

**EFFECT OF STAFF RETENTION IN DELIVERY OF QUALITY RESEARCH  
SERVICE IN PUBLIC RESEARCH INSTITUTIONS: A CASE OF TANZANIA  
FISHERIES RESEARCH INSTITUTE, DAR ES SALAAM**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN  
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**CERTIFICATION**

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania a Dissertation entitled: ***“Effect of Staff Retention in Delivery of Quality Research Service in Public Research Institutions: A Case of Tanzania Fisheries Research Institute, Dar es Salaam”*** in partial fulfilment of the requirements for the degree of Master of Human Resource Management of the Open University of Tanzania.

.....  
Dr. Lilian Macha  
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Date

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## DECLARATION

I, **Peter Agingo Aleck**, do hereby declare that this dissertation is my own original work, and unless specifically indicated in the text and that it has not been submitted and will not be presented to any other university or institution for similar or any other degree award.

.....

Signature

.....

Date

**DEDICATION**

I would like to dedicate this dissertation to the Almighty God for His abundant blessing onto my life. To my beloved parents Mr. and Mrs. Aleck who inspired me through prayer, encouragement, love and affection and for the sacrifice they made for my education as they knew the word of Proverb 4:13 “take fast hold of instruction (education), let her not go keep her for is thy life”.

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## **ABSTRACT**

This study aimed at assessing the effect of staff retention in delivery of quality research services in public research institutions, Tanzania Fisheries Research Institute as a case study. The specific objectives of the study were; to determine the contribution of staff retention in delivery of quality research service, to explore the factors limiting the effectiveness of staff retention in delivery of quality research service and to establish the recommendations for improving staff retention in delivery of quality research service. A qualitative case study was carried out involving the management and ordinary staff. A total of 56 respondents were key informants with a response rate of forty 47 respondents equal to 83.9%. Data were obtained through interviews, questionnaires and documentary reviews. Data were mainly analyzed qualitatively and also quantitatively by using descriptive statistical tools specifically the percentage ratio. Overall results of the study yielded some significant findings. The results revealed that the contribution of staff retention in delivery of quality research service is not questionable and such contribution is possible through understudying programs, contract extension for skilled out-going staff, workers council forums and support from experienced supervisors. Also, low budget ceiling and un-dished funds for research development plus lack of trainings to employees, inadequate provision of employment incentives and deficient scheme of service outlined as the main factors limiting the full contribution of staff retention in delivery of quality research service. The study recommends the strict further review of framework for funding research institutions, establishment of client service charter, intervention of financing role in staff training by the ministry, the review of the existing scheme of service and initiate a tracer study to evaluate the trends in staff retention in relation to the contribution made in delivery of quality research services.

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## LIST OF ABBREVIATIONS

ABL	Accra Brewery Limited
COSTECH	National Commission for Science and Technology
DC	District Council
DFA	Directorate of Finance and Administration
DG	Director General
DR	Director of Research
DSA	Daily Subsistence Allowance
FAO	Food and Agricultural Organization
GDH	Geita District Hospital
LGAs	Local Government Authorities
LVEMP	Lake Victoria Environmental Management Program
MTEF	Medium Term Expenditure Framework
NIGLAS	Nanjing Institute of Geography and Limnology, Chinese Academy of Sciences
PSPI	Public Service Pay and Incentives
RAAWU	Researchers, Academicians and Allied Workers Union
R&D	Research and Development
SPSS	Statistical Package for Social Sciences
TAFIRI	Tanzania Fisheries Research Institute
URT	United Republic of Tanzania

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

This chapter provides an introduction to this report. It is made up of seven parts; part one is the overview, part two is about background of the study, part three is statement of the research problem, part four is objectives of the study, part five is about research questions, part six is the relevance of the research, part seven is about scope of the study and the last part is the organization of the dissertation.

#### **1.2 Background of the Study**

Employee retention stumbles in a new era of modern technology and competitive business environment. Retaining employees is very critical to the long term health of any organization (Allan, 2012). Organizations are continuously changing; however, this changing environment is not only affecting the organizations but also the employees working in it. In order to maximize organizational efficiency and for optimal utilization of the organizational resources, human resources must be managed properly. Human resource management plays a vital role in ensuring employees are properly treated and well handled in the organization (Shafighi, 2013).

Patrick, (2008) asserted that retaining employees especially the talented ones is a vital issue and challenge to contemporary organizations all over the world. There are numbers of factors, which motivate employees to stay with or leave an organization (International Personnel Management Association, 2002). These factors can be external factors, internal factors and the combined effect of both. Human resource

practices count a lot in this regard. It is of a great important that human resources managers timely identify the needs of employees and accordingly devise the retention strategies. A single strategy cannot fit to all as different individuals have different priorities. Human resources professionals face the vital challenge to retain talented employees. When an organization loses its talented employee lefts a negative impact on innovation, customer satisfaction, knowledge gain during the past years and on the profitability of the organization since the replacement of another employee costs a lot to the organization (Patrick, 2008).

It has been characterized and proven that employee retention is one of the key contributors to organizational success (William, 2009). In order to achieve success, an organization needs to ensure its employees are well retained on a needy basis as a ladder to optimize outputs and gain a competitive advantage through workers capabilities regardless of industry and context (Boselie, 2010). In addition to that, employee retention differs according to profession. Some professions have greater retention than the other, several researchers proved that a few professionals enjoy the best job retention than others, being that the case medical professions such as surgeons, nurses and dentists are more retained than others (Beam, 2009).

Maryam, (2013) argued that employee retention is necessary for work performance due to the fact that if employees do not feel engaged in work behavior, they will not muscle necessary efforts to perform well. Adding that, motivation is a prominent tool to retain employees with greater compensation packages. However, it should not be forgotten that the performance of individuals in the organization depends on variety of factors besides retention. It is therefore essential to acknowledge these factors such as



employees' knowledge and skills as well as company's ability to retain its employees with attractive benefit packages (Kalim, 2010).

It is not surprising to see modern organizations realize, focus and pay more attention on the importance of retaining their qualitative workforce as well as quality performers as a central path to contribute to productivity of the organization and increase employees' morale (Gorden, 2011). Middle and top management plays a vital role in the people dimensions of the organization. In that case, it is very crucial to integrate an organizational culture with organizational ethics as a stepping stone of creating a competitive edge especially when comparison to appreciation and rewards in form of compensation trends in the market.

In the view of the description, there are four basic factors that play an important role in increasing employees' retention including; salary and remuneration, providing recognition, benefits and opportunities for individual growth (Boselie, 2010). But are they positively contributing to the retention rates of the organization? Salary these days hardly reduce turnover. Today's employees look beyond money factor. Therefore, this calls for organizations to behave more customer-oriented, and they also need to be equally employee centric in order to match the intellectual property and their products and services (Bhattacharyya, 2011).

### **1.3 Statement of the Research Pproblem**

Organizations are social systems where human resources are most important factors for enhancing effectiveness and efficiency performance (Rad and Yarmohmmadinian, 2006). The success and growth of an organization depends upon the caliber and

performance of both its executives and employees. Gupta (2011) asserts that, it is essential to retain well performing executives and other staff who can succeed as managers of today and future. Retention strategy becomes more vital in most organizations now days due to free labor market in this world of globalization, this dynamic challenges many organizations to encourage their employees to stay longer in the organization since the excessive movement of employees from one organization to another trend for searching the better fringe benefits, good working conditions, and desirable salaries. Historically, retention strategy gain momentum in 1970's and 1980's due to increase of labor turnover due to economic crisis experienced in Tanzania. Willium (2009) argued that today's high performers are like frogs in a wheelbarrow, they can jump out any time; it seems that increasing number of organizations recognize this and turn their attention to retention of key and talented staff, thus most organizations formulates appropriate retention strategy by ensure training and career development to their employees, pay and benefits, recruitment and selection, job designing and effective management so as to ensure the best ones do not run away.

Current changes in technology, global economy, and trade agreements directly affect employee and employer relationships. The loss of talented employees may be very detrimental to the organizational future success. Outstanding employees may leave an organization because they become dissatisfied, under paid or unmotivated (Beam, 2009). The move to try to keep employees within the organization may present other challenges as well such as demands for higher wages, not complying with organization practices, and not interacting well with co-workers or comply with

supervisors' directives. The retention of employees has been shown to be significant to the development and the accomplishment of the organization's goals and objectives (Gorden, 2011). The fact also is that retention of employees can be a vital source of competitive advantage for any organization

Although, a countless number of organizations have been developing and implementing employee retention programs, critics have often claimed that very little is known about the effectiveness of such efforts and most of the studies were much focused on staff development (Bhattacharyya, 2011). Also, it is unveiled that there is no documented evidences and adequate information with regard to the effectiveness of staff retention programs particularly at the Tanzanian public research institutions. Due to scant recent knowledge that exist concerning the impact of staff retention on the work of public research institutions, and its implications on the delivery of quality research services; as a contribution towards filling this gap, this study intends to assess the effect of staff retention in delivery of quality research service in Tanzanian public research institutions particularly at Tanzania Fisheries Research Institute (TAFIRI).

## **1.4 Research Objectives**

### **1.4.1 General Research Objective**

The general objective of the study is to assess the effect of staff retention in delivery of quality research services in public research institutions in Tanzania.

### **1.4.2 Specific Research Objectives**

- (i) To determine the contribution of staff retention in delivery of quality research service.

- (ii) To explore the factors limiting the effectiveness of staff retention in delivery of quality research service.
- (iii) To establish the recommendations for improving staff retention practices in delivery of quality research service.

## **1.5 Research Questions**

### **1.5.1 General Research Question**

What effect does staff retention has in delivery of quality research service in public research institutions in Tanzania?

### **1.5.2 Specific Research Questions**

- (i) What contributions does staff retention have in delivery of quality research service?
- (ii) What are the factors that limit the effectiveness of staff retention in delivery of quality research service?
- (iii) What recommendations can be employed to improve staff retention practices in delivery of quality research service?

## **1.6 Relevance of the Research**

Employees are a dynamic force that drives organization prosperity. The worth and potentialities of an organization get evaluated in and through the work of its employees. Employees also have critical role to play in ensuring an organization delivers quality services. Heiburzki, (2016) argued that retention is essential for employees' career stability and development because employee retained are more

likely to achieve long term career ambition and increase marketability skills needed by organizations, this practice acts as a fundamental element for improving worker's motivation. Gullap, (2016) stated that the best approach of utilizing staff retention as a motivator to the employees is to retain valuable and talented employees through attractive packages that make employees recognize and feel appreciated by organizations, this move provides future assurance within the organizations.

### **1.7 Scope of the Study**

The fact that, this study is wide in content was well known to the researchers by considering the time given to pursue it and the financial position of the study. In order to keep the study under control, the researcher directed his focus only on internal customers (employees) both senior and ordinary ones; this was a strategy of cost minimization and efficient use of time. Last but not least, the researchers being conversant to the study area utilized perfectly as an advantage for successful carrying out the study.

### **1.8 Organization of the Dissertation**

This paper is arranged into five (5) chapters. Chapter one covers background of the study, statement of the research problem, objectives of the study, research questions, relevance of the research, scope of the study and organization of the dissertation. Chapter two revise on conceptual definitions, theoretical analysis, empirical analysis of the relevant studies, the research gap, conceptual framework, theoretical framework and statement of hypothesis. Chapter three shows research methodology including research strategies, sampling design and procedures, variables and measurement

procedures, methods of data collection, data processing and analysis, expected results of the research, reliability and validity of data. Chapter four presents the research findings, analysis and discussions and Chapter five includes summary, conclusion and recommendations. At the end, this dissertation composes references and appendices.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter provides a light on literature relevant to the study. The chapter composes nine parts; part one is the overview, part two is about conceptual definitions, part three is theoretical analysis, part four is about empirical analysis of the relevant studies, part five is about the research gap, part six is conceptual framework, part seven is about theoretical framework, part eight is statement of hypothesis and the last part is the summary.

#### **2.2 Conceptual Definitions**

##### **2.2.1 Staff Retention**

Employee retention refers to the techniques employed by the management to help the employees stay with the organization for a longer period of time (Gilley, 2009). Employee retention strategies go a long way in motivating the employees so that they stick to the organization for the maximum time and contribute effectively. Sincere efforts must be taken to ensure growth and learning for the employees in their current assignments and for them to enjoy their work. Retention strategy aims to ensure that key people stay with the organization and that wasteful and expensive level of employee turnover are reduced, in fact this emanates from an analysis of why people stay and why leave (Heiburzki, 2016). Human resource management policies and practice that address retention in today's competitive workforce will take into consideration broader predictors of employee's satisfaction than just monetary incentives.

### **2.2.2 Service**

A valuable action, deed, or effort performed to satisfy a need or to fulfil a demand (Business dictionary.com). This can be done by individuals, group of organized people, government, private sector, Non-Governmental Organizations (NGOs) and Community Based Organizations.

### **2.2.3 Quality Service**

The term quality refers to totality or characteristics of goods and materials that satisfy the intended need at the lowest cost. It is fitness, merit and excellence (Doubler, 1996). Providing high-quality service is a major concern for nearly any business. Quality of service can be a major factor when customers decide which business to use to solve their needs. Customers always have certain expectations about the level of satisfaction they expect to get from the entities they are making business with and it is difficult for business to improve quality of service if there is no any input from the customers about how to improve. Thus, gathering customer feedback and using it to measure service quality should be a significant part of nearly any business game plan (Bedi, 2007).

### **2.2.4 Quality Service Delivery**

This refers to good services provided to customers which make them feel good and satisfied, most of the customers become loyal to the organization due to service received, if the services provided is good to them then, the customers may stay longer and vice versa. The quality service is that meets specified outcome alignment between inputs, processes and outputs/outcomes and attends to continuous quality improvement. It is significant in the current customer value paradigm, which requires



continuous improvement in consumer outcomes, efficiency and cost control. Gustafsson, (2005) argued that service quality perceptions are formed during production, delivery and consumption processes as perceived and determined by the customer on the basis of co-production, delivery and consumption experiences. To enhance this organization must sharpen employee's skills and knowledge so they become excellence in service delivery in order to satisfy the customers (Gilmore, 2003).

### **2.3 Critical Review of Supporting Theories**

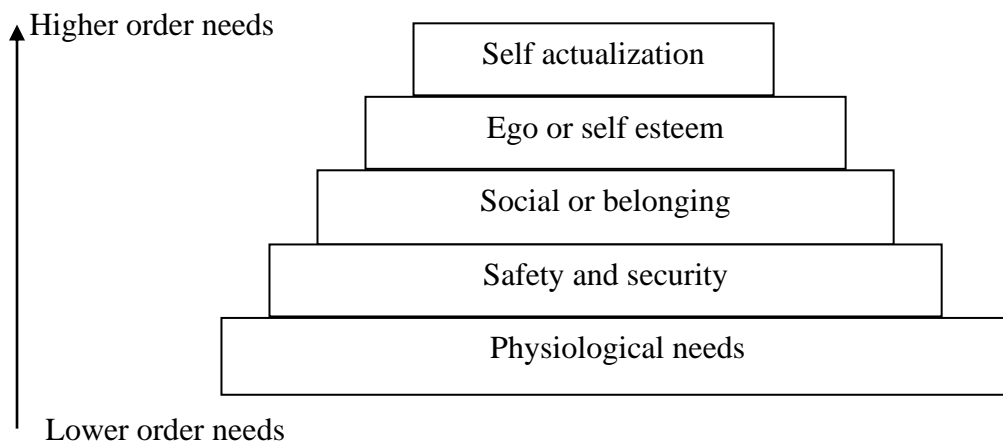
Literature suggests that retention of employees is addressed through motivational theories. The success of any organization hinges largely on the motivation levels of employees. Andersson, Gudmundson & Lundberg, (2009) suggests that the theories of needs and job characteristic are very appropriate theories that address the concept of employee retention adequately. Motivational theories become useful when trying to establish how various motives affect human behaviors.

#### **Maslow's Need Hierarchy Theory**

One of the best known theories of motivation is Maslow's hierarchy of needs by the most recognized motivation theorist Maslow (1954). He categorized and ranked human needs in a hierarchical order beginning with physiological needs as the basis and the need for self-actualization at the top.

Physiological needs refer to the most essential needs for survival such as food, clothing, shelter, sleep and water and the studies show that unsatisfied employees found to have relevant physiological consequences (Chilumboro, 2005). The need for

safety, for example is freedom from fear, pain, failure, punishment and threats. The need for love involves both giving and receiving and a sense of belongingness among people. Self-esteem is related to self-image like self-confidence, independence, personal achievement and respect. Self-actualization, which resides at the top of the need hierarchy is one's desire for self-fulfillment and the maximization of one's potential.



**Figure 2.1: Maslow's Need Hierarchy Theory**

Source: Chilumboro Conceptualization, 2005

Physiological needs refer to the most essential needs for survival such as food, clothing, shelter, sleep and water and the studies show that unsatisfied employees found to have relevant physiological consequences (Chilumboro, 2005). The need for safety, for example is freedom from fear, pain, failure, punishment and threats. The need for love involves both giving and receiving and a sense of belongingness among people. Self-esteem is related to self-image like self-confidence, independence, personal achievement and respect. Self-actualization, which resides at the top of the need hierarchy is one's desire for self-fulfillment and the maximization of one's potential. According to the theory, the need for safety, love and self-esteem remains in

between the physical needs and the need for self-actualization at the top. As soon as a person fulfills his or her basic need, it is no longer a motivating factor to that person and he or she tries to satisfy the next level of need. One could only proceed to a higher level in the hierarchy if basic needs were firstly satisfied. Maslow also cites that people are motivated by unsatisfied needs and not by needs that have already been gratified (Odurukwe, 2005). So, if a need is satisfied, it no longer motivates an individual. However, satisfaction gained from the accomplishment of a current need will become a motivator to satisfy a need at the next level.

### **Herzberg's Two-Factors Theories**

This job characteristic theory according to Greenberg & Baron, (1995) is useful for describing the conditions that people find satisfying and dissatisfying on the job. Herzberg, Mouser & Syderman, (1959) propounded the Motivator and Hygiene theory arguing that there are two general independent types of factors that affected job satisfaction and job dissatisfaction. According to them, intrinsic factors (called motivators) are factors whose presence motivates workers to perform better and so enhance job satisfaction.

These constitute factors related to the job itself, achievement, advancement, recognition for achievement and responsibility. Hygiene or extrinsic factors (also called dissatisfies) operate to reduce or eliminate job satisfaction. These factors may not necessarily motivate the employee to stay and its absence may be a clue for job dissatisfaction. These include salary, supervision, interpersonal relations, working conditions, organizational policy and management, management style of the supervisor and job security.

In this theory satisfaction and dissatisfaction lie on a continuum with zero midpoints at which dissatisfaction and satisfaction are absent (Kreitner & Kinicki, 2006). Consequently, a good remuneration, supervision and conditions of work but difficult and unchallenging task with a minimal opportunity for advancement would be at the zero point and such employee would not suffer dissatisfaction with the job. Correspondingly, that person would have no satisfaction because of the absence of motivators.

Hertzberg's theory also send signals that job satisfaction is not exclusively dependent on good remuneration and working conditions but also on enriched job environment that offers opportunity for growth, recognition, autonomy and personal contribution to a purpose or goal which is significant to employees. Nnadi (1997) therefore makes the observation that affiliation for social interaction at work with co-workers, opportunities for personal growth, recognition, autonomy and supervision are important facets of job satisfaction.

## **2.4 Empirical Analysis of Relevant Studies**

### **2.4.1 General Studies**

Cole (2013) in his study on employee retention practices, that was carried out at Tesco and Sainsbury organizations in the United Kingdom discovered that the employee retention practices are more effective at Tesco comparing to Sainsbury. Also, the study revealed that the practice of employee retention at Tesco is much more improved resulting from provision of good working environment, extra benefits and attractive salaries. In additional, the study pointed out that for a long period of time factors including job empowerment, management role, job authority, intra

departmental communication and extra benefits made Sainsbury ineffective in retaining its employees.

Alkandari & Hammad (2009) on the study that assessed the status of employee's retention in private sector in Kuwait, it was explored that compensation package was the most significant factor attributing the retention of employees in the private sector in Kuwait.

The study by Hassan, et al (2010) on employee retention in Leather Industry of Pakistan discovered that second line managers mostly shifted their jobs for higher salary offers, authority, seek for recognition and more knowledge.

#### **2.4.2 Studies in African Countries**

The study by Ghansah, et al (2011) on the employee retention practices, the study which took place at Accra Brewery Limited (ABL) in Ghana pinpointed that lack of work-life balance and advancement opportunities and lack of recognition, rewards including salary and remuneration were the most common attributes accelerating employee turnover in Accra Brewery Limited (ABL).

Chiboiwa, et al (2010) studied employee retention strategy in the medical laboratory companies in Zimbabwe, it was further revealed that poor reward system roots the higher rate of employee turnover in such companies.

#### **2.4.3 Empirical Studies in Tanzania**

Joachim (2013) in his study entitled as "An Assessment of Health Sector Staff Retention Practices in Local Authorities in Tanzania: This study was carried out at Bukoba District Council. The overall objective of the study was to assess human

resource practices on retention of health staff to local government authorities. More specifically the study sought to identify reasons responsible for the failure of the national Health policies in retaining health sector employees; to investigate challenges on implementing human resource practices such as working environment and communication facilities to health staff retention and to determine interventions that can be useful in retaining health staff.

The study involved sample of one hundred (100) respondents who was both randomly and purposively selected. The study was limited to Health Sector Staff at Bukoba District Council. Data were collected through primary (questionnaires and interview) and secondary (documentary) methods of data collection. Quantitative data were analyzed through statistical package for social sciences (SPSS) and qualitative data were pertinent to factual and logical interpretation. The findings show that employee's retention in the organization is influenced by human resource practices, which are job satisfaction, career development opportunities, rewards, compensation, training and development opportunities and supervisor's support. The study therefore recommends that; health staff retention should be implemented effectively so as to enable employees to stay with local government authorities particularly Bukoba District Council in order to improve performance.

Mahagura, (2016) on her study titled "Factors Influencing Employee Retention in Health Sector". The study was carried out at Geita District Hospital. The specific objectives of the study were to examine retention strategies available at Geita District Hospital, to examine factors influencing employee's retention at Geita District Hospital, to determine the rate of retention at Geita District Hospital and to investigate

the challenges facing Geita District Hospital in retaining its staff. A sample size of 60 respondents was used to obtain enough information for the study. Interview and Questionnaire were used to collect data for the study. Qualitative and Quantitative data were analyzed by using thematic technique and presented in direct quotations with respect to research objectives and through tabular forms, with frequencies and percentages respectively.

The study found that good working conditions at GDH have been influencing employee retention since there are enough of working equipments, job security, job scheduling variations which facilitate a healthier balance between work and personal obligations, employee's suggestions and grievances are considered, also there are staff houses. Employees are compensated and satisfied with overtime allowance, leave allowance, health insurance, and the retirement benefits such as Pension, Provident Fund, and Gratuity. Also, majority of employees are satisfied with the training and development opportunities available at GDH whereby training opportunities are available for any employee, employees receive regular training programs, trainings are relevant to their work, and the tracings have been improving their work performance. GDH retain its employees to a great extent since they have high rate of retention. Hence, the study recommends that the government should provide enough funds for Geita District Hospital, so that the hospital can improve the working condition by its own funds instead of depending on unreliable funds from donors; the government should improve the compensation package for doctor and nurses so as to retain these employees for long period of time since there are other hospitals which provide more attractive competitive packages.

Kweka, (2017) on the study named as “Motivational Strategies and Staff Retention in Mafia District Council, Tanzania” The study aimed at examining the motivational strategies to be implemented so as to reduce or eradicate the problems associated with staff retention in Local Government Authorities in Tanzania. It was guided by four specific objectives, which were; to examine staff retention status, examining the motivational strategies applied in Mafia DC, examining satisfaction level of existing motivational strategies and identifying the challenges facing staff retention in Mafia DC. A sample size of 100 employees was used whereby; both primary and secondary data were collected through observations, questionnaires, interviews and documentary review and then they were analyzed qualitatively and quantitatively.

The study findings revealed that, the strongest motivational strategies that would aid to staff retention in Mafia DC were two, these are; the provision of adequate living condition through provision of staff houses, transport facilities and health services whereas the second strategy was the availability of financial incentives including transport and hardship allowances. Conclusively, the findings indicate that, the council should motivate the staffs to stay by putting in place strategies that would enhance staff retention such as; the provision of staff houses, transport facilities and health services accompanied with appropriate financial incentives including transport and hardship allowance.

Thus, some recommendations were made to Mafia District Council, President’s Offices – Public service Management and Regional Administration and Local Government. These recommendations were accompanied by the policy implication that human resource recruitment policy should have a comprehensive plan for staff



retention while the organizational policy should put in place the appropriate motivational strategies and extrinsic factors such as financial incentives that would aid more on staff retention.

## **2.5 Research Gap**

Different studies have been conducted on issues related to employee retention worldwide. The general data reported have resulted into establishment of general behaviors affecting the staff retention in institutional perspectives. It is well spotted that a large number of studies on this case in Tanzania focused much on local government authorities (LGAs) while most of African and global studies concentrated on private sector in its wideness. However, there are scant studies specifically in Tanzania that digs out the effect of staff retention in delivery of quality service with a special reference to the public research institutions. That is why this study is carried out to take care of such gap that currently still exists.

## **2.6 Conceptual Framework**

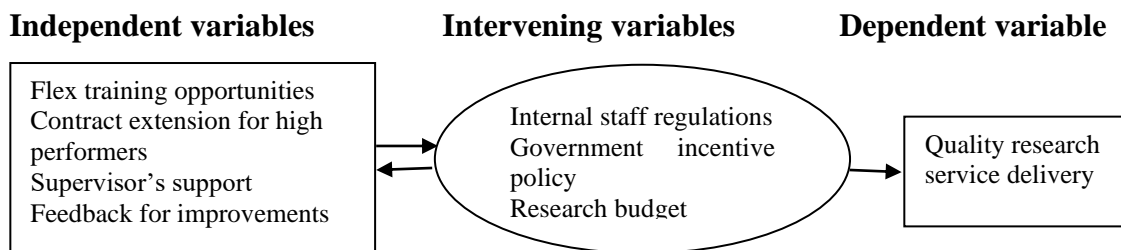
In assessing the effect that staff retention has in delivery of quality research service, there is a need to grasp an overview of the significant aspects of employee retention that uphold higher performance resulting to delivery of quality service. As discussed in the theoretical framework and cemented by the supporting theory, the conceptual model in Figure 2.2 has been developed to enable the researcher to present and assess the relationship between the following variables.

Independent variables, includes flex training opportunities that can be pursued through short term or long term interventions and either on-job or off-job training; contractual extension arrangements for both highly performing scientists and critical expertise

highly needed at the moment for research success, supervisor's support in terms of mentorship, and leadership or managerial style and not to mention the feedback avenues and mechanisms put in place including participation management and inclusion in decision making.

Intervening variables, includes internal staff regulations and rules, government incentive policy and research development funding and budget. There is a need to ensure that there is a strong legal and policy framework that provides an enabling environment for employees to stay and deliver quality research service. This could be fulfilled through TAFIRI's staff regulation 2011, and Public Service Pay and Incentive (PSPI) Policy, 2010.

Dependent variable is the delivery of quality research service which can be measured in terms of high-tech research undertakings that are efficient, value adding and timely informing both policy and decision makers at institutional, ministerial and national level. Figure 2.2 leads to a conclusion that the effect of staff retention on successful delivery of quality research service in public research institutions in Tanzania, in case of Tanzania Fisheries Research Institute (TAFIRI), Dar es Salaam depends on having satisfied variables mentioned above.



**Figure 2.2: Conceptual Framework for the Effect of Staff Retention in Delivery of Quality Research Service in Public Research Institutions**

Source: Researcher's Conceptualization, 2019

## **2.7 Theoretical Framework**

### **2.7.1 Staff Retention in Public Sector**

The issues regarding staff retention in Tanzanian public service are postulated in the Public Service Pay and Incentive (PSPI) Policy of October, 2010 which ensures the competitiveness of the public service pay. This is done by making better payment relative to labour market comparators and improving working conditions together with ensuring that all payments are adjusted in consistent with (MTEF) that is the Medium Term Expenditure Framework (Joachim, 2013).

The policy states that the government should have a systematic approach to incorporate non-pay incentives into public service compensation structure due to the fact that employment perception ranked three top forces for motivational for public servants which are non-financial incentives including improved working tools and budgets, improved management and more training (URT PSPI, 2010). The government is mandated to ensure equal pay for equal value of work across the public service in order to enhance and strengthen the capacity of the public servants to manage programs and projects. In additional, it also aims at designing and developing an appropriate incentive scheme to attract and retain staff allocated in underserved area together with improving an organizational environment and strengthening human resources (Kweka, 2017).

### **2.7.2 Why Staff Retention Matters**

Gilley, (2009) argued that a new psychological contract requires employers to demonstrate a commitment to their employees through policies and practices such as

equitable pay and recognition, opportunities for training and career development, supporting an individual performance by establishing, communicating standards, expectations, and feedback as well as promoting and championing work-life balance. In return, an organization can be able to retain higher numbers of employees especially the talented ones and at the same time receive a higher level of commitment and engagement.

Lehman, (2008) concluded that in cultures where pay is more valued, pay level will be more strongly linked to employee attraction and retention. Although, higher pay levels are associated with improved attraction and retention, further work is needed to determine the precise size of these relationships and the degree to which such relationships affect moderators (Patrick, 2008). Collings, (2006) shows that professional workers at high skill levels in knowledge intensive industries rate the following as critical to work motivation, effective utilization and retention; autonomy and opportunity to plan and control their own work, challenging, stretching and stimulating work, collegial peer and boss relations, career development and personal growth, competitive, flexible remuneration, an engaging culture with direct and informal communications, work-life balance, and decent work.

### **2.7.3 Typical Strategy in Staff retention**

Lehman (2008) postulated that strategies gear to improve staff retention in any organization depends highly on the analytical study and thorough review of the factors that tend to be motivational to the existing employees by considering an organizational structure and staffing model. In post-requirements identification, it is

when one can either decide to improve staff retention practices or all of any other aspects depending on the identified factors to that particular organization which may be improving the living and working conditions, provisions of non-monetary incentives and provision of financial incentives.

It is just as important to keep employees as it is to attract them in the first place. Although the strategies involved in retaining employees are described as retention approaches, some may actually convince potential employees to choose an organization on the basis of what is called “an employer of choice” because of a work environment that is productive, flexible, and meaningful. To such effect, a number of strategies may be considered including flexible work schedules, promotion from within, cafeteria benefit plans, child care, organizational assessment surveys, employee input in decision-making, employee recognition, safe and attractive facilities, job sharing, timely and thorough communication (International Personnel Management Association, 2002).

Holbeche, (2009) noted that in today’s workforce a core obstruction in retaining and keeping talented individuals is having a command-and-control culture which demotivates employees. An important part of any organization retention strategy requires maintaining a focus on engaging employees as excited and engaged employees are more likely to continue to deliver and stay longer with an organization.

## **2.8 Statements of Hypotheses**

The study was guided by the following hypotheses:

Hypothesis I

**H10** There is a limited contribution of staff retention in delivery of quality research service

**H1A** There is a no limited contribution of staff retention in delivery of quality research service

Hypothesis II

**H20** Effective staff retention experience a lot of challenges in delivery of quality research service

**H2A** Effective staff retention does not experience a lot of challenges in delivery of quality research service

Hypothesis III

**H30** There are suggestions to improve staff retention in delivery of quality research service

**H3A** There are no suggestions to improve staff retention in delivery of quality research service

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter totally covers the research design and methods that structure the study. This component consists of seven parts; part one is the overview, part two is about the research design, part three is on sampling design and procedures, part four about the variables and measurement procedures, part five is about the methods of data collection, part six is data processing and analysis, part seven is on the expected results of the research and the last part is all about reliability and validity of assessment of the study.

#### **3.2 Research Paradigm**

This study employed qualitative methodology in collecting the data and in analyzing the same data. The methodology was selected because it was considered appropriate to generate desirable and relevant data. The strategy was further opted due to employing methods of data collection that capture the in-depth and detailed data depending on the purpose of the study, manageable sample size and the affordable costs (Best 1995).

The purpose was to generate the in-depth and detailed data that would enhance to assess the effect of staff retention in delivery of quality research service in Tanzania in respect to public research institutions' experiences through words rather than statistical manipulation (Bryman, 2004). In addition to that the strategy enhanced to elicit first hand information from the respondents by physically visiting them to their

desks. This is supported by (Creswell, 2003) by saying that the qualitative researcher has often to go to the site (home, office) of the participant to conduct the research and in turn this enables the researcher to develop a level of details about the individual place and to be highly involved in actual experience of the participant.

Two types of qualitative methods, namely structured interview and questionnaire have been used. Moreover, the strategy was used being aware of its limitations particularly the limitation of the methods associated with it. These two methods were applied because the interest was to achieve the staff own assessment of the effect of staff retention in delivery of quality research service. Specifically the effect was assessed through the views of the staff and through the complementary information from the management and in documentary reviews.

### **3.3 Research Design**

By taking into consideration the suitability of a descriptive case study designs as argued by Creswell (2012) “a case study places more emphasis on the full analysis of a limited number of events or conditions and their interrelationship”. Therefore, the researcher decides to use a case study research design on carrying out this study.

This decision is also supported by Babbie (2011) commented that, the use of a case study design allows the investigator to carry out empirical investigation on aspects of the objective of the study within real context using multiple sources of evidences and in this sense this design significantly helped a researcher to gain a rich understanding of the context of the study.



### **3.3.1 Population of the Study**

Babbie (1989, 170) defined a population, also called units of inquiry as an aggregation from which the sample is actually selected. Also, Bless & Higson, (1995) defined a population as the entire set of people, events or objects which is the object of research and about which the researcher wants to determine some characteristics. The target population in this study was 70 employees of Tanzania Fisheries Research Institute (TAFIRI) working at the head office in Dar es Salaam (TAFIRI Administrative Report, 2019).

### **3.3.2 Area of the Research**

This study was conducted at the Tanzania Fisheries Research Institute (TAFIRI). Historically, Tanzania Fisheries Research Institute (TAFIRI) came into existence after the fall of the so-called East Africa Community in 1978 where each state had to take care of her own affairs. In Tanzania particularly, the University of Dar es Salaam took charge of marine fisheries research centres in Zanzibar and Kunduchi. The freshwater centre in Mwanza was handed over to the Fisheries Division in then the Ministry of Natural Resource and Tourism. The other two more freshwater stations namely Kigoma and Kyela were also put under the Fisheries Division. Kigoma centre was formerly run by Food and Agriculture Organizations (FAO) of the United Nations until the contract ended when it was handed over to the Fisheries Division.

The Government decided to establish a parastatal body which could take over the activities of the three centres in fisheries research both in fresh-waters and marine waters. From this decision the government established Tanzania Fisheries Research Institute (TAFIRI) under the Act of Parliament No.6 of 2<sup>nd</sup> February, 1980. The Chief

executive of the institute is the Director General (DG). Apart, TAFIRI has two (2) Directorates namely; the Directorate of Research (DR) and the Directorate of Finance and Administration (DFA). The institute also has other units including the Procurement and Supplies Unit, Internal Audit Unit, Information and Communication Technology Unit and Legal Affairs Unit.

This study area is selected because the area is accessible in terms of accessing relevant information and economical as the researcher is familiar with. Also, the research area is recognized as one of the giant public research institution in the country with diverse research programs in both fresh and marine waters and the researcher being familiar to the research area will be an added advantage as advocated that “familiarity with key staff also will facilitate prospects for gaining entry to the organization for data collection” (Yin, 1994).

### **3.4 Sampling Design and Procedures**

#### **3.4.1 Sample Size**

Giving an eye to the obstacles faced during the study such as funding and time available to accomplish the task as well as manageability of data, 56 respondents accounting to 80% of the total population were selected to stand as the sample of this study as it is shown below in Table 3.1. This sample is optimum since the optimum sample size is the one which fulfills the requirements of efficiency, representativeness, reliability and flexibility (Kothari, 2008).

For social science research, 5% error term is recommended. However, if there is resource limitation, more than 5% error term can be used (Naing, 2006). This study suggesting error term of 8% with an assumption of homogeneity population.

**Table 3.1: Population and Study Sample**

S/N	Department/Sections	Population	Sample selected	Percentage (%)
1.	Human Resources and Administration	20	15	75
2 .	Research and Development	35	30	85.7
3.	Finance and Accounts	8	5	62.5
4.	Information and Communication technology	2	1	50
5.	Procurement and Supplies	3	2	66.7
6.	Legal	1	1	100
7.	Internal Audit	1	1	100
<b>Total</b>		<b>70</b>	<b>55</b>	<b>78.6</b>

Source: Researcher's analysis (2019)

Hence, selection of a sample size is based on the following formula;

$$n = \frac{N}{1 + N(e)^2}$$

Whereby;

n = sample size

N = Population

e = Error term

Calculation basing on the following;

N = 70

e = 8%

An answer will be  $55.91 = 56$

### 3.4.2 Sampling Techniques

Sampling techniques entails the methods that are used in selecting the sampling size to be used during data collection (Kombo & Tromp 2006). Depending on nature of the study, the sampling techniques may involve probability and/or non-probability sampling methods (Yin, 2003). Probability sampling techniques includes simple and

complex random sampling (systematic, stratified and cluster random sampling) while non-probability ones includes purposive, convenient, quota and snowball sampling. The sampling technique used in this study is non-probability sampling as it appears in 3.4.2.1 below.

#### **3.4.2.1 Non Probability Sampling**

The study employed purposive and convenient sampling techniques to obtain the sample. Purposive sampling procedure is a non-probability sampling approach that involves selecting into sample respondents that because of their experience, profession or position may provide relevant data for the research (Saunders, 2007). In support of this notion, Jamal & Kamuzora (2008, p. 138) emphasized that the researcher chooses only those elements which he/she believes will be able to deliver the required data. Therefore, purposive sampling was applied to sample 9 respondents including Director General, Directors, Head of Departments and Sections/Units because of the nature of their work they were expected to be busy and sometime away from their offices for official duties, so scheduling an appointment was not an option hence considering all that this technique seems to be less cost fully in terms of time for selecting such kind of sample.

Convenient sampling is a non-probability sampling technique where subjects are selected because of convenience; accessibility and proximity to the investigator (Kothari, 2004). Convenient sampling technique was used to sample the ordinary staff due to the fact that they are large in number and getting in touch with them is very easier for a researcher. The staffs with apple time to take part in the study and those

willing to participate were included in the study sample. The notion is in line with (Shaughnessy et al, 2000) that the researcher selects respondents primarily on the basis of their availability and willingness to respond. Hence this category of sampling approach was used to get a sample of 47 respondents specifically from ordinary staff.

### 3.5 Variables and Measurement Procedures

**Table 3.2: Information Needed and Data Sources**

Specific nature of information	Data source	Respondent category
Staff retention policy and preparation and implementation of staff retention programs and plans, the impact of retaining on enhancing delivery of quality research service and factors limiting the effectiveness of staff retention at TAFIRI.	Interviewing	Director General, Directors, Head of Departments and Units
General awareness about the process and procedures of staff retention programs, the contribution of staff retention in the delivery of quality research service at TAFIRI.	Questionnaire	Staff in selected departments and units
Staff personal data and organizational information.	Documentary review	-NIL

Source: Researcher's Own Construction, 2019

### 3.6 Methods of Data Collection

#### 3.6.1 Interview

In-depth interviews were employed to collect information from the senior staff including the director general, directors, and head of departments, sections and units that are considered to be vested with important information in fulfilling the objective of this study. This fact is in line with the observation that, interview method of collecting data involves presentation of oral-verbal stimuli and replies in terms of oral-verbal responses and is a method of choice when an investigator wishes to gather

detailed on depth information of a selected topic (Yin, 2003). The interview guide (see Appendix II) was used to collect information on the way the retention of employees has been carried out and the general experiences of the environment that facilitate the operations.

### **3.6.2 Questionnaire**

In this study, questionnaire (see Appendix I) was used to gather information from the TAFIRI's ordinary staff in order to get an access to their respective opinions and views concerning the effect of staff retention in delivery of quality research service. This method is quite popular, particularly in case of big enquiries as it is being adopted by private individuals, research workers and public authorities (Kothari, 2004).

### **3.6.3 Documentary Review**

Documentary evidences are expected to be instrumental in complementing or challenging information gathered by other sources of evidence specifically interview and questionnaire (Yin, 2003). Various relevant reports and policies were reviewed. More information gathered from the rolling strategic plan of Tanzania Fisheries Research Institute (2013/14-2017/18), the Tanzania Fisheries Research Institute Act No. 6, 1980 as amended in the Act No. 11, 2016, the Institute's Scheme of Service, 2008, Public Service Standing Order, 2009, TAFIRI's staff regulations, 2010, National Research and Development Policy, 2010 and reports on staffing and turnover. These documents provided an opportunity to corroborate the information from other methods of data collection that was employed in this study.

### **3.7 Data Processing and Analysis**

Kombo & Tromp (2006) refers data analysis as examining the data that have been collected and making deductions and inferences in relation to research objectives and questions. The researcher analyzed the data based on objectives or perspectives of the study. The data collected from the field were coded and entered into the computer for analysis; the data collected were analyzed both qualitatively and quantitatively.

Qualitative analysis entails analyzing in words or pictures by collecting data and recording peoples' experiences (Creswell, 2012). In doing so, the researcher read through and shortens the transcribed texting of each interview and questionnaire by identifying responses relevant to the main questions asked by the study. On the other hand, quantitative analysis entails analyzing numbers about a situation by choosing specific aspects of that situation (Saunders, 2007). In this case, quantitative data were analyzed using descriptive statistical tools such as frequencies and percentages test, it is also quite efficient. This is in line with Borg and Gall, (1983) hold that the most widely used and understood standard proportion is the percentage.

### **3.8 Expected Results of the Research**

The results of this study will enrich the management of TAFIRI with abundant knowledge that might enhance the initiatives undertaken with a focus on inducing new staff retention programs aiming at attaining the strategic goals of the institute. The study discoveries will on the other hand contribute to the pool of knowledge on policy framework for retaining employees and its implication on delivery of quality research service, challenges faced in the process and ways forward. The study findings will also be appropriately useful to the policy and decision makers in the Ministry of

Livestock and Fisheries as it will help them grasp the commitment of the employees retained in carrying out their strategic role hence this would assist the Government to analyze and evaluate the trends. Lastly the study will come up with the recommendations that might raise the appetite for more future researchers to focus on the topic.

### **3.9 Reliability and Validity**

Kirk and Miller, (1986) defined reliability as the degree to which the findings are independent of accidental circumstances of the research. On the other hand, (Grbich, 1999) defined validity as the ability with which the results of a study can be verified against the stated objectives or the degree to which the findings are interpreted in a correct way. In other words, validity in a research is the extent to which findings are consistent with what the researcher intends to study. Hence, validity is more concerned with the measurement of the data and the integrity of the conclusion reached in the research. Therefore, validity refers to the “truth, authenticity and relevancy of data” (Bryman, 2004:30).

The terms validity and reliability have been more prominent in quantitative research but they are also applied to qualitative research though addressed differently (Cohen et al., 2007). In qualitative research the terms trustworthiness has been used by various authors to incorporated reliability and validity (Guba and Lincoln, 1994). In this study, trustworthiness was maintained in the following ways. Triangulation of methods was employed (interview, questionnaire and documentary review). This enabled different methods to be complemented due to the fact that in research every method has its weaknesses and strengths.



Apart from that the instruments for data collection in this case interview and questionnaire were carried out to pre-testing and piloted to see if there are inconsistencies; areas of ambiguity which were spotted were corrected immediately before finally being administered to the selected respondents. This led to revision of the instruments (for instance interview guide and questionnaires) to suit participants. These two measures were taken to maintain trustworthiness of the findings of the study.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS, ANALYSIS AND DISCUSSION**

#### **4.1 Overview**

This chapter brings forward the presentation, analysis and discussion of findings as it provides critical interpretations of the findings resulted from the research objectives and questions as well as the theoretical framework of the study. The variables presented, analyzed and discussed include the respondents' profile which demonstrate the demographic characteristics of the respondents and the core variables that operationalized from the research questions and the theoretical framework of the study.

#### **4.2 Respondents Profile**

The dual groups of respondents were involved in the study, these are namely; ordinary (junior) and senior staff. The specific information depicted in Table 4.1 displays the characteristics of forty-seven (47) respondents among fifty six (56) targeted respondents equals to a response rate of 83.9% based on the information drawn from both interviews and questionnaires, the rate is above the industry average of 40% as recommended by (Mugenda and Mugenda, 2003).

Also, the study eyes the individual characteristics of respondents, their distribution and general information as to give a researcher a wide dimensional understanding on the findings. In this case, a number of variables such as age, gender, educational level, marital status and work experience were considered.

### 4.3 Characteristics of Respondents

The study categorized the study participants into triple age groups as it appears in Table 4.1 below whereby majority of the respondents thirty one (32) equal to 68.1% had the age between 18-35 years. In addition, the second largest group of eleven (11) respondents equal to 23.4% had the age between 36-55 years. On the other hand, the study succeeded to capture both sex; females and males. The data obtained shows that twenty eight (28) respondents equal to 59.6% were male and nineteen (19) respondents of all respondents equal to 40.4% were female. Majority of the respondents about eighteen (18) respondents equal to 38.3% had a first degree education, and ten (10) respondents equal to 21.3% possess masters degree education.

**Table 4.1: Demographics of Respondents**

Variables	Respondents					
	Ordinary (Junior) staffs (n=39)		Senior staffs (n=8)		Total (n=47)	
Age in years	N	%	N	%	N	%
18-35	31	79.5	1	12.5	32	68.1
36-55	6	15.4	5	62.5	11	23.4
Above 55	2	5.1	2	25.0	4	8.5
<b>Total</b>	<b>39</b>	<b>100.0</b>	<b>8</b>	<b>100.0</b>	<b>47</b>	<b>100.0</b>
Educational level						
Certificate	3	7.7	-	-	3	6.4
Diploma	8	20.5	-	-	8	17.0
Bachelor Degree	18	46.2	-	-	18	38.3
Masters Degree	7	17.9	3	37.5	10	21.3
PhD	3	7.7	5	62.5	8	17.0
<b>Total</b>	<b>39</b>	<b>100.0</b>	<b>8</b>	<b>100.0</b>	<b>47</b>	<b>100.0</b>
Experience in years						
Below 5	12	30.8	-	-	12	25.5
5-10	16	41.0	2	25.0	18	38.3
Above 10	11	28.2	6	75.0	17	36.2
<b>Total</b>	<b>39</b>	<b>100.0</b>	<b>8</b>	<b>100.0</b>	<b>47</b>	<b>100.0</b>
Sex						
Male	23	59.0	5	62.5	28	59.6
Female	16	41.0	3	37.5	19	40.4
<b>Total</b>	<b>39</b>	<b>100.0</b>	<b>8</b>	<b>100.0</b>	<b>47</b>	<b>100.0</b>

Source: Researcher Analysis, 2019

Also, three (3) respondents equal to 6.4% own a certificate education, while eight (8) respondents equal to 17% had a diploma education and the remaining other eight (8) respondents equal to 17% had a degree of doctor of philosophy. In addition, a large number of respondents about eighteen (18) equal to 38.3% had 5 to 10 years of work experience, while seventeen (17) equal to 36.2% had over 55 years of work experience and the remaining twelve (12) equal to 25.5% had below 5 years of work experience.

#### **4.4 Key Results of the Study**

This section intends to present the core findings of the study obtained through various data collection methods described in the methodological aspect in relation to three research objectives and questions set out earlier in an introductory chapter.

##### **4.4.1 Contribution of Staff Retention in Delivery of Quality Research Service**

The researcher was interested to dig out the mechanisms in which employee retention contributes to the delivery of quality research service at TAFIRI. The researcher managed to perform interviews with eight senior staff inclusive of directors, heads of departments, sections and units and on the other hand retrieved questionnaires from thirty nine respondents mainly the ordinary staff.

The findings extracted through interviews ascertained that five (5) interviewees equal to 62.5% pinpointed understudying program as one approach in which the retention of employees contributes to the delivery of quality research service. The interviewees with this perspective viewed that an institute staff retention strategy aims to nurture the competent and talented employees that are key in accomplishing its strategic

objectives. In addition, they argued that through the program the fresh entrants especially junior research assistants and associates have access to a mentorship platform to learn new and critical skills, improve from time to time and keep themselves abreast of the new developments in the career from the capable and guru senior staff.

*“...attracting and keeping competent employees is not easier at all, however, if you are lucky to have them, then one of advantage is that they will be mentoring the junior staff and equip them with vast of knowledge, skills and experience and that move has a lot to do with the way our research services are improved...”* (Interview, Director General, 19<sup>th</sup> June 2019)

The remaining three (3) interviewees equal to 37.5% went for contract extension as a way in which the retention of staff contributes to the delivery of quality research service. The interviewees in discussing this view noted that it is essential for an institute to continue extending employment contracts for competent and experienced senior staff in post-retirement upon tracking performance records and assessing the need or inadequacy of the his or her technical skills and the rationale behind value adding to the delivery of quality research service at the moment.

*“It is an important move for the management to continue with its culture of contracting expertise especially when the research projects supervised by them are not yet completed upon their retirement and in case, the skills possessed by them are hard to find at the moment, mostly needed and crucial to the consulting and research work of an institute, this way an institute will still have a room to thrive for quality work and knowledge transmission...”* (Interview, Senior Human Resource and Administrative Officer, 17<sup>th</sup> June 2019).

The findings obtained through questionnaires indicated that twenty three (23) respondents equal to 58.9% pointed workers council meetings as a contributing factor of employee retention in the delivery of quality research service. The respondents

arguing on this matter stated that participative management and inclusion in decision making at an institutional level is a vital pillar in organizational quality improvement, and the room to achieve it is through conducting workers council meetings in accordance with the establishing rules and guidelines, in that sense an institute can enjoy a major breakthrough in the improved provision of staff welfare as well as the quality research service to all stakeholders.

And when respondents were asked whether they have witnessed the meetings taking place particularly discussing the issues relating to improving staff welfare of employees and quality deliverance of research services, it was voiced that the workers council forum happened once only during its inauguration since the contract of workers council signed and entered between TAFIRI and RAAWU on June 2017 posing financial difficulties as a reason, this becomes a questionable matter as it is opposite to the normal arrangement according to section 24 and 25 of the Public Service Negotiating Machinery) Act No. 19 of 2003 that requires the workers council forum to sit at least twice per annum.

This perspective is supported by (Rossouw et al., 2003) commented that workers participation has been a focus of many organizations which provide services to people, adding that in today's line of work, employees like to have a substantial involvement in making decisions as well as a channel to impress creativity, opportunities for advancement, recognition for good work and possess the position to take on tasks that are both challenging and meaningful of which he/she would feel an inherent sense of accomplishment upon successful completion, hence employees may be offered an opportunity to make suggestions about ideas on how to increase work

efficiency and productivity and involving them will entail interaction in an attempt to reach an agreement on an action to be taken in order to achieve the organization's objectives.

The other sixteen (16) respondents remained equal to 41.1% claimed that staff retention contributes to the delivery of quality research service through supportive and experienced supervision of subordinates. During an interview, respondents insisted on the fact that retention focus on making experienced and competent employees stay ever with an institute, that way a pool of experienced supervisors and leaders is created and an institute exploit them in coaching, mentoring and supportive the rest of average, and under-performers; as the individual performance keeps improving, it implicates the positive effect on the delivery of research service in quality and efficient manner. The literature review indicated that it is important for an organization to develop a friendly and pleasant environment that is conducive for the organization's personnel to achieve at their best levels; such an environment will ensure that personnel are well coached, managed, mentored and motivated to reach their highest productivity achievements (Gorden, 2011).

The findings through documentary searches indicated via regulation 32 of TAFIRI staff regulations, 2010 that subject to the Governing Board approval in consultation with the appointing authority, an institute may contract the out-going employee in a three (3) contract with no future renewal upon considering funding availability, individual performance records and the need of his or her skills and experiences to support the on-going research projects. On the other side of the coin, regulation 18 (b) clearly demonstrated an institute to have in place a mentorship program led by senior

employees for junior research staff who their posts are training posts in nature and they are supposed to be understudying the senior ones as a strategy to be technically incubated and provide them with necessary tools and skills as part of a program to facilitate their learning and improving performance in delivery of quality research services.

In addition, the National Research and Development Policy (2010) stated that it is of great importance for research institutions in diverse sectors to devise and put in place incubating programs for junior researchers as a mechanism for skill transformation, creation of future research leaders and enable a country to have enough of human resource inventory so as to meet the future requirements of the research, innovation and technological industries.

#### **4.4.2 Factors Limiting the Effectiveness of Staff Retention in Delivery of Quality Research Service**

The researcher was determined to open up and mirror the challenges faced by the prevailing staff retention strategy at TAFIRI that could slow down the delivery of quality research service. The researcher interviewed eight directors, head of departments, sections and units and managed to collect questionnaires from thirty-nine respondents mainly the ordinary staff.

The findings captured through interviews revealed that five (5) interviewees equal to 62.5% claimed fund availability as a central challenge hampers an effort to retain staff whilst delivering quality research service. The interviewees discussed this matter pointed low budget ceiling as a bottleneck in progressing and that there is no political



will and support from the government especially in setting aside the un-dished fund for research and developmental projects. For example, an institute is empowered, mandated and obliged under section 7 (1) (a) of TAFIRI Act No. 6 of 1980 as amended in Act No. 11 of 2016 to promote, conduct, supervise and coordinate fisheries and aquaculture research in both fresh and marine waters in Tanzania, however, the government abandons and is yet to provide an institute with the an adequate and sufficient undished fund for research and development projects in order to accomplish the mission. In addition, the respondents commented that the current framework for research funding is water-tight as it leaves the National Commission for Science and Technology with all the mandate and autonomy regarding the distribution, which in fact is not hassle-free process since it is a competitive research funding scheme in nature sought and eyed by all research institutions in the country with the advantage falls under the priority sectors such as agriculture, health, energy resources and industrialization. It is documented that the ministry responsible for science and technology is mandated to coordinate research and development activities in the country.

However, there are ministries that oversee research and development activities in their respective sectors. On the other hand, the National Commission for Science and Technology (COSTECH), which was established by Act No. 7 of 1986 (CAP 226 R.E. 2002) is the principal advisory organ to the Government on all matters pertaining to scientific research, technological development and coordination of research activities in the country (National Research and Development Policy, 2010). Internally, some respondents voiced that an institute managed to win only two (2) funding requests from the commission in the financial year 2018/2019.

*“.....in case you don’t know, there is a much bigger gap in terms of research funding in our institution, it has been a very long time since the central government itself provide us with the specific subvention to serve as an allocated fund for fisheries research except for a short term assignment taking place in Lake Victoria in collaboration with other East African countries, the mission that usually does not exceed even two months and it happens once in a year, so this is not enough at all.”* (Interview, Director of Research, 18<sup>th</sup> June 2019).

On the other hand, the remaining three (3) interviewees equal to 37.5% claimed that insufficient research facilities and modern technologies have been alarming for a while now as a major obstruction facing an institution in its quest to deliver quality research service while retaining competent human resources that would help to do so. This is evident under page 20 of the TAFIRI rolling strategic plan 2013/2014-2017/2018, which recognizes and admits the role that improved and modern research infrastructures and equipment’s play towards enhancing the quality carry out and delivery of research services and attaining the strategic objectives of an institute.

Although, an institute procures some research equipments within its tight budget from time to time, still it is far from enough. It is recoded that the present modern equipment and facilities such as cages, and water quality measurement tools which are very expensive are all acquired from the external projects funded by international donors; some of these projects are NIGLAS and LVEMP. Under such circumstances, it has been concluded that the efforts by an institute to create a conducive staff retention climate and delivery quality research service as well as achievement of the strategic goal will be at stake if not a history if as longer as self modernization of research infrastructures continues to be a problem.

*“..... let me tell you something, having modern and sufficient research infrastructures is an essential ingredient in producing quality researches, this has been on our neck for years to be honest.*

*Currently, we lack super tech facilities such as laboratories, research vessels and aquariums to enable us properly carry very demanding researches that may adequately service our societal and national needs while meet the expectations of the policy and decision makers on the other hand” (Interview, Centre Director, 17<sup>th</sup> June, 2019).*

The findings obtained via questionnaires mirrored that eighteen (18) respondents equal to 46.2% pinpointed the drought of training opportunities as a main limiting factor obstructing the effectiveness in both retaining employees and delivering quality research service. The respondents with this with view claimed that an institute as an employer is obliged and required by the law to offer either short or long term trainings to her employees from time to time on a needy basis in order to upgrade their skills and knowledge and capacitate individual and overall organizational performance; the concept that is in agreement with Wilson (2001) argues that staff training is a pure learning at the individual, group and organizational level to enhance the effectiveness of human resources with the purpose of achieving the objectives of an organization and all employees in the organization should be encouraged and given opportunity of learning to develop their skills and knowledge to the maximum of their capacity in the process of enabling better service provision (Armstrong, 2006). However, at an institute this has been a nightmare since such opportunities are never there except for external scholarships which are also very rare and targets only research staff.

Also, twelve (12) respondents equal to 30.8% advocated inability to grant employment incentives as a heavy challenge facing an institution in its struggles to deliver quality research service while retaining capable staff that would help to achieve it. The respondents intervened that for years now an institute with no hope of success has been struggling to meet the legal needs of the employment contract that

requires employees to be provided with the lawful incentives such as annual leave allowance and subsistence allowance (DSA) on first appointments for new entrants, they went far claiming that an institute has not been able to pay their annual leave allowances for years now and new employees are usually paid half of the required fourteen (14) days subsistence allowance during an employment inception to only enable them reach the duty station, the rest remains as debts. This view is inconsistent with Hageman (1993) cementing that if individuals believe that they are not compensated well, then they will be unhappy and this negatively affects the quality of work performed. Unless, well-motivated people feel to stay and engage in discretionary behavior in the majority of roles to individually decide how much effort to exert (Armstrong, 2009:317).

On the other side, nine (9) respondents equal to 23.1% noted the deficient scheme of service as a motherly source of ineffective employee retention that drawbacks an institutional fight in delivering quality research service. The respondents inking this matter went further stating that the current scheme of service is operational since 2008, mentioning it has been over ten (10) years with no any slight amendment in place believing it is quiet long enough to be outdated, inefficient and not motivating to sufficiently accommodate the needs of employees and those of the current changes sharply taking place in the employment and service sector.

This view is backed by the Public Service Pay and Incentive (PSPI) Policy of October, 2010 which advocates the competitiveness in the public service pay by systematically incorporating attractive incentives into public service compensation structure and encourages public institutions to develop an appropriate incentive scheme to attract

and retain competent staff and those allocated in underserved areas within an improved organizational environment and strengthened human resources (URT PSPI, 2010).

The findings obtained through documentary sources revealed that inability to finance training opportunities to employees obstruct an institute effort to retain them and at the same time providing quality research service. This is evident via reviewing TAFIRI training program 2018/2019 as it appears in Table 4.2 which showed that only 24 staff went for different training in the financial year 2018/2019 with 5 of them who undergo long term training are fully self-sponsoring.

**Table 4.2: Staff Training Status**

Training programs	Staff in training	Estimated budget			
		Financial year 2018/2019	Source of fund		
			HESLB	Own source	Self-sponsor
Long term training	5	9,470,000	-	-	✓
Short term training	6	2,400,000	-	✓	-
Seminars/workshop	13	2,100,000	-	✓	-
<b>Total</b>	<b>24</b>	<b>13,970,000</b>	<b>-</b>	<b>4,500,000</b>	<b>9,470,000</b>

Source: TAFIRI, Official Document (2019)

This situation results into limited skills development, unquestionable individual and organizational performance, underutilized resources, unclear career path and regressive progression, and detrimental to provision of efficient and quality services. This simply means that because of lack of training opportunities, an effort to retain staff and delivery of quality research service is at a delicate situation and questionable unless the current status of staff training is sustained, an institute will be fully

capacitated to carry out its mandate of delivering quality research service while fulfilling its obligations. Mathias & Jackson, (1999) insisted that systematic training whether is on site or off site is a huge repair of organizational human resources, and its impact on improving the functionality as well as the provision of service should not be under rated.

#### **4.4.3 Recommendations for Improving Staff Retention Practices in Delivery of Quality Research Service**

The researcher was geared to come up with the measures that can improve both staff retention practices and at the same time stimulate the delivery of quality research service at TAFIRI. The researcher succeeded to interview eight senior staff all of them being directors, head of departments, sections and units and also collected questionnaire from thirty-nine respondents mainly the ordinary staff.

The findings captured through interviews marked that four (4) interviewees equal to 50% suggested the government to properly review the framework of research funding by allocating specific subverted fund in the budget of every financial year as a multidimensional measure to boost the performance at organizational level, and acts as an attracting and motivating agent for employees to stay and achieve every possibilities in their career needs. Sensibly, the interviewees argued that an institute will occupy the capacity to train employees of all cadres, install high tech research equipments and acquire modern technologies.

The complications and difficulties in research funding are situational relevant to its funding framework (Wangwe & Rweyemamu, 2001). This as well poses a dilemma

for both TAFIRI staff and institutional capacity building. The contribution of research in development cannot be underestimated. World widely, the main goal of research undertaking is to serve as an instrument through which to improve people's living standards by stimulating growth and increased productivity in critical productive sectors of the economy while at the level of enterprises, research can bring about product innovations, product improvement, increased service efficiency, effectiveness, and improved performance in the market place. Even worse, the situation in Tanzania is still lagging behind and the benefits of research have not been fully realized despite the government efforts to establish a number of R&D institutions as well as training of researchers in the country (National Research and Development Policy, 2010).

*“....Up to now, the research funding mostly depends on external donors who are not reliable at all, so it will be very promising if the government prioritize fisheries research and decide to set aside the specific fund for such purpose instead of waiting for donors or embrace a very competitive fund from COSTECH, which is always consumed by prioritized sector such as health and energy”* (Interview, HoD, 14<sup>th</sup> June 2017).

Also, in recommending the measures to improve employee retention practices that would boost the delivery of quality research service, the other four (4) out of eight interviewees equal to 50% proposed the establishment of a client service charter as an edge to avail transparency commitment to clients, listen and serve them to the possible highest standards aiming to satisfy them in the service delivery. The interviewees in this view argued that in this era of observing good governance as well as good regulations practices, it is important that the standards for services provided by government research institutions to be reached in consultation and agreement with stakeholders. The Charter will benchmark the standards of research services expected by the clients from TAFIRI and what TAFIRI can expect from them including the

explanation of what can be done if the specified standards are not met. The charter is basically for external customers who use TAFIRI research services, few to mention are policy makers, and decision-making bodies in the government, private business organizations, and individuals at the grassroots. In relation to literature review, Mattila and Wirtz, (2004) inked that customer charter is a cross cutting issue interesting both customers and service providers, it is an edge for clients to value and reason the service standards received and a ladder for service providers to receive feedback of the services offered, an opportunity for self-appraising and a milestone for continuous improvement.

*“....devising a client service charter is of much implication in the way we deliver research service to our customers, there must be standards in place that should guide us in the process to ensure the researches that we produce are satisfactory and of much help to them and they meet their expectations, in that directions we will keep improving as we receive an honest feedback that will of course gears continuous changes in our work and becomes more beneficial and productive to the entire fisheries sector”*  
(Interview, HoU, 21<sup>st</sup> June 2019).

The findings extracted through questionnaires indicated that twenty one (24) respondents equal to 61.5% eyeing adequate provision of trainings to employees as a measure to be employed to enhance the retention of employees as well as abreast the delivery of quality research service. The respondents outspoken their disagreement and disappointment with the current status of training opportunities available at an institute as it seems to be never available and when it happens, usually is a scholarship from international development partners and donors and it is prioritized to only technical staff; researchers. This leaves employees with no option rather than sponsoring themselves, the tendency which can only be managed by very few staff. The other eleven (11) respondents equal to 28.2% recommended an institute to review



the current scheme of service which is numerically in operational for eleven years now since 2008. The respondents concern is that the scheme of service has vital complications especially in salary grades as well as it does not comply with a revised and well-engineered promotional plan, leaving some of employees stucking in the middle with no enjoyment of the employment benefits available.

On the other hand, the remaining four (4) respondents equal to 10.3% suggested an institute to initiate a tracer study that gathers the data on not only the level of turnover versus retention but also the qualitative data on the substantial exit and its implications on the ground, in that way an institute will be in a position to understand and interpret the move and come up with concrete solutions to ensure its manpower is well managed and fully engaged in delivery of quality research service as well as attaining the strategic objectives. This fact is well emphasized in the planning matrix of an institute under page 67 of its rolling strategic plan 2013/2014-2017/2018 which encourages an institute to undertake a comprehensive tracer study to investigate the issues of quality of its researches, and delivery of training and consulting content and relevance to the users, hence an institute will understand the key dimension and identify the areas that needs improvement.

The findings captured through documentary sources discovered that an institute recognizes the need of an appropriate framework for soliciting fund and adequate budget to cover staff welfare and conduct strategic researches. This is well demonstrated under page 58 of an institute five years rolling strategic plan of 2013/2014-2017/2018 which basically aims to attain quality and relevance in both selection and carry out of its services, the plan confessed that funding and

modernization of research facilities and technologies are key pillars in its effective implementation, it also adheres to the Medium Term Expenditure Framework (MTEF) as to observe the key targets, time frame, resources provided and ensuring enough budget and development fund is acquired from the government and donor community so as to facilitate the implementation of developmental projects, research activities and provision of quality research, training and consulting services to the interested stakeholders.

It is also highly insinuated that in order to produce quality research service there must be effective coordination machinery and a sound funding framework (Zeithaml, V. A., et al 1990). It is evident only few research results have been converted into tangible products. Also, inadequate incentives seem to lower Tanzanian researcher efforts in escalating beneficial researches. This proves still the system of research management and funding is weak and not properly coordinated (National Research and Development Policy, 2010).

Furthermore, researchers have not been adequately rewarded on the basis of their research results, partly on account of poor marketing and little protection of intellectual property rights. However, Tanzania seems to be heading to the right way as far as the national science and technology policy of 1996, which guides the research and development activities in the country is put under a thorough review.

Also, the documentary review of the Standing Order for Public Service (2009) indicated that all public and parastatal organizations are required to draw up and encouraged to revise their scheme of services upon satisfactory to its deficiency, and

then shall make amendments in positions, salary grades as well as salary scales purposely for proving sufficient financial provisions for remuneration and benefits in the respective annual budget upon the acquiring the approval from the treasury registrar (Standing order, 2009 Section G.1 (7) and (8). This argument is supported accordingly by TAFIRI staff regulations, 2010 via regulation 46 (a) which insisted that wherever the management satisfied that the scheme of service in place is no longer relevant and adequate to performing his duties and obligations, then upon the Board of Directors approval, an institute shall initiate the preparations in amending and producing the reviewed scheme of service that will meet the expectations of both employees and an institution at large.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Overview**

This chapter presents a snap shot of the key research findings, conclusions as well as the recommendations on the effect of staff retention in delivery of quality research service in the public research institutions particularly in Tanzania Fisheries Research Institute.

#### **5.2 Summary**

The general objective of this study was to assess the effect of staff retention in delivery of quality research services in public research institutions in which the case study was the Tanzania Fisheries Research Institute. The focus of the study accommodated the dual groups of sample size; the first sample was eight (8) members of top management included 1 Director general, 1 Deputy director, 2 Centre directors, 3 Heads of departments and 1 Head of sections while the second sample included thirty nine (39) respondents from middle and junior cadre staff that mark the total of forty seven (47) respondents. The variables that were applied to intervene and assess the effect of staff retention in delivery of quality research service at TAFIRI are flexible training opportunities, contractual extension arrangements, supervisor's support, feedback avenues, internal staff regulations, government incentive policy and research development budget and funding.

This inquiry was assisted with three specific objectives; the first objective was to determine the contribution of staff retention in delivery of quality research service.

The associated research question was what contributions does staff retention have in delivery of quality research service? The second objective was to explore the factors limiting the effectiveness of staff retention in delivery of quality research service. The research question associated with was what are the factors that limit the effectiveness of staff retention in delivery of quality research service? The third and last objective was to establish the recommendations for improving staff retention practices in delivery of quality research service. The research question used was what recommendations can be employed to improve staff retention practices in delivery of quality research service? Both empirical and theoretical literature review were reviewed. And, the research gap was spotted out at the stage of proposal development.

### **5.3 Conclusion**

In collecting data from the field to tackle the respective research questions the researcher employed the triple methods of data collection including interview, questionnaire and documentary review. The findings concluded the followings as per the research objectives.

#### **5.3.1 Contribution of Staff Retention in Delivery of Quality Research Services**

The reflection made in this study discovered that the contribution made by staff retention in the whole process of delivery of quality research service at TAFIRI is not questionable and always rewarding. However, diverse recommendations on how this contribution is made real amazes the study and his researcher. In such tone, the study listed out that understudying programs, contract extension arrangements for skilled out-going staff, workers council forums and supervision support from experienced seniors are adequate, most favorable, sufficient and end-meeting mechanisms in place

in which staff retention technically contributes to the delivery of quality research service. This move breaks the glance as it opens the opportunities for fresh entrants to learn, trained, incubated and improve under a guiding supervision from the experienced ones, this assures the capacity of an institute to continuously deliver quality service even in the future. On the other hand, it provides the doors for feedback avenues in terms of face to face or grouping meetings that aims to steer the improvement in employee's welfare as well the delivery of quality research service.

### **5.3.2 Factors Limiting the Effectiveness of Staff retention in Delivery of Quality Research Services**

Based on the existing budget ceiling for research development, it is safe to note that the current fund flow from the government does not suffice the financial needs of an institute in carrying out and provide quality research service. The analysis in that case, found that deficiency of funding framework for research institutions weakened TAFIRI quest in providing quality research service. Given that research institutions including TAFIRI are not provided with prolonged un-dished funds for research projects except for short term assignments.

Currently, the funds to carry out research projects is coordinated and distributed by COSTECH in a very competitive scheme only giving an advantage to the most prioritized sectors that said to stimulate the achievement of the national development vision 2025. Also, the study discovered that staff retention and delivery of quality research service at an institute suffers from lack of training opportunities to employees, inability to provide employees with incentives even the mandatory and legally binding ones and the existing of an outdated scheme of services that is not

motivational, competitive and accommodative in terms of employee needs and growth of an institution.

### **5.3.3 Recommendations for Improving Staff Retention Practices in Delivery of Quality Research Services**

The results presented in this report also pointed out that, the contribution of staff retention in delivery of quality research service rely significantly on the existence of an effective policy framework for research funding that fully accommodate the operational needs of the research institutions. To a greater extent, the study suggested the critical review of the funding framework for research activities so as to provide the public research institutions with un-dished research funds. Appropriate framework for research funding and coordination would have a significant impact on the operations of an institute especially stimulating staff retention and delivery of quality research service so as to attract, retain and train employees as well as offering them with competitive incentives and equip an institute with modern research facilities, infrastructures and technologies.

In addition, the study calls for the review of the current scheme of service as well as the expansion of employee training programs especially long-term trainings in order to be able to improve the performance of individual employees and guarantee the provision of quality service. At last, the institute is advised to perform a tracer study as well as construct a client service charter so as to create a bridge to transparency and commitment to clients, listen and serve them to the possible highest standards aiming to satisfy them in the service delivered.

#### **5.4 Study Recommendations**

In the light of the study findings, the following recommendations are put forward to both TAFIRI, the parental Ministry of Livestock and Fisheries and the Government as whole with a view to provide mechanisms that may be addressed to ensure the staff retention is effective in delivery of quality research services.

More efforts should be made by the government to review and put in place an effective policy framework that governs the research funding and coordination. This is a crucial step so as to provide research institutions in this case TAFIRI with vast undished funds, autonomy adequately and sufficient to cover both operational needs and research development activities. This move will fasten the pace of delivering quality researches as well as retaining and attracting most competent and talented employees.

It is recommendable for an institute to establish a client service charter where both the service provider (TAFIRI) and the service consumers (policy and decision makers, private sectors and individuals) would have a benchmarking standard in service provision that gears to provide transparent, commitments and responsibility for each other. If this is done then there will be a major breakthrough in improving the delivery of quality services. It should be noted that such client service cannot be in place without the inputs of all stakeholders around the fisheries sector.

The Ministry of Livestock and Fisheries should intervene the financing role of staff training at an institute through providing subsidies for such purpose, assist in donors searching and acts as an engine in implementing the staff training policy. It is also advised that wherever, the scholarships are given to an institute it is quite wisely for



the management team to consider the administrative staff in order to build a whole institutional management capacity.

The management is advised to initiate and speed up the review of the current scheme of service, which is aged over ten years without a slight change. It is proven to be worthless, out dated, not motivating and sufficient enough to meet the needs and expectations of both employees and their employer, as it possesses a lot of frustrations, dilemma and complications in the process of rewarding incentives to the staff. It should not be forgotten that the provision of quality service does not solely depends on the competence of employees but also and most importantly the level of motivation they have which on the other hand stimulates their appetite to stay longer with an organization.

It is recommended that an institute should construct and install an intensive and comprehensive monitoring and evaluation system to ensure staff retention rate is kept and maintained in a sustaining level and providing positive impact on the performance and quality provision of research services.

## **5.5 Policy Implications**

The findings of the study made the same observation as the National Research and Development policy of 2010, the National Science and Technology Policy of 1996, and relevant public service machineries. The major goal was to seek the relevance of the environments that public research institutions operates, and achieve the idea of quality service provision. Thus, the central government lays down the tremendous power of research coordination to COSTECH but in reality, this is not working as it

leaves the research institutions autonomous-less in funding the research projects and partially capable of motivating their key technical staff. Therefore, these policies should be reviewed and changed to grant fully autonomy to public research institutions especially in research fund management and budgeting, in that way they will be directly responsible to the service they provide as well as in retaining their key staff.

### **5.6 Limitations of the Study**

During the study, the researcher was expected to meet 56 respondents, but due to a number of limitations listed below only 47 respondents was covered:

The main challenge experienced by the researcher was the failure of some respondents to complete the questionnaires and even on time. Practically, some respondents were very busy to cooperate. However, the researcher overcome this by spending quiet a considerable amount of time visiting the respondents to follow up the collection of questionnaires until an adequate number of questionnaires were returned to make the study valid.

Financial constraint was another major limitation faced the study. The researcher was sponsoring himself meaning there was no fund allocated to him by the University or donor considering the high cost of research undertaking such as transportation, stationeries and internet costs. The researcher overcomes this challenge by personally conducting the field study and working 9 to 12 hours per day.

### **5.7 Suggested Area for Further Study**

The findings of this study are based only on one public research institution; there is a need to conduct more empirical research on the effect of staff retention in delivery of

quality research service with a total comparison of two or more public research institutions or even private ones. It should be noted that they can all be public institutions but due to the difference in sector coverage, expertise, operational environment and geographical dichotomy, the approach cannot be the same at all. Hence, the findings cannot be generalized.

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## APPENDICES

### Appendix I: Questionnaire for Ordinary Staff

Greetings. My name is Peter Aleck; I am currently pursuing Masters of Human Resource Management at the Open University of Tanzania. I am conducting a study on “**The Effect of Staff Retention in Delivery of Quality Research Service in the Public Research Institutions in Tanzania**” particularly at TAFIRI in Dar es Salaam. I grateful to request you to take part in this study. Your participation will be remembered forever for career achievement of this academic work.

#### Part I: Staff Personal Particulars:

- a) Age.....
- b) Gender.....
- c) Education level.....
- d) Department.....
- e) How many years have you been working here.....?

#### Part II: Study Information:

- a) What do you know about staff retention?

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

- b) Is staff retention relating to the provision of quality service in your organization?

Agree (   )   ii. Disagree (   )   iii. No opinion (   )

- c) Based on your experience, does retaining staff have an impact in the delivery of quality service?

Agree (   )   ii. Disagree (   )   iii. No opinion (   )

- d) Does staff retention contributes in any way in the whole process of delivering quality research service?

Yes/how?.....  
 .....  
 .....

- e) From your observation, is the existing staff retention policy or program strong enough to ensure quality research services are delivered at the institute?

Agree ( ) ii. Disagree ( ) iii. No opinion ( )

- f) What do you think are the challenges facing staff retention function and which slow down the delivery of quality research services at the institute?

(i) .....  
 (ii) .....  
 (iii) .....  
 (iv) .....

- g) What do you consider to be the most success in delivery of quality research service resulting from retaining staff at the institute?

(i) .....  
 (ii).....  
 (iii) .....

- h) What do you recommend to the institute that may improve staff retention practice in ensuring quality research service are delivered?

(i).....  
 (ii) .....  
 (iii).....  
 (iv).....

**Thank you very much for your participation**

## **Appendix II: Interview Guide for Senior Staff (DG, DRs, CDs, HoDs/HoSs/HoUs)**

### **Part I: Personal Particulars:**

- a) Age.....
- b) Gender.....
- c) Education level.....
- d) Designation.....
- e) Since when have you been working at TAFIRI.....?

### **Part II: Staff retention and delivery of quality services:**

- a) What services do you offer in your organization?
- b) Are the services provided in quality? What are the forces behind?
- c) Does the institute has a staff retention strategy or program? If “Yes”, explain briefly how it is carried out?
- d) What efforts have been taken to ensure staff retention function is developed and implemented properly at TAFIRI?
- e) Based on your experience, is there any relationship between staff retention and the services that you provide?
- f) Does the retained (staff) demonstrate notable skills and knowledge that contributes to the delivery of quality research service?
- g) What factors limit the effectiveness of staff retention at TAFIRI?
- h) Based on your experience, what challenges you face when retaining employees that are important to quality research delivery?
- i) What are your plans on improving the delivery of quality service in your institute?
- j) Is there anything you would like to add, regarding staff retention and delivery of quality service?

**Appendix III: TAFIRI Staff Data**

<b>S/No</b>	<b>DEPARTMENT</b>	<b>STAFF NUMBER</b>
1.	Human Resource and Administration	20
2.	Research and Development	35
3.	Finance and Accounts	8
4.	Information, and Communication Technology	2
5.	Procurement and Supplies	3
6.	Internal Audit	1
7.	Legal	1
8.	Zonal/Centre offices	109
<b>TOTAL</b>		<b>179</b>

Source: TAFIRI Staff Data, 2019