**CAUSES AND EFFECTS OF LABOUR TURNOVER ON THE PERFORMANCE OF LOCAL GOVERNMENT AUTHORITIES IN TANZANIA: A CASE OF IRAMBA DISTRICT COUNCIL**

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

**2019**

## CERTIFICATION

The undersigned certifies that she has read and here by recommends for acceptance by the Open University of Tanzania a dissertation entitled; “Causes and Effects of Labour Turnover on the Performance of Local Government Authorities in Tanzania: A Case of Iramba District Council” in partial fulfillment for the requirements for the Degree of Masters of Human Resource Management (MHRM).

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………………………….…

Date

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## DECLARATION

I, Martine Phillipo Ndamo, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented at any other University for similar or any other degree award.

…………………………..………

Signature

………………………………

Date

## DEDICATION

This dissertation is dedicated to my lovely wife Lucy Mtweve, my son Frank M. Ndamo and my daughter Glory M. Ndamo for their love, assistance and encouragement gave me during my study.

## ACKNOWLEDGEMENT

My first and foremost thanks go to Almighty God for giving me strength to conduct this study, also I thank God for protecting me from different calamities and hence I complete this work peacefully. Also I would like to express my sincere gratitude to my supervisor Dr. Nasra Kara of the Open University of Tanzania for her tireless supervision, guidance, advice and even criticism to ensure that this study is readable and presentable.

Also I would like to extend my thanks to my fellow staff of Iramba District Council for their cooperation they gave me during data collection. They cooperated with me accordingly by receiving and filling in my questionnaires and some provided their ample time so that I interviewed them and gave me the reliable information which used to accomplish this study.

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## ABSTRACT

This study specifically intended to examine the causes of labour turnover at Iramba District Council, assessing the relationship between labour turnover and the performance of local government and in the end the study identified strategies to reduce labour turnover at Iramba District. The design of this study was descriptive statistics which employed to provide a relevant data. The study employed interview method, questionnaire as well as a documentary review as the main data collection methods. Data was collected from 326 respondents. Data analysis was done by using NVIVO and SPSS software. The main findings of this study revealed that Iramba DC faced a problem of labour turnover which is caused by the following reasons, salary dissatisfaction, poor working conditions, lack of opportunity for career advancement, staffs are not involved in decision making, lack of assistance for employee programme, input of employees is not appreciated and work boredom. Also the findings showed that the problem of labour turnover had impacted on the performance of Iramba DC. The impacts include wastage of resources, reduction in work productivity, quality of service produced and loss of customers. The findings of this study implied that policy makers and regulatory bodies should continue put strategies on how to minimize employee turnover, by changing or improving existing policies towards recruitment, selection, induction, training, job design and wage payment.

TABLE OF CONTENTS

**CERTIFICATION ii**

COPYRIGHT iii

**DECLARATION iv**

**DEDICATION v**

**ACKNOWLEDGEMENT vi**

**ABSTRACT vii**

**ABBREVIATIONS AND ACRONYMS xvii**

**CHAPTER ONE 1**

**INTRODUCTION AND BACKGROUND INFORMATION 1**

1.1 Introduction 1

1.2 Background to the Study 1

1.3 Statement of the Problem 4

1.4 Research Objectives 6

1.4.1 General Research Objective 6

1.4.2 Specific Research Objectives 6

1.5 Research Questions 6

1.6 Significance of the Study 7

1.7 Chapter Summary 7

**CHAPTER TWO 8**

**LITERATURE REVIEW 8**

2.1 Introduction 8

2.2 Definition of the key terms 8

2.3 Theoretical Literature Review 9

2.3.1 Maslow Hierarchy of Needs Theory 9

2.3.2 Equity Theory 11

2.3.3 Job Characteristics Model 12

2.4 Justification for Selecting Theories in This Study 14

2.5 Empirical Literature review 16

2.6 Research Gap 20

2.7 Conceptual Framework 20

2.8 Chapter Summary 21

**CHAPTER THREE 22**

**RESEARCH METHODOLOGY 22**

3.1 Introduction 22

3.2 Research Philosophy 22

3.3 Research Design 23

3.4 Scope of the Study 23

3.5 Population 24

3.6 Sampling Design and Procedures 24

3.6.1 Sampling Design 24

3.6.2 Sample Size 24

3.7 Method of Data Collection 25

3.7.1 Interview 26

3.7.2 Questionnaire 26

3.7.3 Document review 26

3.7.4 Data Analysis Methods 27

3.7.5 Data Cleaning 27

3.7.6 Reliability 27

3.7.7 Validity 28

3.7.8 Descriptive Statistics 28

3.7.9 Logistic Regression Analysis 28

3.7.10 Content Analysis 29

3.8 Ethical Consideration 29

3.9 Chapter Summary 29

**CHAPTER FOUR 31**

**DATA PRESENTATION, ANALYSIS AND FINDINGS 31**

4.1 Introduction 31

4.2 Demographic Characteristics of the Respondents 31

4.2.1 Demographic Characteristics of the Quantitative Respondents 31

4.2.2 Age, Gender and Working Experience of the respondents 31

4.2.3 Length of Service of the Respondents 32

4.2.4 Demographic Characteristics of the Respondents during the Interview 33

4.2.5 Working Experience of the Respondents 34

4.3 Causes of Labour Turnover 36

4.3.1 Response of the Respondents 36

4.3.2 Response of Respondents during the Interview 40

4.4 Relationship between Labour Turnover and the Performance of Local Government 41

4.5 Logistic Regression Results Analysis 41

4.6 Effect of Labour Turnover on the Performance of the Local Government 42

4.6.1 Response of the Respondents 42

4.6.2 Response of Participants during the Interview 45

4.7 Strategies to Reduce Labour Turnover 45

4.7.1 Response of the Respondents 45

4.7.2 Response of Participants during the Interview 47

4.8 Chapter Summary 48

**CHAPTER FIVE 49**

**DISCUSSION OF THE FINDINGS 49**

5.1 Introduction 49

5.2 Demographic Characteristics 49

5.3 Causes of Labour Turnover 50

5.4 The Relationship between Labour Turnover and the Performance of the Organization 52

5.5 Strategies to reduce labour turnover 53

5.6 Chapter Summary 54

**CHAPTER SIX 55**

**CONCLUSIONS AND RECOMMENDATIONS 55**

6.1 Introduction 55

6.2 Summary of the Findings 55

6.3 Recommendation 56

6.4 Conclusion 57

6.5 Limitations of the Study and Areas for Further Studies 57

**REFERENCES 59**

**APPENDICES 69**

**LIST OF TABLES**

[Table 4.1: Summary of the Employee Turnover Studies 19](#_Toc14267591)

[Table 3.1: Sample Size of the Respondents 25](#_Toc14267592)

[Table 3.2:Cronbach's Alpha 28](#_Toc14267593)

[Table 4.1: Percentages Distribution of Respondent’s Age, Gender and Working Experience 32](#_Toc14267594)

[Table 4..2: Percentages Distribution of Respondent’s Age, Gender and Working Experience during the Interview 33](#_Toc14267595)

[Table 4.3: Shows the Results of Causes of Labour Turnover in the Organization 39](#_Toc14267596)

[Table 4.4: Logistic regression Results 41](#_Toc14267597)

[Table 4.5: The Effects of High Labour Turnover Affects the Local Government Performance 44](#_Toc14267598)

[Table 4.5: Shown the Strategy results to Reduce Labour Turnover 46](#_Toc14267599)

**LIST OF FIGURES**

[Figure 1.1: Conceptual Frame work 21](#_Toc14267584)

## ABBREVIATIONS AND ACRONYMS

BPO Business Process Outsourcing

HR Human Resource

IDC Iramba District Council

LGA Local Government Authorities in Tanzania

TIB Tanzania Investment Bank

## CHAPTER ONE

## INTRODUCTION AND BACKGROUND INFORMATION

## Introduction

This chapter highlights the background information for this study. It further presents the statement of the problem, research objectives and research questions that are guiding this study. In the end, the chapter gives the significance of the study.

## Background to the Study

Labour turnover is one of the most challenging thing in all organizations today, be public or private due to negative consequences organizations faces (Shamsuzzoha and Shumon, 2007). High turnover in organization indicates dissatisfaction of employees on what the organization provides as needs and desires (Thomas, 2009).The problem of labour turnover has been affecting different countries in the world, for example in South Africa Chabaya (2014) found that the number of factors that cause high turnover includes the issue of staying as contract workers for too long; lack of promotional prospects, salaries not being competitive with other institutions and lack of appreciation of the work in the centre by management.

In Pakistan, Syed et al., (2015) also found that employee’s turnover is among the major factors that affects productivity in organization. It was further revealed that employee turnover intention has a significant relationship with job satisfaction, trust relationship, job security, organizational commitment and job stress but it has insignificant relationship with person organization fit whereas the major contributor to turnover intention is Job Stress. In Tanzania local government authority is not excluded from the factors that are causing labor turnover. Empirical studies done in both public and private organizations have come up with similar results.

Minja et al., (2011) shows that the rate of labour turnover in public sectors in Tanzania is increasing. This shared by Local Government Reform Program Report (LGRP) 2005 that district councils in Tanzania mainland have experienced high labour turnover rates and employee shortages. Supporting the same, Augustine (2011) comments that labour turnover is becoming a serious issue in today’s business setting. This situation threatens many organizations and has been termed as one of the management and organizational challenges (UNICEF Annual Report, 2011; TBA Newsletter 2007; Mrara 2010; Ernest and Young Report (2012). The retention of skilled and competent employees at the various institutions indicated as significant impact to the development and achievement of the organization’s goals and objectives also as a source of competitive advantage for any organization (Budhwar, 2013).

Employee turnover from the point of view seem to be a major challenge in many organizations. This is due to the fact that modern labour market is constantly creating new jobs and destructing old one (Ford, 2015). On other hand, job creation and destruction are part of the larger process of adjustment, reallocation and growth in the labour market (Shah and Burke, 2003). Dess and Shaw (2001) argue that, turnover resulting to both direct and indirect costs such as replacement, recruitment and selection. Globally, it is widely acknowledged that labour turnover pose serious challenge to service delivery and growth of economic because it has negative effects on the operation and largely shocks the organizational performance (Abdali, 2011).

Employee turnover can be whether voluntary or involuntary permanent withdrawal from an organization (Robbins, 2005). Voluntary turnover is explained by different determinants than involuntary turnover. This has been supported by the work of Price (2000) that more opportunity produces greater employee awareness of alternative jobs in the environment, employees then evaluates the costs and benefits of these alternatives and if the benefits of the alternative job appear to be greater than the costs, employees quit their job. Thus, if alternative jobs are better than current job sit produces more dissatisfaction thereby indirectly increasing turnover. Voluntary withdrawal is initiated at the choice of employee herself or himself. This includes resignation, voluntary transfers and voluntary retirements while in involuntary turnover; employee has no choice in their termination such as employer initiated termination, transfers, death and retirement (Hom and Griffeth, 1995).

Involuntary turnover occurs when circumstances dictate a change in employment status that does not represent the preferences of the employee. Voluntary turnover, on the other hand, is the outcome of the employee's decision to leave his or her current job. In India, lack of proper training on the new skills seems as one factor that increase stress to employees and has lead them decide to leave his or her current job (Ranjitham, 2013). Access to opportunities for ongoing training and the development of managerial competencies and skills can be used to increase job engagement and to minimize job dissatisfaction.

Like other countries in the world, Tanzania need well skilled and qualified human resources that will help the country to reach the goal of improving its economic. Studies in Tanzania observed that labour turnover can be influenced by a number of controllable and uncontrollable factors. For example Kiunsi (2008) and Magalla (2011) exposes that controllable factors such as short contract, Poor working condition, poor recruitment procedure, lack of motivation, and poor or inadequate incentives and rewards are the reasons that influence labour turnover in the public organizations especially for employees living in rural areas.

Managerial controllable factors such as unequal treatment of workers, lack of promotion, uncompetitive salary, unclear compensation procedures, less recognition and lack of employees’ involvement in decision making as other factors that lead labour turnover in both public in Tanzania specifically in LGA’s (Susana 2011). Also it is further raveled that employee who leave from public institutions to other places they are looking for good pasture in-terms of competitive salaries and incentives (ALMC, 2010 and Minja, 2011). Similar to this, Assey (2009) found that employee quit the organization due to absence or inefficient of formal and specific employee retention strategies.

## Statement of the Problem

Employees have the rights to choose to shift from one organization to another, but the issue of labour turnover is threatening many organizations in Tanzania (Ally, 2011), however, the decision of moving from one organization to another can affect the organizational operations significantly. Organizations need to find a way to retain staff if they want to stay ahead of competitors. The decision on how to manage this problem is through addressing what is causing labour turnover in organizations and proper methods of addressing it should be designed so that to avoid losing more active labour-force in our organizations. Losing key workers can decrease the likelihood of organization’s success and can reduce performance (Lee and Mitchell, 2000). In order for the organization to survive and compete well in the service provision, it should be proactive to put in hand strategies to retain employees.

The issue of labour turnover has affected the operations of local government and this has been reflected by the number of labour turnover in government institutions. For example, the current study conducted in Ilala Municipality to public institutions by Wiboga (2018) shows that 31.1% employees have changed their employer. The percentage of labour turnover has increased tremendously in local government offices. In 2016 labour turnover rate was reported to be1.9%Marwa (2016).But as time goes by the rate seems to double the rate of 10 years ago. The data also indicated that due to this problem the performance of local government were significantly affected as reported by Marwa (2016) and Njunwa (2017). In Iramba District Council during the year 2017 about 210 employees moved to another organization and in 2018 about 120 employees moved to another organization (IDC: Employee List Report)

Although several studies have been conducted on employees’ turnover, few of them have addressed causes and effects of employee turnover in organizations. Examples of such studies include a work by Boxall et al (2003), Akinyomi (2016), Kuriya and Ondigi (2012) as well as Rajab (2013) just to mention a few. However, the focus of their studies were on assessing motivation for a job change (Boxall et al., 2003), examining internal and external causes of labour turnover in Nairobi (Kuriya and Ondigi (2012), examining labour turnover in health care sector (Raj, 2013). To the best of researchers’ knowledge, there are limited studies that have addressed causes and effects of labour turnover in local government in the context of Tanzania. Therefore, this study intends to fill in the existing gap by addressing the causes of labour turnover at Iramba district, to address the effects of labour turnover on the performance of local government and also to suggest the better strategies to deal with the existing problem.

## Research Objectives

### **General Research Objective**

The general objective of the study was to examine causes and effects of labour turnover in local government authorities in Tanzania, Iramba District Council in particular

### **Specific Research Objectives**

1. To find out causes of labour turnover at Iramba district council
2. To examine the significant relationship between labour turnover and the performance of local government at Iramba district council.
3. To determine the strategies to deal with labour turnover at Iramba district council

## Research Questions

1. What are the causes of labour turnover at Iramba District Council?
2. Is there any significant relationship between labour turnover and the performance of local government at Iramba district council?
3. What are the strategies that can be used to reduce the problem of labour turnover at Iramba District Council?

## Significance of the Study

The findings of this study will have practical value to employers in public organizations for effective initiative in making sure that there is a decrease in the rate of labour turnover in our organizations. Moreover, the findings will help policy makers and regulatory bodies to continue put strategies on how to minimize employee turnover, by changing or improving existing policies towards recruitment, selection, induction, training, job design and wage payment. Also this study is expected to be used as an existing literature concerning the causes and effects of labour turnover in the local government authorities in Tanzania to academicians.

## Chapter Summary

This chapter highlighted the background information, statement of the problem, research objectives, research questions and significance of the study. Chapter two provided the definition of key concepts, theoretical literature review and empirical literatures review. This chapter also highlighted the conceptual framework. While, chapter two focused on theoretical literature review, empirical literature review, research gap and conceptual framework.

## CHAPTER TWO

## LITERATURE REVIEW

## Introduction

This chapter presented the definition of key terms. It further presented the theoretical literature review, empirical literature reviews, and research gap and highlighted the conceptual framework that guides this study.

## Definition of the key terms

**Turnover****:** The term turnover is defined by Price (1977) as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Voluntary turnover is when an employee chooses to quit their job. When the company ends the working relationship through either layoff or discharge, this is an involuntary turnover. Not all employee turnovers can be controlled by the company but the rate of voluntary turnover can and should be a priority for managers.

**Labour Turnover:** Labour turnover is often referred to as the number of permanent employees quit the company within the reported period versus the actual active permanent employees on the last day of the previous reported period (Derek, 2007). In other hand Marisoosay (2009) argued that in human resources context it refers to the relative rate at which an organization gain and losses its personnel. For the purpose of this study labour turnover can be defined as the percentage of the amount of organizational members missing throughout the period being considered divided by the average number of general population in that organization during the period.

## Theoretical Literature Review

### **Maslow Hierarchy of Needs Theory**

This study drew on the knowledge from an American motivation psychologist Abraham Maslow who developed the Hierarchy of needs consistent of five hierarchic classes that shows the complexity of human requirements; these include physiological needs, Safety and Security needs, Love and Belongingness needs, Self-worth and Self-esteem needs and Self-actualization. Physiological Needs: These are first and most basic needs people have for survival, their physiological requirements for food, water, and shelter. If any of these physiological necessities is missing, people are motivated above all else to meet the missing need. According to Maslow, physiological needs are the most important to employees and without those, it is impossible to motivate and satisfy them (Khan et al., 2011).

Safety and Security Needs: After their physiological needs have been satisfied, people can work to meet their needs for safety and security. Safety is feeling people get when they know no harm will befall them, security is the feeling people get when their fears and anxieties are low. At this second level, security or safety is the major pursuit of needs, such as a fear of job instability (Aworemietal., 2011). Therefore the need for safety, security and protection at work dominates, mobilizes and motivates the employees.

Love and Belongingness Needs: The presence of friendship, encouragement and support of fellow workers and managers makes the employee feel motivated, as never before, to attain this need with great intensity. So, love and belongingness become the paramount need for the employees at work. Further, this level of the Hierarchy of Need lays a greater emphasis on emotional and social support (Pulasinghage, 2010).

Self-Worth and Self Esteem Needs. Once individuals have satisfactorily met their need for love and belonging, they can begin to develop positive feelings of self-worth and self-esteem and act to foster pride in their work and in themselves as people.

The Need for Self Actualization: Self Actualization is a person’s desire to become everything he or she is capable of becoming, this need can be addressed only when the previous four have been satisfied. According to Maslow self-actualization needs are the ultimate needs and the highest stage of any employee experience (Stoll and Ha-Brookshire, 2012). It is a condition whereby the employee at work seeks to satisfy his or her need to have a sense of professional maturity and career growth, the purpose of work remains fulfilled and the person ends up motivated at the workplace (George and Sabapathy, 2011).

Maslow (1943) stated that people, including employees at organizations, are motivated by the desire to achieve or maintain the various conditions upon which these basic satisfactions rest and by certain more intellectual desires. In relation to Maslow’s theory employers must meet each level of employees needs for employees to truly commit themselves to workplace goals, failing to meet employees’ needs at any level in the hierarchy can create a lack of fulfillment in employees’ professional lives, causing them to eventually try to fulfill these by finding a new employer who provide better opportunities.

### Equity Theory

This theory developed by Adam (1965) who suggested that individual would be satisfied as long as they feel there is justice or equity. A feeling of equity and inequity over a situation obtained a person by means of compare themselves with others who messmate, workmate, and elsewhere. Equity theory based upon three main assumptions (Carrell, 1978).

First, the theory holds that people develop beliefs about what constitutes a fair and equitable return for their contributions to their jobs; Second, people tend to compare what they see to be the exchange they have with their employers; and the other assumption is that, when people believe that their own treatment is not equitable, relative to the exchange they perceive others to be making, they will be motivated to take actions they believe appropriate. The impact of employees perceiving they are not being treated fairly creates a variety of options for the employees (Champagne, 1989). Also, Simons and Roberson (2003) reported evidence of significant and sequential linkages from procedural and interactional justice to employee commitment to intention to remain and turnover.

These options also include the employees reducing their input through directly restricting their work output, attempting to increase their output by seeking salary increases or seeking a more enjoyable assignment. Other possibilities are to decrease the outcomes of a comparison other until the ratio of that person’s outcomes to inputs is relatively equal or increasing the other’s inputs. In addition to the above mentioned, the employee could simply withdraw from the situation entirely, that is, quit the job and seek employment elsewhere.

### Job Characteristics Model

The current perspective on job characteristics model which was developed by psychologists Hackman and Oldham (1975) suggest a set of features that built into jobs in order to satisfy and motivate employees in their work places. The study reveals that an employee will experience internal motivation from his or her job when that job generates three critical psychological states; First the employee must feel personal responsibility for the outcomes of the job. The second one, the work must be experienced as meaningful by the employee. This is where the employee feels that her or his contribution significantly affects the overall effectiveness of the organization. The third aspect deals with the employee being aware of how effective converting her or his effort into performance.

In other hand Pinder (1984) summarized that jobs should be designed in a way that generate experiences for the employee of meaningfulness, responsibility, and a knowledge of the results of one’s effort. To generate experienced meaningfulness, Hackman and Oldham (1980) stated that three specific core factors of jobs are particularly needed for making work feel meaningful. These factors are skill variety, task identity, and task significance. This model explained how Motivation in work place can affect employee retention efforts by identifying the following factors;

**Needs of the Employee:** Employees have multiple needs based on their individual, family, and cultural values. In addition, these needs depend on the current and desired economic, political, and social status; career aspiration; the need to balance career, family, education, community, religion, and other factors; and a general feeling of one’s satisfaction with the current and desired state of being.

**Work Environment:** Employees want to work in an environment that is productive, respectful, provides a feeling of inclusiveness, and offers friendly setting. Singh (2008) asserted that lack of all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, restroom, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a long time. Besides, a bad boss creates an adverse working environment, thereby leading the employees to leave the job.

**Responsibilities:** Given that one feels competent to perform in a more challenging capacity and has previously demonstrated such competencies, an employee may feel a need to seek additional responsibilities and be rewarded in a fair and equitable manner.

**Supervision:** High rate of labour turnover is rooted by the instability in the management of an organization. Employees are more liable to stay and work when the organization is stable and friendly-working environment (Bergmann and Scarpello, 2001). Managers and other leaders more often than others feel a need to teach, coach, and develop others. In addition, these individuals would seek to influence the organization’s goals, objectives and the strategies designed to achieve the mission of the organization.

**Fairness and Equity:** Employees want to be treated and rewarded in a fair and equitable manner regardless of age, gender, ethnicity, disability, sexual orientation, geographic location, or other similarly defined categories. With increased effort and higher performances employees also expect to be rewarded more significantly than counterparts who provide output at or below the norm. In order to be able to retain employees, the rewards that employee receive from the employer must be satisfactory. Poor remuneration is one of the reasons of labour turnover. If employees are not satisfied with what they are paid, they normally leave to seek another job that offers higher salary. Moreover, the working conditions, motivation, recognition and an opportunity to grow must also be feasible. Although financial incentives will encourage employees to stay over the short turnover the long term they need opportunities for growth (Tyani, 2001).

**Employees’ Development** - Employees prefer to function in environments that provide a challenge, offer new learning opportunities, significantly contributes to the organization’s success, offers opportunities for advancement and personal development based on success and demonstrated interest in a particular area. Ichniowski (2004) argue that, staff training is another tool for employees’ retention. Training may help employees to become more experienced and to enjoy their work even better and gain confidence in their work which in turn to increase their morale. Moreover, replacing employees is costly and valuable skills are lost. By providing staff with training and development they are more likely to be keen to take on greater responsibilities more suited to promotion or career succession.

## Justification for Selecting Theories in This Study

The study selected three theories Maslow Hierarchy of Needs, this theory put emphasis on motivated behavior which either preparatory or consummatory, must be understood to be a channel through which many basic needs may be simultaneously expressed or satisfied, the theory is relevant to the study by showing how the human being tend to move to higher needs after getting the lower needs. Eliya (2015) in his research titled exploring the effects of employees turnover in higher learning institutions, a case of the University of Dodoma shows that movement of workers from organization to another depends on the satisfaction of need by employees in particular organization.

Equity theory is based in the idea that individuals are motivated by fairness, and if they identify inequities in the input or output ratios of themselves and their referent group, they seek to adjust their input to reach their perceived equity. Mirna (2015) in his study, equity theory in accounting research stated that there is a problem in many organizations concerning the allocation of resources; the unfair allocation of resources will make some employee look for other organization where there could be fair allocation of resources.

Job Characteristics Model suggests some features built into jobs which satisfy and motivate employees in their work, most research has supported the validity of Job Characteristics Model. Coelho and Augusto (2010) stated that task identity as one of features of Job Characteristics Model encourage the feeling that the job is meaningful and worthwhile thus motivating the employee to work hard and remain in the organization. Therefore, both three theories identified above suggest that satisfaction and motivation of employee is important for retention of employees in any organization and if employees are not satisfied and motivated will leave the organization.

## Empirical Literature review

Extensive studies have been done to examine issues related to labour turnover in different countries for example, In United States, Abassi and Hollman (2000) examined why employees voluntarily leaving the organizations, researchers found that factors that make workers to suspend from organizations are approaches like managerial approach, and other managerial practice are the major management practices contributed to employee turnover. Booth (2007) on the other hand, carried out a study in UK which aimed at identifying the key variables that influence the variability of labour turnover. The finding shows that environmental factors such as local labour markets have a major influence on labour turnover.

In India, Ranjitham (2013) examined attrition and labour retention at Business Process Outsourcing (BPO) companies in Chennai and found that lack of proper training on the new skills has increased stress to employees and has led to increased turnover. Factors such that better opportunity in some other company, scramble for wages, and lack of career opportunities, uneven working hours, health problems, family challenges and job dullness are some of the recommended caused of employees’ turnover.

In Botswana, Ongori (2007) observes that among of the factors that influence employee leave the organization is inadequate information including physically powerful communication systems on effective performance, indecisive supervisors’ desires and peer employees, and no consensus on job functions. Furthermore, researcher concluded that factors such as poor personnel policies, poor recruitment policies, poor supervisory practices and poor grievance procedures contribute to high labour turnover in the sense that there is improper management practices and policies on employees matters thus employees are not recruited systematically, Promotions of employees are not based on spelled out policies, no grievance procedures in place and thus employees decides to quit.

In Kenya, Bula (2012) in the study of labour turnover in the sugar industry found that salary is a major factor causing labour turnover followed by training, promotion, performance appraisal and work condition. Other factors like recognition, job content, participation in decision making and leadership style were also considered as immediate factors. It was also revealed that although lack of employee commitment and motivation can be major causes of labour turnover, they are dependent on all the other factors causing labour turnover.

In the context of Tanzania studies related to the causes and effect of labour in, observed that labour turnover can be influenced by a number of manageable and unmanageable as well as demographic factors. Study conducted by Kiunsi (2008) and Magalla (2011) exposes that controllable manageable factors such as short contract, Poor working condition, poor recruitment procedure, lack of motivation, and poor or inadequate incentives and rewards are the reasons that influencing voluntary labour turnover in the public organizations especially for employees living in rural areas.

Managerial controllable factors such as unequal treatment of workers, lack of promotion and growth, low wages and salary, unclear compensation procedures, less recognition and lack of employees’ involvement in decision making identified as aspect that cause voluntary employee’s turnover in public organization in Tanzania (Susana, 2011; ALMC, 2010 and Minja, 2011). Mboya (2009) also examines on the impact of labour turnover in Public organizations and concluded that differences in payment of salaries and provision of fringe benefits forced those who are lowly paid to seek for greener pastures in other organizations, also lack of working facilities and equipment leads to turnover, for example, lack of teaching and learning facilities in school forced teachers to seek for alternative jobs.

Research done by Milanzi (2008) examined causes and effects of labour turnover on banking industry and found that the turnover was mainly caused by low remuneration packages, unequal treatment among employees and lack of communication between the management and staff of other department

**Table 4.1: Summary of the Employee Turnover Studies**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Author (s) and Year** | **Aim of the study** | **Variables examined** | **Data analysis methods used** | **Major findings** |
| Abassi and Hollman (2000) | Measure the correlation between transformational leadership style and turnover intention to control the employee turnover rate in organizations | Transformational Leadership style and turnover intention | Correlation design | Transformational leadership style has a negative correlation with turnover intention. |
| Booth (2007) | Aimed to identify the key variables that influence the variability of labour turnover | local competitive and labour market factors | Descriptive statistics | Environmental factors have a major influence on labour turnover. |
|
|
|
| Ranjitham (2013) | Employee Attrition and Its Influencing Factors Relating to Employee Retention | Employment attrition and Employment retention | Descriptive statistics | work environment and communication among employee and employee recognition is very important for employees |
| Ongori (2007) | Aimed to examines sources of employee turnover |  | Descriptive statistics | Inadequate information |
| Bula (2012) | establishing the reasons why workers leave | Factors causing labor turnover. | Basic descriptive statistical tools | Salary is a major factor causing labor turnover |
| Kiunsi (2008) | Examined the contract employment and employee's turnover in higher learning institution, | Contract employment and employees turnover | Descriptive statistics | 1. Finding revealed that the majority of the employees were not satisfied. 2. Completely with working condition and salary. |

## Research Gap

A number of studies have been done to examine causes and effect of labour turnover. Case in point of the studies includes a work by Abassi and Hollman, (2000) conducted a study in United States on public, Booth (2007) conducted a study in UK. Ranjitham (2013) focused in India. Ongori (2007) did a research in Botswana while, Bula (2012) conducted research in Kenya. The studies came up with the general finding that managerial practices, environmental factors, lack of training on new skills, inadequate information, salary and grievances handling are among the key factors affecting labour turnover in various organizations. However, there is still a need to conduct another study that will address the causes and effects of labour turnover at local government district council. Therefore this study intends to fill in the literature gap.

## Conceptual Framework

Conceptual framework will give the arrangement for the entire study based on literature and individual experience. Bayat (2007) asserted that a conceptual framework is the researcher’s idea on how the research problem will have to be explored. The conceptual framework shown on figure 1 describes that independent variables influence the employees to stay or quit the organization, and when those variables lead to turn over the organization face problems on its performance such as wastage of resources in recruiting new staff, low productivity and poor quality of product produced.

Therefore measures must be taken to ensure that employee’s needs are provided to reduce voluntary turnover. In this study independent variables are presumed to influence the retention of the employees. Independent variables are those variables that have the impact on the dependent variables. They affect the dependent variables to change. According to Kombo and Tromp (2006) dependent variables are those variables that alter as a result of changes to the independent variables.

**INDEPENDENT VARIABLE**

**Labour Turnover**

* Satisfaction with the given salary
* No opportunity for career advancement
* Poor working conditions
* Limited employees involvement in decision making
* Lack of employee assistance programs
* Employees inputs are ignored
* Work boredom

**DEPENDENT VARIABLE**

**Performance of Local Government**

* Wastage of resources
* Work reduction
* Reduction in the quality of services produced
* Decline in service provision
* Disruption of service delivery
* Loss of customers

Figure 1.: Conceptual Frame work

**Source**: Adopted and modified by Researcher (2018)

## Chapter Summary

This chapter highlighted the theoretical literature review, empirical literatures review, research gap and the conceptual framework which consist variables of the researcher. While, chapter three was focused on research methodology, research philosophy, sampling design, sample size, target population. The chapter also discussed data collection methods before explaining data analysis Plan.

## CHAPTER THREE

## RESEARCH METHODOLOGY

## Introduction

This chapter presented the research philosophy, research design, Scope of the study, target population, sample size and the sampling techniques. This chapter also explained data collection methods and finally in the end, the data analysis method will be presented.

## Research Philosophy

A research philosophy is a belief about the way in which data about phenomenon should be gathered, analysed and used. The term epistemology encompasses the various philosophies of research approach. Two major research philosophies have been identified in the western tradition of science, namely positivist and interpretivist (Galliers, 1991). This study has specifically selected a combination of both positivist and interpretivist approach.

Positivists believe that reality is stable and can be observed and described from an objective view point (Levin, 1988). They contend that phenomena should be isolated and that observations should be repeatable. This often involves manipulation of reality with variations in only a single independent variable so as to identify regularities, and to form relationships between some of the constituent elements of the social world. Positivist approach has the following advantages, human behavior of matter can be objectively measured and the behavior that is observed can therefore be analysed and examined.

Interpretivists contend that only through the subjective interpretation of and intervention in reality can that reality be fully understood. Advantage of using interpretivist approach is that qualitative research areas such as cross-cultural differences in organizations such as ethics, leadership, and analysis of factors impacting leadership can be studied in a great level of depth, also primary data might be associated with a high level of validity because data in such studies tends to be trustworthy and honest (Myers, 2008). This study followed both a positivistic and interpretivistic approaches since the nature of the study is to identify causes and effects of labour turnover in local government. Furthermore, the study also aimed at identifying various strategies to reduce labour turnover at Iramba District.

## Research Design

Research designed shows the detailed plan of how the research work was carried out. For the purpose of this study, descriptive statistics was used. This research design is useful because as it narrow the area of study and provide enough and relevant data to the research problem. A case study design is simple and economical as compared to other research designs.

## Scope of the Study

The Iramba district was purposely selected because experienced shortage of employee due to the high number of employee who have left the organization to other organizations. For example during the year of 2016 to December, 2017 employees who move from Iramba to another district were 210 compared to the 51 employees who come in (IDC, 2017). Therefore, this is the reason for the researcher to involve Iramba in this study.

## Population

Population of the study was the employee of Iramba District Council. Currently the Iramba District Council has 1757(IDC, 2017) employees who working in permanent bases. This study involves all head of departments, middle officers and other staffs who are working at Iramba district council in Singida.

## Sampling Design and Procedures

### Sampling Design

According to the nature of this study and types of respondents, convenient sampling procedures were employed to select the study respondents. Convenience sampling involved drawing samples that are both easily accessible and willing to participate in a study. Advantage of using this design that it is simple and there is high chances for the researcher to receive all or almost all the questionnaires back, so that there will be a good response rate (Bryman and Bell, 2011). A convenience sample was drawn from Iramba District Council employees. The technique was done by first, to identify a population of concern (Sampling frame) and then Slovin’s formula was applied to find the sample size for the study. Then, respondents were picked from the identified populations.

* + 1. Sample Size

Baker (1999) noted that there are two major goals that sampling can achieve. The first one is to establish representatives of what is being studied and on the other hand to reduce favoritism. The second is to be able to make inferences from findings based on a sample to a larger population from which that sample is drawn.

A sample size of 326 was used for the study. This sample size was drawn from Iramba District Council employees. From July to December 2017 the IDC was having 1757 employees. Since the researcher knows only the population size and does not have any other parameter of the population, Slovin’s formula will be used to find out the sample size which is written as;

n = N / (1 + N)



Where n = Number of samples or sample size,

N = Total population and

e = Error tolerance.

For the purpose of this study, the confidence interval of 95% was applied which give a margin of error of 0.05.

Then the sample size (n) = 1757 / (1 + 1757x)



n = 325.8 ≈ 326

Table .1: Sample Size of the Respondents

|  |  |
| --- | --- |
| **Respondent Type** | **Total Respondent** |
| Iramba District Council Employees | 326 |
| **Out of total population** | **1757** |

**Source:** IDC, (2017)

## Method of Data Collection

This study involved a number of techniques of data collection in order to achieve both primary and secondary data. These techniques included interview and questionnaires through personal (face to face) interviews, self-administered questionnaires and document review.

### Interview

This is a method in which the subject or unit of study is interviewed whereby probing questions asked through conversation between the researcher and the respondents or interviewee. Also interview allowed face-to face conversation in order to control ambiguities between interviewer (researcher) and interviewee. According to Blaxter (2006), argue that it is worthwhile doing interviews because it offers researchers the opportunity to uncover information that is probably not accessible using techniques such as questionnaires and observations. Moreover, Dörnyei (2007) said that with the presence of the interviewer, mutual understanding can be ensured, as the interviewer may rephrase or simplify questions that were not understood by interviewees. As a result, more appropriate answers and more accurate data will be attained (See Appendix II).

### Questionnaire

This study was adopted self-administered questionnaires, whereby lists of questions were given to a number of respondents for them to answer and give their opinions accordingly. Questionnaires secure standardized results that can be tabulated and treated statistically. Questionnaires arranged on a five Likert scale (See appendix I).

### Document review

A document is any material that provides information on a given social phenomena and which exists independently of the researcher’s action (Corbetta, 2003). According to Keya, Makau, Mani, and Omari (1989), both the original and secondary sources were essential for understanding and contextualizing the research problem. Given the extent of the study, it calls for the use of various documents such as books, pamphlets, articles, manuals, reports and magazines, all of which have to be consulted.

### **Data Analysis Methods**

In this study qualitative data was analyzed by using NVIVO software while SPSS version 20 was used to analyze the quantitative part.

* + 1. **Data Cleaning**

After data collection, all the gathered data were subjected to SPSS and Descriptive Statistics were performed to identify missing information. Furthermore, issues related to skerrers and kurtosis was also performed via Descriptive analysis.

* + 1. Reliability

Joppe (2000) defined reliability as the extent to which results are consistent over time and an accurate representation of total population under study and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. Also Salkind (1997) defined reliability as something that is reliable will perform in the future as it has been in the past, and a reliable test or measure of behavior can measure the same thing more than once and will result in the same outcome. In this study the internal data consistency was tested by using cronbach alpha. If it happens that the variables falls above 0.7 as it was highlighted by Nunnally (1978) then that variable was regarded as reliable measure. With that, reliability can be best measured and determined after the field work where as results of the study as findings determined the reliability of the study.

Cronbach’s alpha test was used to measure internal consistency of Likert variables in this study. Cronbach’s alpha of magnitude 0.70 or higher is considered acceptable in most social sciences.

Table .2:Cronbach's Alpha

|  |  |  |
| --- | --- | --- |
| **Variables** | Cronbach's Alpha | Number of Items/Variables |
| Causes of Labour Turnover | 0.700 | 7 |
| Effects of Labour Turnover | 0.824 | 6 |
| Strategies of Labour Turnover | 0.838 | 3 |

**Source:** researcher, 2019

The results reveal that all the variables had the Cronbach’s alpha value greater than or equal to 0.70 indicating the high level of reliability of the Likert scale used to measure the variables under this study. Likert variables under causes, effects, and strategies of labour turnover indicate high level of reliability.

### **Validity**

Extensive literature review was done to make sure that the variables employed in this study come from the selected three theories presented in paragraph 2.2. Furthermore the construct validity was tested by piloting the research instruments to 30 local government officials.

### Descriptive Statistics

Descriptive statistics were employed to generate the respondents’ general information. Information such as age, gender, level of education will be examined.

* + 1. Logistic Regression Analysis

Binary multiple logistic regression model was used to determine the relationship between labour turnover and the performance of local government. In this model a dependent variable must be a dummy taking a value “1” for labour turnover and zero otherwise.

Whereby P is the probability of the event of interest,  is the intercept and  is the coefficient for the  predictor. The interpretation of the results was based on the odds ratio.

* + 1. Content Analysis

Content analysis was employed to address causes of labour turnover at Iramba district also to determine the strategies that can help to reduce labour turnover at Iramba district council.

## Ethical Consideration

Ethical issues were considered accordingly in this study, in order to minimize possible problem which could, otherwise interfere the whole process of this study. A permission letter to conduct the research sought from the director of postgraduate studies of the Open University of Tanzania. This used as an introduction to the district executive director of Iramba whereas the study was took place. Thereafter, the researcher got formal permission from study area to conduct the research whereas values, interest, needs and concern of participant was observed.

## Chapter Summary

This chapter discussed the research philosophy, research design, scope of the study, population, sampling design, methods of data collection, data analysis methods and ethical consideration, chapter four highlighted the following demographic characteristics of the respondents, the causes labour turnover, relationship between labour turnover and the performance of the local authority at Iramba District Council, effects of labour turnover on the performance of local government and strategies to reduce the problem of labour turnover at Iramba District.

## CHAPTER FOUR

## DATA PRESENTATION, ANALYSIS AND FINDINGS

## Introduction

This chapter deals with data analysis, presentation and findings as well as discussion of findings of interview, following data collection from respondents and participants from Iramba district. The chapter also presents the demographic information of the respondents and participants such as age, gender and working experience. The chapter finally ends with interpretation for both quantitative data in relevant to the questionnaires and qualitative information

## Demographic Characteristics of the Respondents

### Demographic Characteristics of the Quantitative Respondents

The researchers collected information concerning the demographic characteristics of the respondents in Iramba district. The total number of three hundred twenty six (326) was given to the respondents to collects relevant information about their ages, gender and working experiences. However the responds of the study were represented by both male and female of the different age, and working experiences on labour turnover in relation to the independent variables. The demographic characteristics of the respondents presented as age, gender and working experience.

### Age, Gender and Working Experience of the respondents

The field data analysis shows the percentages of age, gender and working experience of the respondents among male and female as the table revealed below.

**Table 4.1: Percentages Distribution of Respondent’s Age, Gender and Working Experience**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | **Male** | **Female** | **Total** |
| Age of Respondents | 18-25 | 8(35%) | 15(65%) | **23(7%)** |
| 26-35 | 63(45%) | 78(55%) | **141(43%)** |
| 36-45 | 33(40%) | 50(60%) | **83(25%)** |
| 46-55 | 31(61%) | 20(39%) | **51(16%)** |
| 56+ | 13(46%) | 15(54%) | **28(9%)** |
| **Total** |  | **148(45%)** | **178(55%)** | **326(100%)** |
| Working Experience in Years | 1-5 | 33(44%) | 42(56%) | **75(23%)** |
| 6-10 | 47(45%) | 58(55%) | **105(32%)** |
| 11-15 | 25(42%) | 34(58%) | **59(18%)** |
| 16-20 | 15(47%) | 17(53%) | **32(10%)** |
| 21+ | 28(51%) | 27(49%) | **55(17%)** |
| **Total** |  | **148(45%)** | **178(55%)** | **326(100%)** |

**Source:** Field data 2018

Table 4.1 table shows the demographic characteristics of respondents indicated that female were more involved in the study as compared to male but except for the age group ranging from 46-55. However the number has no statistical significance but just revealed that female were more involved in the study. The table also showed that ages of the respondents involved in the study were between 18 up to 56+ whereby age group ranges from 26 -35 was largely participated then followed by age group of 36 – 45, again the age group 46 – 55, 56+ and lastly 18-25. However this indicates that the most productive and employed age’s groups were 26 – 35 and 36 – 45 and are groups of highly young people working and search for green pastures from one organization to another.

### Length of Service of the Respondents

Respondents were asked about their length of service experiences at Iramba District Council, whereby the findings from the table 4.1 showed that the majority worked for the period of 6-10 years for both males and females as compared to other periods of year’s experiences and however 16-20 years experiences were the least.

### Demographic Characteristics of the Respondents during the Interview

The researchers also collected information concerning the demographic characteristics of the respondents and participants in the same location in Iramba district whereby the total number of sixty four (64). The study involved six groups, female and male of respondents from different departments (Health sector, education sector, agriculture and ten head of departments for interview to collect relevant information about their ages, gender as well as working experiences. The field data analysis showed that the percentages of age, gender and working experience of the respondents among male and female as the table revealed below.

**Table 4..2: Percentages Distribution of Respondent’s Age, Gender and Working Experience during the Interview**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Demographic characteristics** |  | **Male** | **Female** | **Total** |
| **Age of Respondents** | 18-25 | 6(23%) | 8(21%) | 14(22%) |
| 26-35 | 9(34%) | 10(26%) | 19(30%) |
| 36-45 | 6(23%) | 12(31%) | 18(28%) |
| 46-55 | 4(15%) | 6(15%) | 10(16%) |
| 56+ | 1(3%) | 2(5%) | 3(4%) |
| **Total** |  | **26(39%)** | **38(61%)** | **64(100%)** |
| **Working Experience in Years** | 1-5 | 10(38%) | 13(34%) | 22(35%) |
| 6-10 | 6(23%) | 9(24%) | 19(30%) |
| 11-15 | 5(19%) | 8(21%) | 12(19%) |
| 16-20 | 3(12%) | 5(13%) | 8(12%) |
| 21+ | 1(3%) | 3(9%) | 3(4%) |
| **Total** |  | **26 (39%)** | **38(61%)** | **64(100%)** |

**Source:** Field data 2018

Table 4.2 has shown that the demographic characteristics of respondents during the interview indicated that the majority were female about 61% and male 38%. It also shown that ages of the respondents involved in the study were between the age of 18 up to 56+ whereby the age group ranges from 26 -35 was largely participated then followed by age group of 36 – 45, again the age group 46 – 55, 56+ and lastly 18-25. However this indicates that most productive and employed age groups were 26 – 35 and 36 – 45 as well as young people which either contributed from the context that are very mobile and attribute labour turnover.

### Working Experience of the Respondents

In the study the respondents were asked about working experience in relation to the question “how long have you been working here” The reply were the majority ranges from 1 - 5 years which accounted thirty five (35%), thereafter 6 -10 years accounted thirty (30%), 11 -15 years about (19%) as well as 12% for 16 – 20 and lastly 21+ of 4%. During the interview majority of respondents they discussed different argument about working experience in relation to employment. They said that workers with long working experience have large salary scale that satisfy them and become hard to shift from one working place to another.

One of the interviewee said:

*“Most of employees who have long working experiences in employments are probably paid good salary and have some incentives compared to those who are paid low salary.”*

Same comments were also explained by other respondent in interview that majority said private sector tends to have short working experiences as resulted of good salary payment.

One of the interviewee said:

*“Employees and employers experienced challenges of long working due to the fact that many of them terminate the employment as they are looking for green pasture especially to private sectors.*

However majority concluded that length of working experience in service depends to the sectors on how much care the employees in relation to needs fulfillment and security despite of the extent salary they received.

The researcher ought to understand causes of labour turnover among the employees during the interviews in relation to the question “what inspired you to join this organization. The majority during the interview explained that by the time of employment well elaboration of opportunity and incentives were given and was well stipulated in the contract of agreement, however after the contract and start working things changes on time few things were fulfilled such as Leave but no payment, career development were given but very hardly and no payment even promotion it hardly to be promoted.

One of the participants said:

*“I accepted government employment because of no choice despite of the fact that payment and working environment still are low and unsupportive”*

Also a*nother respondent said:*

*“I did not understand exactly what inside the employment in local government but when I became employed for sure we are suffering what I expected for future success became vice verse as resulted of low salary, no career development and no promotion”.*

It seems that the majority of employees when employed many aimed high in life achievement and what the expected met unfavorable environment, they became frustrated and start searching for green pastures that led to terminate the job.

## Causes of Labour Turnover

The researcher ought to understand causes of labour turnover among the employees and the questionnaires were distributed to the respondents according to the objectives to find out their respond. The following variables were identified to influences labour turnover such as salary dissatisfaction, opportunity for career advancement, satisfaction with working conditions, staff members are not involved in decision making, lack of employee assistance programme, employee input is not appreciated as well as work boredom are the causes of staff turnover. The respondents were given a chance and time to fill in the questionnaires according to the following options 1. Strongly disagree, 2.Disagree, 3.Neutral, 4.Agree and 5.Strongly agree.

### Response of the Respondents

Salary satisfaction has been shown in **t**he table 4.3 below, the results from the field revealed on how labour turnover influenced by the salary satisfaction. The respondents were given a chance and time to fill in the questionnaires according to the following options 1. Strongly disagree, 2.Disagree, 3.Neutral, 4.Agree and 5.Strongly agree. The results showed that the work salary satisfaction among respondents after they asked about whether are satisfied with the salary of an organization according to the five different options as of the questionnaires provided.

The percentages revealed that the majority about 43% were strongly disagreed with the salary satisfaction, about 29% were disagreed then followed by neutral and disagree of 12% as compared to the rest of 4% of respondents who strongly agreed.

The field results have revealed that salary satisfaction if does not fulfill the employees needs causes the majority to leave the employments. However, very few about 4% strongly agreed, this may be happened due to previous results shown in relation to length of work experiences that revealed that few of them has more that 21+ year of working at that organization which most of them were head of the departments or few employees that could be with high salary that satisfied them or has no more exposures of working in other organization.

The same Table 4.3 displayed the results of respondents about opportunity for career advancement, the information gathered shown that the respondents work turnover were high influencing an organization achievement performance and profit. The table has shown that the percentage distribution of opportunity for career advancement, the majority of the respondent about 29% disagreed and very few about 9% were strongly disagree and 29% were neutral while 29% agreed and least about 4% strongly agreed that there were opportunity for career development. Therefore, from the field results portrayed that lack of opportunity for career advancement was influencing labour turnover.

The respondents also assessed about satisfaction with working conditions, the respondents after they asked to fill the questionnaires whether were not satisfied with the working condition within the organization according to the five different options provided. The Table 4.3 has shown that most of respondents about 36% agreed and 11% strongly disagreed as compared to the disagreed and neutral that were 23% and only 7% strongly disagreed. Therefore, the satisfaction of working conditions contributes more employees to leave an employment and this affects many organizations. The respondents also were asked to respond according to the five options in questionnaires about staff members’ are not involved in decision making, The table 4.3 below showed the percentage distribution of staff members on how influences work turnover if were not involved in decision making at an organization. The analysis revealed that about 30% of respondents agreed and very few of 5% strongly agreed to affects work turnover and about 29% disagreed and few of 11% strongly disagreed, however 25% were reported to be neutral. Therefore, the study indicated that work turnover slightly influenced by staff members if were not involved in decision making in the organization.

The respondents were asked to fill the questionnaires about work turnover in relation to the lack of employment assistance programme based on five questions options. The table 4.3 below has shown that majority about 45% of respondents agreed that lack of employee assistance programme contributes to work turnover and few of them about 9% strongly supported the idea while 26% were neutral and 15% agreed and very few about 6% strongly disagreed. Therefore, the majority of respondents were supported that lack of employee assistance programme influences labour turnover.

Another question posed to the respondents about the input is not appreciated in relation to work turnover. The respondents filled as per questionnaire. The table below shows the results that, the respondents about 33% agreed as well as 8% strongly agreed that work turnover is also affected if employees’ input was not appreciated and considered in an organization. On the other hand 22% disagreed and about 7% strongly disagreed and the rest of 29% was neutral. Work boredom was another variable that used to assess the respondents in relation to labour turnover in the organization.

The results in the Table 4.3 presents the results that work boredom was significantly influences work turnover wherein majority of respondents of 38% agreed and 22% strongly supported the majority. On other hand few of respondents were strongly disagreed about 5% and 13% disagreed and 22% of respondents were not sure.

**Table 4.3: Shows the Results of Causes of Labour Turnover in the Organization**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Independent Variables** | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** | **Total** |
| Salary Satisfaction | 140(43%) | 96(29%) | 39(12%) | 39(12%) | 12(4%) | 326(100%) |
| Opportunity for Career Advancement | 30(9%) | 94(29%) | 95(29%) | 94(29) | 13(4%) | 326(100%) |
| Not satisfied with working condition | 23(7%) | 74(23%) | 76(23%) | 117(36% | 36(11%) | 326(100%) |
| Staff members not involved in decision making | 37(11%) | 96(29%) | 80(25%) | 97(30%) | 16(5%) | 326(100%) |
| Lack of employment assistance programme | 18(6%) | 49(15%) | 85(26%) | 146(45%) | 28(9%) | 326(100%) |
| Input not appreciated | 24(7%) | 72(22%) | 96(29%) | 108(33%) | 26(8%) | 326(100) |
| Work boredom causes staff turnover | 16(5%) | 41(13) | 74(23%) | 125(38%) | 70(22%) | 326(100%) |

**Source:** Field data 2018

### Response of Respondents during the Interview

The same phenomenon was discussed during the interview whereby the majority of the participants, participated and responded fully during the interview and posed to the question “Have you ever moved from other organization before”, most of the participants respond yes and mentioned some reasons that contributed the labour turnover: low salary, low compensation, lack of career development opportunity, poor management, lack of incentives, unfairness and inequity, no promotion, no recognition even if they accomplish their goals assigned to as well as neglecting workers’ opinions. Also the same reasons appeared to affect the current employees and thinking to leave the current employment as when were asked about “Do you think of leaving your current employer”.

During the interview majority explained that low salary among employees demoralizes work commitment and low productions which later on employees decide leave the job. One of the interviewee responded that:

*“Most of the employees terminate the job due to low salary, poor management, lack of opportunity for career development, poor working environment.*

Another respondent explained that:

*“Many are not satisfied with the salary they receive from the organization and this causes more workers to terminate their employment”.*

The same idea was explained that some healthcare workers and teachers quit the employment due to the fact that no incentives and promotion. One of the respondents said that:

*“I have been working for ten years now but the lower cadres in health sectors and education sectors are highly working but are paid low as compared to other of high levels though even to them, yet still no promotion system”*.

Therefore the majority during the interview revealed that inadequate conducive and supportive working environment affects productivity and accountability as well as future development.

## Relationship between Labour Turnover and the Performance of Local Government

Binary Logistic regression analysis was employed to examine the relationship between labour turnover and the performance of local government. The model was applied because a dependent variable (labour turnover) was categorical variable. The independent variables regressed to predict the relationship of labour turnover were as follow; salary satisfaction, career advancement, working condition, involvement in decision making, employee assistance programme, input not appreciated and work boredom.

## Logistic Regression Results Analysis

Table .4: Logistic regression Results

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Labour turnover | Odds ratio | St. Err | t-value | p-value | Sig. |
| Salary  Yes | 0.843 | 0.346 | -0.41 | 0.678 |  |
| No | 1.000 | . | . | . |  |
| Career Advancement  Yes | 1.941 | 0.735 | 1.75 | 0.080 | \* |
| No | 1.000 | . | . | . |  |
| Working condition  Yes | 3.017 | 1.198 | 2.78 | 0.005 | \*\*\* |
| No | 1.000 | . | . | . |  |
| Involved in decision making  Yes | 3.598 | 1.379 | 3.34 | 0.001 | \*\*\* |
| No | 1.000 | . | . | . |  |
| Assisting programme  Yes | 0.997 | 0.453 | -0.01 | 0.994 |  |
| No | 1.000 | . | . | . |  |
| Inputs not appreciated  Yes | 0.514 | 0.225 | -1.52 | 0.128 |  |
| No | 1.000 | . | . | . |  |
| Work boredom Yes | 0.369 | 0.212 | -1.74 | 0.082 | \* |
| No | 1.000 | . | . | . |  |
| \_cons | 5.360 | 2.940 | 3.06 | 0.002 | \*\*\* |
| \*\*\* p<0.01, \*\* p<0.05, \* p<0.1 | | | | | |

The result has shown that working condition, employees’ involvement in decision making, and work boredom was strongly associated with working performance. The career advancement, working condition, involvement in decision making, and work boredom are statistically significant in influencing labour turnover. Absence of career development influence workers to move to other organizations. Those who do not receive career advancement opportunities are 1.941 times more likely to quit job at the organization compared to those receiving. Individuals working under poor condition are 3.017 times more likely to move compared to those individuals working under good conditions. Those not involved in decision making decision are likely to move from the current job. They are 3.598 times more likely to quit their current job compared to those involved in decision making.

## Effect of Labour Turnover on the Performance of the Local Government

The investigator conducted assessment on the effects of high labour turnover hinders the performance of local government, whereby questionnaires were provided to respondents and filled in accordingly. The analysis of results displayed clearly on how labour/staff turnover drive and affects local government performance in negative ways such as too much wastage of resources, reduction in work productivity, reduction in the quality of service produced, decline in services provision, disrupts service delivery and loss of customers. The respondents were given a chance and time to fill in the questionnaires according to the following options 1. Strongly disagree, 2.Disagree, 3.Neutral, 4.Agree and 5.Strongly agree.

### Response of the Respondents

Wastage of resources has been shown in the Table 4.5, the results shows that high staff turnover causes poor performance of local government. The results revealed that the majority of respondents about 45% agreed and 11% also supported the majority as strongly agreed whereby about 17% were strongly disagreed then followed by 15% whereby disagreed and 12% of the rest were neutral. Therefore, the high turnover of staff affects negatively local government performance in aspect of wastage of resources when new staff settles in. The Table displayed the results of the respondents about how high staff turnover causes reduction of work productivity at local government in relation to performance and profit. The table has shown that the majority of the respondent of 51% agreed and 14% also strongly agreed. Therefore, the high turnover of staff affects negatively local government performance in relation to reduction in work productivity.

The respondents also assessed about how high staff turnover affect local government performance in relation to reduction in quality of services produced, the respondents after they asked to fill the questionnaires, the following results observed as in the table 4.5 below as most of respondents about 55% agreed and 15% strongly agreed as compared to about 15% who were neutral and 10% disagreed then followed by the 5% strongly disagreed. Therefore, the high turnover of staff affects highly local government performance in aspect of reduction in the quality of service produced.

Again the respondents were asked to respond according to high staff turnover on how decrease services provision. The table 4.5 below showed the percentage distribution from data analysis revealed that about 53% of respondents agreed and very few of 15% strongly agreed while 17% responded neutrally as well as about 12% disagreed and few of 4% strongly disagreed. Therefore, the study indicated that high staff turnover increases poor performance of local government which affects services provision.

The respondents were asked to fill the questionnaires about how high staff turnover causes disrupts in service delivery at local government based on five questions options. The table 4.5 has shown that majority about 50% of respondents agreed that high turnover disrupt the service delivery which lead to poor performance and few of 12% strongly supported the idea whilst 23% were neutral and 12% disagreed and very few about 3% strongly disagreed. Therefore, the majority of respondents supported that high turnover of staff causes poor performance. And finally the last question was assessing how high staff turnover causes loss off customers at local government performance. Again the table below shown that, the respondents about 52% agreed as well as 10% strongly agreed that high staff turnover of local government causes loss off customers. On the other side 14% disagreed and about 4% strongly disagreed as well as the rest of 20% were neutral.

Table .5: The Effects of High Labour Turnover Affects the Local Government Performance

| **Independent Variables** | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** | **Total** |
| --- | --- | --- | --- | --- | --- | --- |
| **Wastage of resources** | 56(17%) | 49(15%) | 40(12%) | 146(45%) | 35(11%) | 326(100%) |
| **Reduction in work productivity** | 24(7%) | 41(13%) | 49(15%) | 167(51) | 45(14%) | 326(100%) |
| **Reduction in quality of service produced** | 16(5%) | 34(10%) | 50(15%) | 178(55%) | 48(15%) | 326(100%) |
| **Decline in service provision** | 13(4%) | 39(12%) | 54(17%) | 171(53%) | 49(15%) | 326(100%) |
| **Disrupts service delivery** | 8(3%) | 40(12%) | 74(23%) | 164(50%) | 40(12%) | 326(100%) |
| **Loss off customer** | 14(4%) | 45(14%) | 66(20%) | 168(52%) | 33(10%) | 326(100) |

**Source:** Field data 2018

### Response of Participants during the Interview

During the interview participants discussed that the effect of high labour turnover in relation to local performance wherewith the likely question “How the organization is affected by increasing of rate of labour turnover”, the researcher noted that the interviewees responded the following impacts loss of customers, low working morale, low productivity, work overload, disruption of service provision. During the interview majority explained that high labour turnover causes low performance of local government in Tanzania. One of the participants responded that:

*“Lack of incentives to retain employee in most local government increases high turnover that resulted to low working morale and lead to more department to under deliver against the set standards”*

## Strategies to Reduce Labour Turnover

The researcher used the questionnaires to point out the respondent’s choices regarding the strategies to reduce labour turnover in order to improve the local government’s performance. The analysis shows the outcome based on the variables work relationship between employees must be improved for the purpose of turnover reduction in line to employees that must be recognized when they achieved goals and also employee must be paid well. The respondents were given a chance to respond individually through filling the questionnaire based on the following options 1. Strongly disagree, 2. Disagree, 3. Neutral, 4. Agree and 5.Strongly agree.

### Response of the Respondents

According to the variables mentioned in previous section, it has shown that work relationship between employees must be improved, the Table 4.6 shown the percentages distribution that majority of the respondents about 45% strongly agreed and another 45% also of the majority supported the statement as they agreed and about 3% were strongly disagreed then followed by 1% who also disagreed and 6% of the rest were neutral. Therefore, work relationship between employees must be improved as being shown as one of the strategies to improve work performance and reduces labour turnover. Also the same

Table 4.6 displayed the results of the respondents about how employees must be recognized when they achieved goals as being another strategy to improve performance and retained labour at working areas of the local government. The table has shown that the majority of the respondents of 47% were strongly agreed and 45% also agreed whereby 4% found to be neutral and few about 3% disagreed and 1% strongly disagreed. Therefore, employees to be recognized when they achieved goals improve the services and reduce staff turnover. At lastly the respondent’s results shown that in order to increase work production and performance, employee must be paid well as well as reasonable salary be considered. Again, the table below also has shown that, the respondents about 58% were strongly agreed as well as about 32% agreed and 5% were neutral as well as 3% disagreed and about 2% were strongly disagreed. Therefore payment of reasonable salary reduces the high turnover of the employees and improves the services produced.

Table .5: Shown the Strategy results to Reduce Labour Turnover

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Independent Variables** | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** | **Total** |
| Working relationship must be improved | 11(3%) | 2(1%) | 19(6%) | 146(45%) | 148(45%) | 326(100%) |
| Employees must be recognized when they achieved goals | 4(1%) | 9(3%) | 14(4%) | 146(45%) | 153(47%) | 326(100%) |
| Employee must be paid well reasonable salary | 7(2%) | 8(3%) | 15(5%) | 105(32%) | 191(58%) | 326(100%) |

**Source:** Field data 2018.

### Response of Participants during the Interview

The participants discussed during the interview about the strategies to reduce labour turnover wherewith the likely question interviewed “ In your opinion what do you think should be done to reduce labour turnover” the majority of the participants during the interview identified the following ways that could be used to reduce labour turnover, reasonable salary, timely promotion, values workers ideas, employee meeting. Majority of respondents they explained that employment should provides conducive environment that encourage employees to work in a comfortable surroundings. One of the participants said:

*“The local government has to motivate employees through providing good salary, and incentives which improved the retention of employees.*

Most of the respondents realized those labour turnover highly affect the performance of local government, they insist about good payment of worker which can invert the existing problem. One of the participants said:

*“Employees must have to be paid high salary this can favor the retention of the employees and improve the performance of local government and maximize the profit and more flow of customers due to good quality of services provided.”*

Also they explained that opportunity and incentives was well stipulated in the contract of agreement, however if the local government will fulfill the requirement, the performance will increases. One of the participants said:

*“I accepted that to mitigate the existing challenge leader at local government are required to encourage the employee meetings wherein employee would be allowed to air their grievances for the purpose of the management to understand the problem present and prepare intervention before workers turnover”.*

The same argument was explained by the participants who showed that more serious improvement strategies are required to mitigate the outcome of high turnover of employees which affect the local government performance at large.

## Chapter Summary

This chapter discussed the demographic characteristics of the respondents, causes of labour turnover, relationship between labour turnover and the performance of local government, effects of labour turnover on the performance of local government and chapter five discussed demographic characteristics, causes of labour turnover, the relationship between labour turnover and the performance of the organization, strategies to reduce labour turnover.

## CHAPTER FIVE

## DISCUSSION OF THE FINDINGS

## Introduction

This chapter details with the discussion of the study findings which were conducted at Iramba district in Singida region. The discussions were centred on the main research objectives as to find out causes of labour turnover, to examine the significant relationship between labour turnover and the performance of local government and finally to determine the strategies to deal with labour turnover at Iramba district council. Therefore, this document highlights and shows the results of the study finding from the respondents and participants following analysis of the questionnaires, interviews as well as documentary and the findings from the logistic regression analysis.

## Demographic Characteristics

The researchers collected information concerning the demographic characteristics of the respondents in Iramba district. The total number of three hundred twenty six (326) respondents was given to the respondents to collects relevant information about their ages, gender and working experiences. The study findings shown that female were more involved in the study as compared to male but except for the age group range from 46-55. George and Sabapathy (2011) argued that employees at work seeks to satisfy his or her need to have a sense of professional maturity and career growth, the purpose of work remains fulfilled and the person ends up motivated at the workplace which does not show inequality or discrimination of sexy at working area in relation to work turnover, performance and strategies.

Therefore, the finding of the study has no any significant but just to show the proportional of sexy involvement, which the idea was supported by Adam (1965) and Tyani (2001) where they stated that employees fair and equitable manner are equally treated regardless of age, gender, ethnicity, disability, sexual orientation, geographic location, or other similarly defined categories. The study finding has shown that length of service among employees, majority worked for the period of 6-10 years for both males and females as compared to other periods of year’s of working experiences and however 16-20 years experiences were the least.

Hackman and Oldham (1975) supported the finding that length of services among employees, determined by a set of features that built into jobs in order to satisfy and motivate employees in their work places as the feel personal responsibility for the outcomes of the job and the work must be experienced as meaningful by the employee and finally deals with the employee being aware of how effective converting her or his effort into performance.

## Causes of Labour Turnover

The study findings revealed that one of the causes of labour turnover at Iramba District was salary dissatisfaction. The study found that if employees are unsatisfied with the salaries being paid will leave the organization and the organization will be impacted with poor performance. This was supported by Mboya (2009) who in his study concluded that differences in payment of salaries and provision of fringe benefits forced those who are lowly paid to seek for greener pastures in other organizations, also lack of working facilities and equipment leads to turnover, for example, lack of teaching and learning facilities in school forced teachers to seek for alternative jobs. Also Bula (2012) supported that salary is a major factor causing labour turnover followed by training, promotion, performance appraisal and work condition.

The study found out that lack of opportunity for career development for employees’ precipitate labour turnover at Iramba District, 29% of the respondents agreed that there is no opportunity for training at Iramba District. This lack of opportunity for career development supported by Ranjitham (2013) who found that lack of proper training on the new skills has increased stress to employees and has led to increased turnover. Factors such that better opportunity in some other company, scramble for wages, and lack of career opportunities.

The study findings revealed that one of the causes of labour turnover at Iramba District was poor working conditions, 40% of the respondents agreed that are satisfied with the working conditions, this led to poor service delivery. This concurred with the findings of Kiunsi (2008) and Magalla (2011) who expose that controllable manageable factors such as short contract, Poor working condition, poor recruitment procedure, lack of motivation, and poor or inadequate incentives and rewards are the reasons that influencing voluntary labour turnover in the public organizations.

The study found that employees are not involved in decision making in the organization about 30% agreed that are not involved in decision making. Therefore some decisions made in absence of employees are not in favor to the employee, hence employees decide to leave the organization. This agreed with the findings of Bula (2012) who found that participation in decision making and leadership style were also considered as immediate factors for labour turnover in organization.

The study findings revealed that lack of employee assistance progromme causes the labour turnover,45% of the respondents agreed that they lack assistance programme at Iramba District therefore decide to leave the organization. This supported by the findings of Ongori (2007) who in his study concluded that among of the factors that influence employee leave the organization is poor personnel policies, poor recruitment policies, poor supervisory practices and poor grievance procedures contribute to high labour turnover. The study also found that input of the employees are not appreciated or recognized by leaders of the organization this made to be demoralized and hence decide to leave. This concurred with the findings of Susana (2011) and Minja(2011) who concluded that, less recognition of employees is one of the causes of voluntary employee’s turnover in public organization in Tanzania.

## The Relationship between Labour Turnover and the Performance of the Organization

The study sought to examine the relationship between labour turnover and the performance of local government. The logistic regression results analysis indicate that absence of career development influence workers to move to other organizations. Those who do not receive career advancement opportunities were 1.941 times more likely to quit job at the organization compared to those receiving. Individuals working under poor condition were 3.017 times more likely to move compared to those individuals working under good conditions. Those not involved in decision making were likely to move from the current job were 3.598 times more likely to quit their current job compared to those involved in decision making. Hence this movement can affect labour turnover and performance of the organization.

Namhoon (2009) also supported that organization incur direct and indirect expenses when employees leave the organization, among the costs they include advertisement, headhunting fees, resource management expenses, time and efficiency training and development. Also Syed et al., (2015) concurred with the findings, summarized that employee’s turnover is among the major factors that affects productivity of the organization. Therefore labour turnover affects the performance of the organization. The organization incurs a lot of resources, reduction in work productivity, reduction in quality of service produced, decline in service produced and loss of customers.

## Strategies to reduce labour turnover

The study also aimed at finding the strategies to reduce labour turnover at Iramba District. The study found working relationship that is good relationship between employee and management can reduce labour turnover. This agreed with the findings of Porter and Steer (1973) who summarized that poor supervision is one of the leading factor of employee turnover and hence it is vital for an organization to coach its managers in order to improve their organizational leadership skills, that employees do not have to be friends with their boss but they need to have a good relationship with their respective boss. Also Said (2011), ALMC(2010) agreed with the findings they argued that in order to retain workers in Tanzania management should be close to workers by involving them in decision making and planning and review its training policy.

The study found that good pay of salary to employees reduce labour turnover. Employees who are paid a good and reasonable salary will never quit the organization. This agreed with the findings of Wood and Macaulay (1991) who argued that most reasons given by employees leaving their current employment is the availability of higher paying jobs. Also Gupta and Shaw (2001) to support this noted that pay is the most critical outcome of organizational membership for employees.

The study also revealed that in order to reduce labour turnover employees must be recognized especially when they achieve the goal assigned. In so doing they will feel as part and parcel of the organization. This concurred with the study of Susana (2011) and Minja(2011) who concluded that, less recognition of employees is one of the causes of voluntary employee’s turnover in public organization in Tanzania. Similarly MacLeod and Clarke (2009) in their findings support, they said that the best ways to reducing turnover is to take steps to engage employees into organization jobs by showing them clear leadership, respect and appreciation, giving them power and ways to voice their views and concern than trying to control and restrict them.

## Chapter Summary

This chapter discussed the findings of the study, it discussed introduction, demographic characteristics, causes of labour turnover, the relationship between labour turnover and the performance of the organization, strategies to reduce labour turnover and chapter six will discuss summary of the study, recommendations, conclusion and limitation of the study and areas for further studies.

## CHAPTER SIX

## CONCLUSIONS AND RECOMMENDATIONS

## 6.1 Introduction

This chapter presented the summary of the findings, recommendations, conclusions and Limitation of the study and areas for further study.

## Summary of the Findings

The study focused on the research objectives which were to find out the causes and effects of labour turnover in Local Authorities in Tanzania, a case of Iramba District Council, to examine the relationship between labour turnover and the performance of the organization, to determine strategies to deal with labour turnover at Iramba District. The first objective was to find out the causes of labour turnover at Iramba District Council, the study used and tested the following variables, salary dissatisfaction, no opportunity for career advancement in the organization, poor working conditions, staff members are not involved in process of decision making in the organization, lack of employees assistance programme, input of staff members are not appreciated and work boredom is one of the cause of staff turnover. The findings of the study showed that the mentioned above variables have influenced labour turnover at Iramba District.

The second objective was to examine the relationship between labour turnover and the performance of Iramba District, the study findings showed that when there is high labour turnover the organization faces problems which led to poor performance. The problems include wastage of resources to recruit new employees, reduction in work productivity, reduction in quality of service produced, decline in service provision, disruption of service delivery, and loss of customer. Furthermore the study identified several strategies for reducing the problem of labour turnover at Iramba District Council, these strategies include, employees must be paid well so that they can remain working with Iramba District Council, working relationship must be improved so that employee can be motivated, employees must be recognized when they achieve the goal which they are assigned to perform.

## Recommendation

From the above findings the followings are the recommendations made by the researcher in order to reduce the high labour turnover. Organizations should ensure that they have a good system of paying a reasonable salary which will satisfy the employees and make them remain in the organization. Organizations also should introduce programme for career advancement for employee, this programme will enable employee to grow in their career development. Working condition is another thing which should be improved to encourage staff continuing working with the same organization, bad working condition precipitates employees to move from one organization to another.

Also employee should be included in body of decision making such as management of the organization. Organization should ensure that all employees are treated equally and fairly in terms of respect, payment of bonus and other benefits and training. Employees should be recognized when they perform and accomplish their goals in the organization, recognition will make them feel that are part and parcel of the organization.

## Conclusion

From the above findings the researcher drew the following conclusion. The high labour turnover has the great impact to the organizational performance of Iramba District Council. High turnover causes the following effects, wastage of resources to recruit new staff, reduction in work productivity since qualified and competent employees have shifted to another organization, reduction in the quality of service produced due to incompetent employees who remain in the organization. Decline in service provision is one the effects turnover this happen after the capable staff shift to another organization and those who are remain they lack morally and they provide poor service. If the service is in good manner turnover will disrupt it and results to loss of customers. Therefore Iramba DC should ensure that the problems of labour turnover are removed.

Despite the existing previous studies were done all over the world regarding issues of labour turn over, the findings of this study indicated that labour turnover is still the big problem to public organizations especially local government authorities in Tanzania. Therefore this study adds new knowledge to the existing literature on labour turnover. And the implication of this study to the government is that should take immediate measure to reduce labour turnover, to the employers the study will have practical value for effective initiative in making sure that the rate of labour turnover decreased will be taken.

## Limitations of the Study and Areas for Further Studies

Although the study had its aims, there were unavoidable limitations. First, because of time limit, this study was conducted only on a small sample size of population who were given questionnaires. Therefore, to generalize the results for a larger groups the study should have involved more participants at different levels. Second, the researcher selected Iramba District, in Singida region as the area of study which is small compared to the entire country therefore limited the generality of the study findings.

The aim of the study was to investigate on the causes and effects of labour turnover on the performance of local government authorities, a case of Iramba district council. Since a single study cannot cover each and every thing on the posed topic. It is recommended that there is a need to conduct the same study in other districts to identify if there is commonality. Also logistics regression employed to examine the relationship between labour turnover and the performance of Iramba District but other studies could employ linear regression method so that at the end the findings could be compared.

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## APPENDICES

**Appendix I: Questionnaires for Employees**

Dear Respondent

My name is Martine Ndamo, MHRM student at the Open University of Tanzania. At the moment I am conducting a study on causes and effects of labour turnover on the performance of local government at Iramba District You are kindly asked to spare some few minutes and take part in this study. The information contained in the questionnaire will be confidential, and only for research purposes. I am expressing my gratitude for your assistance.

Instructions:

Please tick one of the correct answers

Answer all questions

**PART A: GENERAL INFORMATION**

1. Departments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. Region \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ District \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**3. Age**

|  |  |
| --- | --- |
| **Year** |  |
| 1. 18-25 years |  |
| 1. 26-35 years |  |
| 1. 36-45 years |  |
| 1. 46-55 years |  |
| 1. 56 and above |  |

**4. Gender**

|  |  |
| --- | --- |
| **Gender** |  |
| 1. Male |  |
| 2. Female |  |

**5. Length of service**

|  |  |
| --- | --- |
| Years |  |
| 1 1-5 years |  |
| 2 6-10 years |  |
| 3 11- 15 years |  |
| 4 16-20 years |  |
| 5 21 and above |  |

**SECTION B: CAUSES OF EMPLOYEE TURNOVER**

6(a) the following seven statements describe levels of agreement about causes of labour turnover. Please tick once in each statement to show your response regarding the causes of employee turnover in 5 likert scale point 1(strongly disagree), 2(disagree), 3(neutral), 4(agree), 5(strongly agree).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ITEM** | **SD** | **D** | **N** | **A** | **SA** |
| 1. I’m satisfied with the salary I’ m getting in my organization |  |  |  |  |  |
| 1. In my organization there is no opportunity for career advancement. |  |  |  |  |  |
| 1. I’m not satisfied with working conditions |  |  |  |  |  |
| 1. Staff members are not involved in decision making. |  |  |  |  |  |
| 1. There is a lack of employee assistance programmes |  |  |  |  |  |
| 1. My input is not appreciated |  |  |  |  |  |
| 1. Work boredom is the causes of staff turnover. |  |  |  |  |  |
| 6 (b). Others, specify……………………………………………………………………………………………………………………………………………………………………………………………  **SECTION C: EFFECT OF LABOUR TURNOVER ON THE PERFORMANCE OF LOCAL GOVERNMENT**  7(a).The following seven statements indicates the effect of labour turnover on organizational performance, please indicate your response in a 5 point likert scale 1(strongly disagree), 2(disagree), 3(neutral), 4(agree), 5(strongly agree). Please tick once on the most appropriate answer in each statement | | | | | |
| 1. High staff turnover causes too much wastage of resources when new staff settles in. | SD | D | N | A | SA |
| 1. High staff turnover causes reduction in work productivity. |  |  |  |  |  |
| 1. High staff turnover causes reduction in the quality of service produced. |  |  |  |  |  |
| 1. Staff turnover causes a decline in services provision. |  |  |  |  |  |
| 1. Staff turnover disrupts service delivery. |  |  |  |  |  |
| 1. Service provided results in loss of customers. |  |  |  |  |  |

7(b).Others, specify………………………………………………………………………………………………

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **SECTION D: STRATEGIES TO REDUCE LABOUR TURNOVER**  08 (a) Please indicate your response regarding ways that can be used to reduce labour turnover at Iramba district council in a 5 point likert scale 1(strongly disagree), 2(disagree), 3(neutral), 4(agree), 5(strongly agree). Pick tick once in each statement. | | | | | |
| 1. Work relationship between employees must be improved. | SD | D | N | A | SA |
| 1. Employees must be recognized when they achieve goals. |  |  |  |  |  |
| 1. Employee must be paid well (reasonable salary). |  |  |  |  |  |

8(b)Others, specify……………………………………………………………………………………………

**Appendix II: Interview Guidelines to local government employees**

Dear Respondent,

My name is Martine Ndamo,I am a masters students pursuing MHRM at the Open University of Tanzania. The aim of this interview is to assess the causes and effects of labour turnover in local government authorities in Iramba District Council. You are kindly requested to assist in responding to the following questions based on your level of understanding. The information obtained in this interview session will be confidential, and only for research purposes.

Thank you in advance for spending some few minutes to take part in this study.

1. What inspired you to join this organization?

2. How long have you been working here?

3.Have you ever moved from other organization before?

4. Do you think of leaving your current employer? If yes,why?If no, why?

5.In your opinion, what do you think are the reasons why your colleagues choose to leave this organization?

6.In your opinion how do you think this organization is affected by the increasing rate of labour turnover?If yes, explain how?

7.In your opinion what do you think should be done to reduce labour turnover in this district?

**Appendix III: Research Activities**

This part indicates the specific research activities expected to be carried out, duration and the estimated budget for the study.

**Research Work plan**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **s/n** | **ACTIVITY** | **2018** | | | | | | | | |
| Feb | Mar. | Apr. | May | June | July | Aug. | Sept | Oct |
| **1** | Preparation of research proposal |  |  |  |  |  |  |  |  |  |
| **2** | Data Collection (Actual field) |  |  |  |  |  |  |  |  |  |
| **3** | Data Analysis and  report writing |  |  |  |  |  |  |  |  |  |

**Appendix IV: Estimated Research Budget**

This study will take eight month from the first month of submission of research project proposal up to 8th month of submission of research project report. The budget of the research study estimated as on the table below.

|  |  |  |  |
| --- | --- | --- | --- |
| **NA** | **ITEM** | **DESCRIPTION** | **COST** |
| 1 | Meals and transport allowance | Breakfast  Lunch  Dinner | 300,000/= |
| 2 | Stationary | Ream papers and pens, pencils etc | 100,000/= |
| 3 | Printing and binding | 150 pg @ 1000 | 150,000/= |
| 4 | Photocopy and other expenses | 150 pg@ 100 | 15,000/=  135,000/=  150,000/= |
| **Total Cost** | | | **700,000/=** |