disagree	Disagree	Somehow disagree	Neither agree or disagree	Someho w agree	Agree	Strongly Agree
There is a good career plan in NBC	Frequency	24	32	11	7	9	16	1
	Percent	24	32	11	7	9	16	1
Banks promote their employee easily	Frequency	32	32	8	8	10	9	1
	Percent	32	32	8	8	10	9	1
Employee has a good control on his/her career.	Frequency	18	32	20	11	13	5	1
	Percent	18	32	20	11	13	5	1
There is no career development plan	Frequency	3	13	8	11	24	28	13
	Percent	3	13	8	11	24	28	13

 Source: Field Data 2017

4.6.5.1 Good Career plan at NBC

Researcher also explored employeesø response on the assertion that there is a good career plan at NBC. Results as presented in table 4.7

indicate 67% of the employees disagreed, 26% of the respondent agreed, while, 17% of respondent were neutral. The findings signify that lack of career plan is the main factor that has a significant role in influencing staff turnover at NBC bank.

4.6.5.2 Inadequate Employees' Promotion and Employees' Turnover

Results of the data analysis shows most of the employees (72%) disagreed on the adequacy of the employees promotion, 26% of respondent agreed 8% of the employees were neutral (table 4.7). findings imply staff turnover at NBC is also contributed by inadequate promotion strategy.

4.6.5.3 Good Control of Career

Majority of the employees (70%) did not have good control of career at job while only 19% were revealed to control fairly their career. Contrary, 11% were not aware of their carrier (refer table 4.7).

4.6.5.4 Lack of Training and Career Development

The result presented in table 4.6 show that the majority of the respondent (65%) were lacking training and career development at the bank. However, 24% of the employees agreed to receive training and development while 11% were not aware of such matter.

4.7 The level of Employee Turnover in NBC

The researcher wanted to understand the level of employees turnover in NBC. The trend of the lab our turnover is presented in table 4.8 from the year 2009 to 2017.

Table 4.8: Trend of NBC Employees' Turnover

Year	Deceased		Resignation		Compulsory retirement		Voluntary retirement		Termination		Absconding		End of contract		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
2009	2	1	38	41	2	2	2	2	8	6	3	1	4	3	113
2010	3	2	47	52	3	1	3	1	15	9	2	0	5	1	144
2011	3	2	63	55	1	1	3	1	17	13	1	2	3	2	167
2012	3	0	67	46	2	2	1	1	12	7	1	0	18	14	174
2013	2	2	37	22	6	5	3	1	17	9	2	0	5	1	112
2014	2	3	25	18	2	2	1	1	12	7	1	0	20	15	109
2015	2	1	22	17	1	1	3	1	17	13	1	2	23	2	106
2016	3	1	15	18	4	6	7	8	8	7	2	2	10	9	100
2017	2	1	20	6	6	5	8	9	7	9	2	1	25	32	133
	22	13	334	275	27	25	31	25	113	80	15	8	113	79	

Source: Secondary Data NBC records 2009-2017

The trend shows that the total number of turnover is on gradual increase every year implying that labour retention is the problematic at NBC (table 4.8). Several reasons were associated with such employeesø turnover including low salaries, poor career development, low salaries and lack of employeesø career control. Other factors such as wages, company benefits, employee attendance, and job performance were also revealed to play significant role in employee turnover as claimed by Hom et al. (2009). However, most of turnover is depicted to be contributed by resignation which may call to attention on the identified factors that influences employeesø turnover. Remarkable employeesø turnover which was influenced by resignation is portrayed in 2012 whereas majorities were males (67) compared to females (46).

4.8 Effect of Factors Influencing Employee Turnover on the Level of Employee Turnover at NBC Bank

Five factors were considered in measuring labour turnover effect. Multiple linear regressions was employed to determine strength and direction of the relationship effect between factors affecting employeesø turnover and level of employeesø turnover. Before the analysis assumptions of multiple regressions were checked including linearity, normality, autocorrelations, homoscedasticity, and multicollinearity.

4.8.1   Assumptions of Multiple Linear Regressions

4.8.1.1 Linearity Assumption

This test aims to check if there is linear relationship between dependent and independent variables. Pearson correlations were used to determine the linear nature of the variable as suggested by Keith (2006).

Table 4.9: Correlations Test Showing Linearity Assumption

	Work Environment	Job Stress	Availability of New Jobs	Career Growth	Compensation	Labour Turnover
Work Environment	1					
	100					
Job Stress	.901**	1				
	.000					
	100	100				
Availability of New Jobs	.893**	.846**	1			
	.000	.000				
	100	100	100			
Career Growth	1.000**	.901**	.893**	1		
	.000	.000	.000			
	100	100	100	100		
Compensation	.901**	1.000**	.846**	.901**	1	
	.000	.000	.000	.000		
	100	100	100	100	100	
Labour Turnover	.946**	.929**	.972**	.946**	.929**	1
	.000	.000	.000	.000	.000	
	100	100	100	100	100	100
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Field Data 2017

Result indicate there was significant very strong positive relationship between employeesø turnover and work environment (r (100) =.95, *p*<.000), job stress (r (100) =.93, *p*<.000), availability of new jobs (r (100) =.97, *p*<.000), career growth (r (100) =.95, *p*<.000), and compensation (r (100) =.93, *p*<.000) (table 4.9). Thus, there was enough evidence the assumptions was statistically satisfied.

4.8.1.2 Normality Assumption

This assumptions aims to check whether variables are normally distributed to allow easy prediction of values (Osborne and Waters, 2002). Hair et al. (2010) stresses that, when normality test is violated may result to uneven validity and reliability of the estimates. Skewness-Kurtosis test was employed to test normal distribution of the data as suggested by Pallant (2010).

Based on Table 4.10, skewness-kurtosis test reveals all variables were normally distributed as their statistic values ranged within acceptable range. According to Tabachnick and Fidell (2007), acceptable range for skewness-kurtosis test is ± 2.58.

Table 4.10: Normality Test

	N	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Work Environment	100	12.280	-.832	.464	.945	.902
Job Stress	100	12.504	-.905	.464	.824	.902
Availability of New Jobs	100	11.765	-.479	.464	-.500	.902
Career Growth	100	12.27966	-.832	.464	.945	.902
Compensation	100	12.50373	-.905	.464	.824	.902
Labour Turnover	100	24.04420	-.740	.464	.338	.902
Valid N (listwise)	100					

Source: Field Data 2017

4.8.1.3 Autocorrelations

Autocorrelations intends to test independence of errors among variables (Stevens, 2009). When this assumptions is violated Type I and II errors are likely to affect the results (Osborne and Waters, 2002). Durbin-Watson test was conducted to check whether autocorrelation is present among variables.

Table 4.11: Durbin-Watson Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.995[a]	.990	.989	2.44477	1.595

Source: Field Data 2017

The test shows very low autocorrelations exists among the variables as Durbin-Watson coefficient was within an acceptable range (1.595) (table 4.11). According to Field (2009), Durbin-Watson coefficient below 1.5 or above 2.5 may raise a concern.

4.8.1.4 Homoscedasticity Assumptions

This test assumes equal variance of errors exist among independent variable thus provide wide room for a researcher to assume consistency spread of errors among variables (Stevens, 2009). Scatterplot of standardized residuals versus predicted value was plotted to check whether homoscedasticity was satisfied as suggested by Stevens (2009).
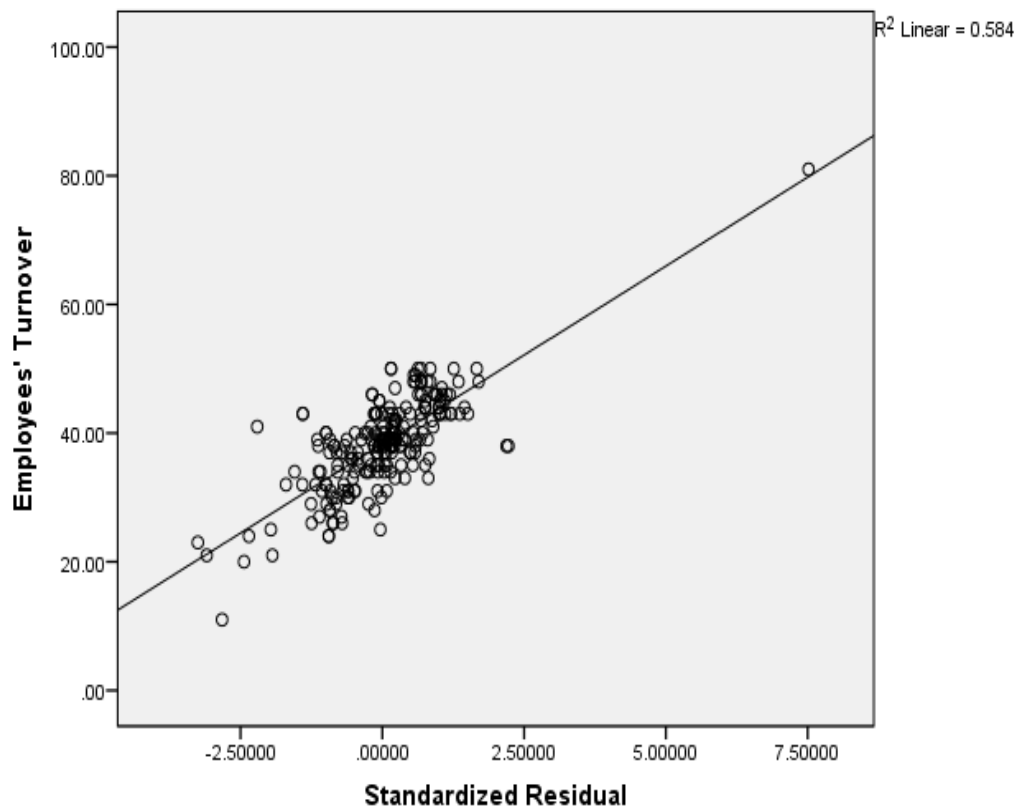

Figure 4.1: Homoscedasticity Test

Source: Field Data 2017

Homoscedasticity test was statistically satisfied as scatterplot depicts random scatter of residuals around horizontal line (figure 4.1). Osborne and Waters (2002) claims that, homoscedasticity can be examined when there is random scatter of residuals around horizontal line.

4.8.1.5 Multicollinearity Assumption

This assumption intends to measure whether independent variables are uncorrelated. Keith (2006) recommends there are should be low correlation among independent variable so as to allow researcher examine significance effect of each predictor on dependent variable. VIF and tolerance rate were calculated to determine level of collinearity.

Table 4.12: VIF and Tolerance Rate Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Availability of New Jobs	.994	1.161
	Career Growth	.828	1.807
	Compensation	.879	1.587
	Work Environment	.851	1.064
	Job Stress	.806	1.156

Source: Field Data 2017

VIF and tolerance rate reveals independent variables were uncorrelated as their coefficients were statistically acceptable (. Stevens (2009) claims low VIF and high tolerance rate suggest for low collinearity. According to Keith (2006), tolerance ranges from 0 to 1 while VIF ranges between 1 and 10.

4.8.1.6 Multiple Linear Regressions Analysis

Following satisfaction of the assumptions, multiple regression analysis was

conducted to determine the relationship between independent variables and dependent variable as depicted on Table 4.13 and Table 4.14.

Table 4.13: Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.995	.990	.989	2.445

Source: Field Data 2017

Model result indicates predictors were significantly very powerful as R square depict 0.990 implying the model explains 99% of variations of dependent variable (table 4.13). Therefore, it can be concluded there was strong relationship between dependent and independent variables. Present result were consistent with Karemu et al. (2014) who also found 52% of variations were explained by the model. Similarly, Verma et al. (2016) found 36% of the model explained employeeøs turnover.

Table 4.14: Regressions Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-4.336	1.761		-2.463	.016
	Availability of New Jobs	1.167	.048	.571	24.231	.000
	Career Growth	.356	.057	.182	6.269	.000
	Compensation	.543	.047	.282	11.502	.000
	Work Environment	.130	.261	.577	4.324	.000
	Job Stress	.787	.257	.409	3.063	.000
a. Dependent Variable: Labour Turnover						

Source: Field Data 2017

Based on Table 4.14, each independent variable was calculated to significance effect on prediction of employeesø turnover. Subsequently, all variables were observed as significant predictors ($p<.000$) of dependent variable including availability of new

jobs (=1.2, *p*<.000), career growth (=.36, *p*<.000), compensation (=.54, *p*<.000), work environment (β =.13, *p*<.000), and job stress (=.79, *p*<.000). Besides, regression model equation was developed from the general multiple regression equation.

From

$$Y = \alpha + x_1\beta_1 + x_2\beta_2 + .. x_n\beta_n + \varepsilon$$

Then,

$$Y = 1.17AJ + 0.36CG + 0.54COM + 0.13WE + 0.79JS - 4.34$$

Where,

Y = Employeesø Turnover

AJ = Availability of New Jobs

CG = Career Growth

COM = Compensation

WE = Work Environment

JS = Job Stress

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Summary of the Findings

This research intends to examine factors affecting employeesø turnover in banking

sector. Three specific objectives were developed to capture the general objective

including identifying factors that affect turnover among employees, level of

employeesø turnover, and determine effect of factors affecting turnover and level of

employeesø turnover. The study employed both descriptive and inferential statistics

to measure the objectives.

Before measuring specific purposes of the research, validity and reliability of data

collection tools was considered. Research instruments were found high reliable as

Cronbachøs Alpha indicated 99% (refer table 4.1). In addition, construct reliability,

convergent and discriminant validity showed the tools were statistical valid and

reliable (table 4.2). Following validity and reliability of research tools, socio-

demographic characteristics including gender, age, level of education, and

experience of the respondents were examined using frequency statistics. Results

indicated majority of the employees were female compared to male (table 4.3). In

case of age most of the employees were youth (table 4.3).

Furthermore, employees with bachelor level of education yielded high frequency

than the rest of education levels (table 4.4). Experience was also deemed as another

important respondentsø feature whereas majority were revealed experienced with

more than 5 years (table 4.5). First objective was analysed using frequency. Result

indicated several factors that positively influence low turnover among employees

including good job design, fairly distributed workload, less stress process and procedure, well designed leave roaster, and good strategy in balancing work and family (table 4.6). Conversely, there are factors which were identified to influence high employeesø turnover, these comprises lack of career plan (table 4.7) and lack of training and career development (table 4.8).

Second objective was also analyzed using documentary review to show level of employeesø turnover at the bank. Trend of turnover was examined within the range of 8 years from 2009 to 2017 (table 4.9). Result indicated there was substantial turnover of employees influenced by different factors such as deceased, resignation, retirement, termination, absconding, and end of contract. Third objective was examined using multiple linear regressions.

Before the analysis assumptions of multiple regressions were tested including linearity (table 4.9), normality (table 4.10), autocorrelations (table 4.11), homoscedasticity (figure 4.1), and multicollinearity (table 4.12). All tests were statistically satisfied. Subsequently, multiple regressions was conducted to determine relationship between dependent and independent variables. Result shows the model was very powerful explaining 99% of variations implying strong relationship between the variables (table 4.13). Consequently, regression model equation was developed from the general regression equation (table 4.14).

5.2 Discussion of the Findings

5.2.1 Factors affecting Employees' Turnover at NBC Bank

Following the findings, employeesø turnover was likely to be influenced by two

major factors include lack of career plan and lack of training and career development. Conversely, turnover of employees was deemed low when several factors are taken into account which include good job design, fairly distributed workload, less stress process and procedure, well designed leave roaster, and good strategy in balancing work and family. Same scenario can be supported by Verma et al. (2016) who identified compensation, top managementø appreciation, and promotion opportunity were significant factors that reduced employeesø turnover. However, their study also stressed job dissatisfaction among employees on the other hand enhanced turnover.

Guolaudsdottir (2016) claims that, mind-set of employees in respect with fair salary, job satisfaction, and training may also be subjected to turnover intention. Her study concluded positive mind set among employees reduced employeesø turnover. On the other hand, factors such as work environment and availability of new job opportunities were found in consistency with findings obtained by Makhdoom (2018). His study identified factors including job security, alternative job opportunities, work environment, benefits and rewards, style of management, and level of education have significant influence employeesø turnover.

Moreover, Makhdoom (2018) concluded that turnover can be reduced in an organization provided that the factors ascertained as main causes are taken into account and improved. From that assertion, findings of the present study with respect to peer studies implies employeesø turnover is mainly affected by factors that are likely related to job dissatisfaction thus improving such factors may reduce employeesø turnover.

5.2.2 Level of Employees' Turnover

Trend of employeesø turnover depicted in table 4.8 implies that, turnover increases gradually due to different factors such as deceased, resignation, retirement, termination, absconding, and end of contract. More specifically, resignation was marked as the significant indicator of employeesø turnover since level of turnover was likely to be influenced by this factor. Yuan et al. (2016) claim lack of career development, promotion and work-related actions influences resignation of most of the employees. Their result also recommends management to observe behavior of their employees as employees who are likely to be socially isolated are in high risk of resignation.

In the same manner, Afiah and Halim (2013) found factors such as recognition, career development, promotion, benefits and pay directly influenced resignation of employees. Furthermore, their study suggest compensation should be considered as motivation factor to employees in order to reduce resignation intentions. Similarly, Njau (2013) recommends organization to impose strategic policies that favours recognition and empowerment of employees so as to reduce resignation intention among employees. Tei-Tominaga (2013) on the other hand revealed supervisor support affected decision to resign of employees. Moreover, several factors were deemed risk on influencing employee resignation including inadequate break facilities, psychological distress, and inefficient amount of rest time.

5.2.3 Effect of Labour Turnover to the remaining Employee at NBC Bank

As the results indicated factors affecting employeesø turnover have significant relationship with level of employeesø turnover. This implies factors such as

availability of new jobs, career growth, compensation, work environment, and job stress positively influences employeesø turnover. Makhdoom (2018) also supports such relationship as his findings showed 78% of the model explained employeesø turnover. Factor affecting employees turnover in Makhdoom (2018)øs model included unfavorable work environment, alternative job opportunities, and job insecurity.

The same scenario was observed by Guolaudsdottir (2016) following his regression model explained 46% of employeeø turnover. Moreover, his result revealed job satisfaction has no significant effect on employeesø turnover. Verma et al. (2016) on the other hand suggests work environment, career development, monetary satisfaction, and managerial aspects has significant relationship with employeesø turnover. Besides, his regression model explained 36% of the employeesø turnover.

Evidently, most of the employees in banking sector are seems to retain in their job when they are satisfied. For instance Kairuki (2015) revealed employeesø turnover was reduced in Kenyan banking sector when employees acquired career development, good rewards systems, coaching and mentoring programs. His result also found better bonus and salary were key factors that influences turnover of employees. Kairuki (2015) also recommends banks to initiate competitive salaries that will retain employees in the market, the same way to bonus pay should reflect excellence, performance, recognises, effort, and performance.

Current findings were consistent with Mwilu (2016) as his finding indicate job related factors particularly pay package has strong influence on employeeø turnover.

Conversely, there are some of the factors which have weak effect on employeesø turnover including working hours, job stress, workload, and lack of challenges. Tiwari (2015) stresses that among different factors that affect employeeø turnover. The most significant factors that are likely to be experienced in various industry comprises work-life balance, recognition, rewards, training and development. Failure to provide employees with such factors creates intention of employee to leave.

5.3 Conclusion

Present study focused in identifying the most significant factors that affect employeesø turnover in banking sector. The analysis of such factors was in line with developing a relationship between level of employeesø turnover and factors affecting turnover particularly at NBC bank. It is evidently proved workload, job design, job stress, work life balance, and leave roaster design are the major factors that affects employeesø turnover at the bank. Moreover, lack of career plan, inadequate employeesø promotion, training and development, and good control of career among employees influences employeesø turnover.

On the other hand, trend of employeesø turnover at the bank is likely to be influenced mainly by resignation among employees. Majority of employees resigned the job driven by various reasons especially job satisfaction. Employees were seem not satisfied with the current retention policies. Further, the study concludes there is substantial relationship between factors that affects employeesø turnover and the level of employeesø turnover in banking industry. Work environment, job stress, compensation, career development, and availability of new jobs proved to have direct influence on employeeø turnover

5.4 Recommendations

The study findings revealed although there is a number of strategies suggested by The National bank of commerce to curbed labour turnover the same were not practically implemented and the exercise in not even taken seriously.

i. Multipurpose training institutions is a good culture need to be implemented because it has the potential to retain talented employees who can be valuable asset to the bank.

ii. Employee involvement must also be taken into consideration so as to make all employees fill part and parcel of the bank, hence they seems to be valued and motivated, this will boost their Morale.

iii. Career management in NBC is not well implemented because employee fails to know where will they be in the coming future, and what position will they be holding in the bank. So there must be implementations of carrier management this will reduce labour turn because employee will be able to see their future regarding life work.

iv. Current exit interview seems not to be seriously taken thus do not help policy makers implement better retention strategies. Therefore, human resources department should impose effective tools for guiding such process

REFERENCES

Ahmad, N., Tariq, M. S., & Hussain, A. (2015). Human resource practices and employee retention, evidences from banking sector of Pakistan. *Journal of business and management research*, *7*, 186-188.

Akhtar. S. (2006). Pakistanøs Capital Markets ó Mobilizing for Growth retrieved on 12ᵗʰ July, 2010 from; http://www.bis.org/review/r070117g.pdf

Apadore, T. L. K., & Ramasamy, M. (2017). Factors Influence Turnover Intention In Commercial Banks Malaysia: A Theoretical Model. *Innovative Journal of Business and Management*, *6*(03), 13-21.

Beam, J. (2009). Turnover, (employment),   the cost of employee turnover to for-profit organizations .

Bhatti, K. K., & Qureshi, T. M. (2007). Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Productivity, *International Review of Business Research Papers,* 3(2), 12-18.

Blocher, E. J., Chen, K. H. (2002). *Cost management, a strategic emphasis,* 2ⁿᵈ Edition, New York: McGraw Hill International.

Bruns, J. W, Jr. & Simons, R. (1995). *Levers of Control: How Managers Use Innovative Control Systems to Drive Strategic Renewal,* Boston, MA: Harvard Business School Press.

Bruns, J. W. & Waterhouse, J. H. (1975). Budgetary Control and organizational Structure, J. *Account Reserve* 13, 177-203.

Bukhari, Z. (2008). Key Antecedents of Organizational Citizenship Behavior (OCB) in the Banking Sector of Pakistan, *International Journal of Business and Management*, 3(12), 23-28.

Cohn, A., Fehr, E., & Maréchal, M. A. (2014). Business culture and dishonesty in the banking industry. *Nature*, *516*(7529), 86.

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika,* 16, 2976334.

Sageer. A., Rafat, S., Agarwal, P. (2007). Promotion and Career Development Promotion can be reciprocated as a significant achievement in the life. *OSR Journal of Business and Management (IOSR),* 5(1), 32-39.

Ghosh, P., Rai, A., Chauhan, R., Gupta, N., & Singh, A. (2015). Exploring the moderating role of context satisfaction between job characteristics and turnover intention of employees of Indian public sector banks. *Journal of Management Development*, *34*(8), 1019-1030.

Giga and Hoel, 2003. Violence and Stress at Work in Financial Services. Retrieved from: http://www.ilo. org/public/english/dialogue/sector/papers/service/w p210

Hair, J. F. J., Black, W. C., Babin, B. J., Anderson, R. E. & Tatham, R. L. (2010). *Multivariate data analysis*, New Jersey, USA: Prentice-Hall.

Kahiro, F. M. (2015). Factors influencing labour turnover in commercial banks in kenya, Doctoral dissertation, School of Business, University of Nairobi.

Kariuki, P. W. (2015). Factors affecting employee turnover in the banking industry in Kenya: A case study of Imperial bank Limited, Doctoral dissertation, United States International University-Africa.

Khan, M. A. (2014). Organizational Cynicism and Employee Turnover Intention: Evidence from Banking Sector in Pakistan, *Pakistan Journal of Commerce & Social Sciences*, *8*(1), 45-60.

Makhdoom, T. R. (2018). Analyzing the Factors Affecting Employeesø Turnover in Textile Mills of Site Area Kotri, Sindh (Pakistan). *Grassroots*, *51*(2).

Maslow, A. H. (1943). A Theory of Human Motivation: *Psychological Review,* 50, 370-396.

Mboya, W. J. (2009). A Model for Determinants of Labour Mobility in the Banking Industry of Tanzania: Employeesø Perspective, University of Dar Es Salaam Business School.

McClelland, D. C and Burham, D. H (2003): õPower is the Great Motivator.ö *Havard Business Review.* 81(1), 117-120.

Moore, F. (2015). *Towards a complex view of culture: cross-cultural management,' native categories, and their impact on concepts of management and organisation.* In The Routledge Companion to Cross-Cultural Management Paperback: Routledge.

NBC Annual Report 2016: retrival from http://www.nbctz.com. Cited on 27/12/2017 at 18.56

NBC EX staff loan portfolio 2017 Sept showing the number of staff that have left since 2009 to date.

Pahi, M. H., Ab Hamid, K., & Khalid, N. (2016). Save Talent of Banking Sector of Pakistan: Mediating Job Satisfaction between Job Stress and Employee Turnover Intention. *International Review of Management and Marketing*, 6(3), 12-18.

Pallant, J. (2010). *SPSS survival manual: A step by step guide to data analysis using SPSS,* Buckingham: Open University Press.

Retention of employees as challenges of the 21st century (Drucker, 1999).

institutions reforms of Finacincial sector started e early 1990¢s (Clarke G.et al, 2001)

Sattar, S., & Ahmed, S. (2014). Factors effecting employee turnover in banking sector, *Developing Country Studies*, *4*(3), 110-115.

Shah, S. H. A., Abbas, S. G., & Qureshi, M. I. (2016). Impact of HR Practices and Turnover Intentions in banking sector of KPK, Pakistan. *Abasyn Journal of Social Sciences, (Special Issue)*, 415-433.

Sutherland, J. (2002). Job-To-Job Turnover and Job-To-Non-Employment Movement: A Case Study Investigation: *Personnel Review,* 31(6), 710ó721.

Tei-Tominaga, M. (2013). Factors related to the intention to leave and the decision to resign among newly graduated nurses: a complete survey in a selected prefecture in Japan. *Environmental health and preventive medicine*, *18*(4), 293.

Tiwari, I. (2015). An analysis of the factors affecting employee retention and turnover in the Irish hospitality Industry, Doctoral dissertation, Dublin, National College of Ireland.

URT, (1991). The Banking and Financial Actö. Government Printers : Dar es Salaam, Tanzania

URT, (1991). The Banking and Financial Actö. Government Printers : Dar es Salaam, Tanzania.

Vivek, S., & Satyanarayana Rao, A. V. (2016). A Study on Employee Retention in Private Sector Banks. *ITIHAS-The Journal of Indian Management*, *6*(2), 12-14.

Yuan, J., Zhang, Q. M., Gao, J., Zhang, L., Wan, X. S., Yu, X. J., & Zhou, T. (2016).

Promotion and resignation in employee networks. *Physica A: Statistical Mechanics and its Applications*, *444*, 442-447.

APPENDICES

APPENDIX: QUESTIONNAIRE

I am student of Open University of Tanzania pursuing Masters in Human resource management program. As part of my academic work I am conducting a survey on The Factors Influencing Employee Turnover in Banking Sector ,NBC As a Case Study.

Please spare me few minutes of your time and respond to the questionnaires below as honestly as you can. Information provided by you is for academic purposes only and will be treated as private and confidential. Please respond by ticking the one you deem appropriate and express your opinion as and when required.

General Information

1. Age: 18.23 ( ), 24-29( ) , 30-35( ) 36-41( ) , 42 and above ( )

2. Sex: male female

3. Position/Status..

4. Educational Background...

5. Which department are you? ....

6. How many years have you worked with the bank?

A. 1 year(   ) B. 2 years(   ) C. More than 5 years(   )

7. Marital status: (a) Married(   ) (b) Single (   )(c) Divorced(   )(d) Other (specified) \

....

8. The following questions needs your level of agreement regarding the factors influencing labour turnover in banks by inserting (v) on appropriate box.

JOB STRESS

No	Questions	Strongly disagree 1	Disagree 2	Somewhat disagree 3	Neither agree or disagree 4	Somewhat agree 5	Agree 6	Strongly Agree 7
1	NBC has a good job design							
2	The workload in NBC is fairly distributed							
3	The process and procedure in NBC is less Stress							
4	There is a well designed leave roaster for all Employee							
5	HR in NBC has a good strategy in balancing work and Family							

WORK ENVIRONMENT

No	Questions	Strongly disagree 1	Disagree 2	Somewhat disagree 3	Neither agree or disagree 4	Somewhat agree 5	Agree 6	Strongly Agree 7
1	The work environment is conducive							
2	NBC is complying with Country law in work environment							
3	NBC has the Health and safety Policy							
4	Working environment is the reason for employee turnover in banks							
5	Employee are able to report on environmental problem							

CAREER PLAN

N o	Questions	Strongly disagree 1	Disagree 2	Somewhat disagree 3	Neither agree or disagree 4	Somewhat agree 5	Agree 6	Strongly Agree 7
1	There is a good career plan in NBC							
2	Banks promote their employee easily							
3	Employee has a good control on his/her career.							
4	There is no career development plan							
5	There is lack of training and career development							

COMPENSATION

N o	Questions	Strongly disagree 1	Disagree 2	Somewhat disagree 3	Neither agree or disagree 4	Somewhat agree 5	Agree 6	Strongly Agree 7
1	Banks have incentive package to retain employee							
2	Employee salary scheme, compensation, are well known							
3	Bank employee are involved in planning their benefits							
4	Banks staff leave because of low salary							
5	Compensation and benefits are reasons for employee leaving banks							

EFFECT OF LABOUR TURNOVER IN NBC BANK

No	Questions	Strongly disagree 1	Disagree 2	Somewhat disagree 3	Neither agree or disagree 4	Somewhat agree 5	Agree 6	Strongly Agree 7
1	labour turnover increased the weight of the workload							
2	Labour turnover affect employees work performance							
3	Labour turnover affects organization service performance							
4	High labour turnover reduces employees work morale							
5	Labour turnover increases stress level of the employees							