

**EFFECTS OF MOTIVATION ON EMPLOYEES' TURNOVER IN
TANZANIA: A CASE OF RUANDA PRISON COLLEGE**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT (MHRM)
DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND
MANAGEMENT
THE OPEN UNIVERSITY OF TANZANIA**

2024

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation titled; “Effect of motivation on employee turnover. A case of Ruanda prison college” in partial fulfilment of the requirements for award of Master’s Degree in Human Resources Management.

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.....
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Date

DEDICATION

This work is dedicated to my beloved brother Kassim Hussein Kingu, and my late mother Zainab Shaban Godo who passed away in 27 July 2021, may her Soul Rest in Peace.

ACKNOWLEDGEMENTS

I offer my thanks to Almighty God for giving me life, wisdom, energy and courage, all of which enable me to successfully finish this report. I would drag out my sincere admiration to my supervisors; Dr Nasra Kara and Dr France Shayo for their unconditional supervision and constructive ideas to make sure my report is standard. I also want to appreciate the encouragement of my officer in charge of my institution Sir Joseph Mkude ACP the chief commandant of Ruanda Prisons College in my studies who amazingly managed to lift up my heart whenever I felt discouraged and for granting permission to carry out the study in Ruanda Prisons College as well as all staff members for their great assistance to me as they devoted their time to respond to the questionnaires as well as in interview session. I am grateful to my family, this work could not been achieved without the assistance of my family especially my husband Timothy J. Mwankusye who prayed for me, missed my love and care in order to accomplish my hard task, and also my Children George Timothy Mwankusye and Georgette Timothy Mankusye who missed my tenderness care and love when attending my classes. I cannot forget to thank my fellow students especially students of master of Human Resource Management (MHRM) 2022/2023 for their cooperation for the whole period we are together at Open University. Furthermore, I thank all Open University lectures and staffs for giving me knowledge of different things include knowledge of research, I highly realize their cooperation. Finally, I wish to thank my dearest relatives and friends, Deodatha Onanje, Asumin Mbunda, Hamis. R. Honero, Mwanahawa Shilla, Jane Z. Nkuwi Denis H. Vavadzu, and Agness Mamkwe for their support and encouragement as well as cooperation throughout my study and all who participated in one way or

another to make this work accomplished whose names. I can't mention all of them here. God bless you abundantly. Lastly, my sincere thanks to Mr. Fadhili M Nyenje for his guidance and assistance during writing of the entire research work. His knowledge of the field and guidance has been invaluable.

ABSTRACT

The study sought to assess the contribution of motivation on reducing employee turnover in Ruanda Prison College in Tanzania. The study specifically examined the effects of extrinsic and intrinsic motivational factors on employee turnover. The study further identified employee's perception regarding the existing motivations. The study was guided by Two Factor Theory. A total 172 questionnaires were distributed respondents via convenience and simple random sampling, while qualitative data was collected using content analysis. Quantitative data was analysed using descriptive statistics while content analysis was employed to analyse qualitative data. The study found that the employee's motivation has direct impact on employee's intention to leave their current jobs. From these observations of facts, it is clear that Ruanda prison college can make use of different tactics strategies and policies to motivate employees in work settings. Finally, the researcher recommended that employees at Ruanda prison college need to be motivated constantly. This study believes that intrinsic and extrinsic motivations are able to motivate the workers to increase their productivity and performance and hence reducing the turnover rate among the employees working at Ruanda prison college.

Keywords: *Employee, Motivation, Turnover, Intrinsic Motivation, Extrinsic Motivation*

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LIST OF ABBREVIATIONS

| | |
|-------|-----------------------------|
| ANOVA | Analysis of Anova |
| HR | Human Resources |
| KII | Key Informant Interview |
| OUT | Open University of Tanzania |
| US | United States |
| USD | United States Dollar |

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This study intends to assess the effect of motivation on employees' turnover, taking Ruanda Prisons College in Mbeya Region as a case study. The chapter is organised into background of the study, statement of the research problem, research objectives, research questions, and significance of the study.

1.2. Background to the study problem

Motivation came into existence in the beginning of 1880's previous time social theorist as well as philosophers used the term 'will' when they debate on the matter of motivation as the word to present the effortful to the human being, they described that motivation reflect as a creature that obliged one to accomplish (Dorta *et al.*, 2023). The rate of employee turnover worldwide can vary significantly depending on the industry, region, and other factors (Thant, 2023). The total separations rate of U.S. jobs is 47.2 percent as of 2021, according to the U.S. Bureau of Labor Statistics. This estimate represents all turnover — voluntary and involuntary. (Folch *et al.*, 2023).

There is a strong relationship between employee motivation and turnover. When employees are motivated, engaged, and satisfied with their work, they are less likely to leave the organization. On the other side, when employees feel demotivated, disengaged, or unfulfilled in their roles, they are more likely to seek opportunities elsewhere, leading to higher turnover rates (Makambi *et al.*, 2019).

In general, turnover rates tend to be higher in industries such as retail, hospitality, and healthcare, where the nature of the work can lead to higher levels of turnover (Islam, 2019). Globally, turnover rates are influenced by factors such as economic conditions, job market trends, employee engagement, job satisfaction, organizational culture, and leadership practices. High turnover rates can have negative impacts on organizations, including increased recruitment costs, loss of productivity, reduced morale, and negative effects on customer service (Jessica, 2019). Generally speaking, turnover rates in Africa tend to be higher compared to other regions due to a variety of reasons, including economic challenges, limited job opportunities, and social factors (Glenn, 2023). The employee's turnover is widely affecting the organization performance various of this relationship have been proposed over the years, in South Africa the optimal functional voluntary employees' turnover rate for organizations was calculated to between 14 and 19% (Tao *et al.*, 2022).

Employee turnover has become a widespread concern for human resource manager globally. In the United States, approximately 60 million employees left their jobs in 2022 (Tao *et al.*, 2022). Employee turnover negatively affects the economy, costing businesses over USD 25 billion per year (Glenn, 2023). Glenn (2023) asserts that employee motivation is that secret ingredient that allows greater engagement to be possible in the first place and by instilling a sense of drive and personal satisfaction in employees, companies can decrease turnover and keep their top talent around long-term. Most studies globally show that there exists relationship between the labour turnover, motivation and employee's retention, for example increasing health returns, job match equality, contract type, job status have high contribution to the

retention of employee (Onijigin, *et al.*, 2023). Makambi *et al.* (2019) asserts that employees are a company's livelihood. Garg *et al.* (2023) asserts that as days goes on prisons officers are observed to perform their daily activities at low morale. Although, there is no standard framework for understanding the employees turnover process as a whole, a wide range of factors have been found useful in interpreting employee turnover (Garg *et al.*, 2023).

Similarly, the study conducted in developing countries show the variables such as payment, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, and relationship with supervisor and nature of work affect the job turnover (Nabi *et al.*, 2017). Makambi *et al.* (2029) conducted descriptive research to investigate the impact of motivation in staff performance of organization in Kitale prison in Kenya. Low motivation of staff members has contributed to many factors that include participation in decision making, recognition, responsibility and power, opportunity for personal growth (Makambi *et al.*, 2029). Joseph (2023) asserts that in Tanzania the Ministry of Home Affairs has diverse mandates and functions to its departments. Department of Prisons strives to the best in terms of providing service depending on stakeholder relationships, collectiveness and collaborative solution finding. Despite of having a very good channel on providing services, the trend of labour turnover continue in Ruanda Prisons College as many prison officers strives to leave to another Region or other organization due to the absence of motivation factors (Joseph, 2023).

The national employment policy of Tanzania (2008) has been discussed on the issues of employment policy itself, promotion of employment and employment services

which aim of stimulating an adequate employment growth in its economy. The main objectives are; to enhance skills and competences, to promote equal access to employment opportunities and resources endowments, to ensure income security and social inclusion and also to safeguard the basic rights and interest of workers in accordance with international labour standards. Despite of having good national policy to its employees, there is labour turnover in different organization particularly in Prison Department at Ruanda Prisons College (Pune *et al.*, 2022).

Different initiatives have been taken to address the problem of labour turnover to prison officers especially on motivation factors like the increase of payment in salary and other allowances (Aksakal, 2014). Also, promotion has been done through categories like education, work experience, time of services and even how work has been done so as to ensure retention of prison officers, though it is very difficult to reach intended goals due to the low government budget (Garg *et al.*, 2023). Ruanda Prisons College is not unique from other organizations, incidences of labour turnover, absenteeism and low performance are indicators that there are no motivation factors in the organization (Dodanwala *et al.*, 2023). Though, there are different initiatives on motivation factors like the increase of payment in salary and other allowances, also promotion has been used as the management reaction to reshape the situation (Onijigin, 2023), but still employee labour turnover exists.

Therefore, this study was conducted to find out the contribution of motivation on reducing employees' turnover specifically examining the effects of reward system and social welfare provision on reducing employees' turnover as well as determining employees' perception regarding the existing employees' motivation. The study was

guided by Two-Factor Theory developed by Frederick Herzberg in the late 1950s. The theory states that there are two dimensions to job satisfaction, “motivation” and “hygiene”. Herzberg’s model states that if workers are not motivated leads to dissatisfaction. Dissatisfaction happens due to hygiene factors such as supervision, salaries, wages and company policy (Herzberg, 1959).

1.3 Statement of the Problem

The importance of motivation to employees has been recognized through out the world particularly in Tanzania. Many organizations like prisons are facing a challenge on how to retain workers and to satisfy employees interests to avoid labour turnover (Makambi *et al.*, 2019). According to Dorta *et al.* (2023), motivation in Ruanda Prison College has been poor, this has resulted into many problems arise due to low morale of work, poor developing cultures and unlawful practices. Salary review has been said for a long time, housing and welfare issues are declining since little or no step has been taken. Several studies have been carried out relating to employee motivation, but few have been focused on its impact on employees’ performance, rather focusing on the motivational factors and techniques (Thant, 2023).

Dodanwala *et al.* (2023) concluded that employees from different regions and cultures cannot be motivated using similar motivational techniques meaning that different techniques may require to be applied for different region and culture. An organization should focus to identify employees needs that satisfy their employees at their places of work as they are the most valued assets in an organization (Pune *et al.*, 2022). Motivation cause retention of employees; it is very crucial aspect in any organization that needs to improve its service qualities (Thant, 2023). In Tanzania as

in many countries, the rate of employee's turnover is high and can be influenced by ranges of factors including compensation and benefits, recognition and rewards, carrier development opportunities together with working environment (Garg *et al.*, 2023).

Currently, in Tanzania, many public organizations are experiencing high rate of employees' turnover; the determinants cause of the problem tends to differ from one organization to another. Ruanda Prison College experiences the problem of employees' turnover since 2009 up to date, the percentages of employee's turnover rate are approximately to 17% per year (Jessica, 2019). As a way of addressing the problem, the government introduced various retention and motivational strategies that ensure employees commitment to the organization. So, the government introduced extra duty allowances, sitting allowances when attending seminars or workshop, special loan for the staff to purchase cars or buildings, training opportunities for the staff, departments meetings which are conducted weekly, staff meetings known as "Workers' Council" conducted four times annually, management meeting held in every Friday to ensure staff fully involved in decision making (Joseph, 2023).

Despite the existing efforts by the government on reducing the rate of turnover in Ruanda Prison College, there is still a number of employees who reported to intentionally leave the institution. Therefore, there was a need for research on the contribution of motivation on employee performance since motivated workforce had an increased tendency to work hence increases in work efficiency of employees (Thant, 2023). Therefore, this study was conducted to find out the contribution of

motivation on reducing employees' turnover specifically examining the role of intrinsic motivation and extrinsic motivation on reducing employees' turnover as well as determining employees' perception regarding the existing employees' motivation.

1.4 Objectives of the Study

1.4.1 Main Objective

The general objective of the study was to assess the effect of motivation on employees' turnover in Ruanda Prison College.

1.4.2 Specific objectives

The study was guided by three specific objectives, including:

- i. To examine the role of intrinsic motivation on reducing employees' turnover
- ii. To examine the role of extrinsic motivation on reducing employees' turnover
- iii. To determine perceptions of employees regarding the existing motivations on employees' turnover.

1.5 Research Questions

The study was guided by three rerrsearch questions, including:

- i. What are the roles of intrinsic motivation on reducing employees' turnover?
- ii. What are the roles of extrinsic motivation on reducing employees' turnover?
- iii. What are the perceptions of employees regarding the existing employee motivations?

1.6 Significance of the Study

The primary purpose of this study was to explore the role of motivation in preventing

prison officers' turnover. It is therefore hoped that this study adds to existing body of knowledge on human resource planning in Prison Department, by suggesting a programme for professional Prison Officers retention. This study also intended to address issues that improves employee's retention of Prison Officers, such as intrinsic and extrinsic motivational factors which if implemented might improve workers retention within Prison department in the country. The study was embodied to be useful tool for policy makers in formulating the best strategy to enhance staff retention, stop employees' absenteeism and turnover, also to have effective job design that will contribute to improved performance.

The study findings likely to notify the management particularly at Ruanda prisons College and TPS in general to understand what can best address the employee's satisfaction at work place which lead to retain workers, senior officers who are supervisors and managers, will be able to use this research findings and recommendations as a measure of feedback on their responsibilities. The other important significance in this study is that, there are areas which may not be fully studied by the researcher. Thus, other scholars may focus on these areas for further studies taking as the research topic. Also, they may use this study as a pilot of reference.

1.7 Scope of the study

To cover all the institutions in the entire region is impossible because of the limited time and fund problem; for this reason, the research only covered specifically Ruanda Prison College in Tanzania. The choice of Ruanda Prison College was because there is a high rate of employee's turnover. It is reported more than 22

percent and 20 percent of employees at Ruanda Prison College had the work experience of less than 5 and 10 years respectively (Ruanda Prison College, 2023). The determinant factor for this high turnover rate to mention a few are stress due to heavy workload and lack of good, fair and conducive working environment. An assessment of contribution of motivation on reducing employees' turnover only reflected in Ruanda Prison College and might not have fit for other public institutions with different cultural and social characteristics.

1.8 Organization of the Study

This proposal is divided into three chapters. The first chapter serves as an introduction to the study. It includes the background of the study, the statement of the problem, the research objectives, the research questions, the significance of the study, and the scope of the study. The second chapter provides a literature review, which includes definitions of key concepts, theories, empirical literature review, knowledge gap, and conceptual framework. The third chapter presents the research methodology, which includes the research design, research approach, population and sample size, data collection, data analysis, and ethical considerations. Chapter four deals with data analysis and presentation of findings while chapter five deals with conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter captures what others wrote with regard to the contribution of motivation on reducing employee's turnover in Ruanda Prison College. The chapter compiles and documents individual studies as well as institutional studies, experiences and reports with regards to the contribution of motivation on reducing employee's turnover in Ruanda Prison College. However, theoretical literature reviews and empirical literature reviews are also discussed.

2.2 Definition of Key Terms

2.2.1 Motivation

Motivation might be defined as mental and inner states of employees for performing jobs or activities in order to satisfy needs, wants, expectations and desires (Islam, 2019). The suitable definition of motivation to this study was given by Nabi *et al.* (2017) as a drive (a condition within the organism, which is capable of moving the organism towards a goal) which directs the people to do the purposed job.

2.2.2 Employee

An employee means an individual who has entered into or works under (or, where the employment has ceased, worked under) a contract of employment (Sukunala, 2019). This study has taken an employee as a someone who is hired to do a particular job for pay (Jessica, 2019).

2.2.3 Employee Turnover

Joseph (2022) defined employee turnover as a situation whereby employees exit the organization voluntarily for various reasons, and thereby affecting the organization negatively in terms of costs and the capacity to deliver the minimum required services. This study will employ the definition by Preece *et al.* (2020) which defined employee turnover as the termination of an employee's intraorganizational career trajectory, which is composed of a sequence of job changes from job entry to exit.

2.2.4 Extrinsic Motivation

Extrinsic motivation is defined as a motivation to participate in an activity based on meeting an external goal or receiving an award or payment (Glenn, 2023). This study will employ the definition by Joseph (2023), who asserts that extrinsic motivation acts differently to intrinsic but it acts as the motivating factor to the employees in an organization/institution.

2.2.5 Intrinsic Motivation

Intrinsic motivation is defined as a motivation to engage in an activity for its own sake holding pleasure and satisfaction (Folch *et al.*, 2016). The suitable definition of motivation to this study was given by Islam (2019), as concerned with internal factors which motivate the employees and can lead to work satisfaction.

2.3 Theoretical Literature Review

2.3.1 The Two-Factor Theory

In the late 1950s Frederick Herzberg developed a theory that there are two

dimensions to job satisfaction, “motivation” and “hygiene”. The work characteristics associated with dissatisfaction (hygiene factors) vary from those pertaining to satisfaction (motivators) in that motivators lead to satisfaction, although their absence may not lead to dissatisfaction (Herzberg *et al.*, 1959). The motivators include achievement, recognition and intrinsic interest in the work itself. The continuing relevance of Herzberg is that there must be some direct link between employees’ work performance and job satisfaction, whether extrinsic as in recognition or intrinsic as in naturally enjoyable work, to motivate employees to perform and improve their job satisfaction.

Table 2.1 Two Factor Theory Items (Herzberg, 1959)

| Motivators (leading to satisfaction) | Hygiene (leading to dissatisfaction) |
|--------------------------------------|--------------------------------------|
| Achievement | Salary |
| Growth | Company policy |
| Recognition | Relationship with boss |
| Work itself | Working condition |
| Advancement | Relationship with peers |
| Responsibility | Supervision |

Relevancy of the Theory

Herzberg’s theory is the most useful model to study job satisfaction. The table below shows the distinguished two factors, motivators and hygiene according to Herzberg. As demonstrated in the figure, hygiene is extrinsic circumstance to the task and motivators are intrinsic determined by the perception toward work itself. Herzberg’s model states that if workers are not motivated leads to dissatisfaction. Dissatisfaction happens due to hygiene factors such as supervision, salaries, wages and company policy (Herzberg, 1959). The model stress that to ensure satisfaction, top management should concentrate to find tasks for workers which will feel achieved

(Herzberg, 1959). Moreover, focusing on good working condition and company policy is among initiatives to retain workers and to decrease dissatisfaction which should be done by management to the extent that a person fulfils his/her dominant needs and in consistent with his/her expectations and values. The job will be satisfying, however the concentration of maintaining motivation to employee's hygiene factors and motivator's factors should be observed accordingly (Garg *et al.*, 2023).

Criticism of the Theory

The model is lacking about motivators of extrinsically driven by the person. For example, at the stage of number four as well in number five on the table on the aspect of esteem needs and self-actualization, the model is questionable relevance to person that motivated with extrinsic rewards, which that reason is not relevant in this era people likely to perform well once are being promised on high pay or promotion (Thant, 2022).

Strength and justification for using Two Factor Theory

Despite the criticisms, this theory was selected because it recognizes the fact that motivation comes from within the individual as opposed to any external factors (Shahzadi *et al.*, 2014). Additionally, The Two Factor Theory has been extensively used to assess motivation issues in various organizations (Pune *et al.*, 2022). On top of that, the theory has been widely used in the motivation studies (Preece, *et al.*, 2020), therefore this validates the use of this theory in this study.

2.4 Empirical Literature Reviews

2.4.1 The Role of Intrinsic Motivation on Reducing Employees' Turnover

Onijigin *et al.* (2023) conducted an assessment on how motivation affect labor turnover, job satisfaction as well as work discipline in the working environment. The study was conducted in Turkey and he argued that there should be a clear stipulation of policy relating to motivation to the workers without bias, there should be a clearly defined modality of rewards to employees where the most outstanding employees in the organization should be recognized and retained workers also should be appreciated. Through recognition to employees, it will maintain royalty to the organization or institution.

The study concluded that top official should ensure the existence of motivation policy, but he didn't argue on the updating the motivation policy like in prison service due to global changes, so revise it needed time to time to keep pace with communal and economic obstructs which is distressing the workers. As this study discussed on the amendment of policies so that to with time and majority needs (Onijigin *et al.*, 2023). According to Islam (2019), intrinsic is concerned with internal factors which motivate the employees, on the other hand it is motivation that comes from within an employee, and you are intrinsically motivated to work when the work itself motivates you and can lead to work satisfaction, fulfilling or enjoyable as the work itself provides motivation. Intrinsic motivation is often more effective than extrinsic motivation, because it comes from within the employee rather than being imposed on the employee and it is easy to remember, because intrinsic motivation comes from inside the employees (Islam, 2019).

According to Thant (2023), motivation is vital tools for any institution to be considered accordingly so that to avoid labour turnover, he stressed that councils should allocate more money for the motivation of workers in their district. Nevertheless, motivation can be traced back since the early 1970s. It focuses on intention of seeking new knowledge as well as is driven by enjoyment or interest towards the task itself; particularly it prevails within the person himself/herself rather than any external forces.

2.4.2 The Role of Extrinsic Motivation on Reducing Employees' Turnover

Tao *et al.* (2022) described that extrinsic motivation is concerned with individual on how he/she engage to accomplish a certain goal in his/her routine of work itself. The package of motivation comprises verbal reinforcement and money, which intervened outside of the individual, while intrinsic motivation is intervened inside the human being. The motivation is developed when the individual asks for enjoyment, satisfaction of curiosity, interest, self-expression as well as if there is obstructs in working environment. Furthermore, individual is intrinsically motivated to carry out an activity if there is no plan incentive except the duty itself or thoughts which are the consequences from that routine.

Sukunala (2016) stressed that employees can be motivated intrinsically or extrinsically but both categories can play roles as the motivator factors to workers for particular institutions. Onijigin *et al.* (2023) portrayed that in any organization/institution, employees are divided into two categories, those who are activated by intrinsic motivation and others on the extrinsic motivation. Individuals

with sky-scraping in intrinsic motivation appear to wish challenging cognitive responsibilities and can self-adjust their conduct. So, providing the incentives, rewards, setting external goals, or deadlines, will let them attempt their duties in small scale.

According to Joseph (2023), extrinsic motivation acts differently to intrinsic but it acts as the motivating factor to the employees in an organization/institution. Once extrinsic motivation is in use, it promotes the intrinsic motivation to take place finally the retention and good performance to the activities. Onijigin *et al.* (2023), stresses that both category of motivation which are intrinsic and extrinsic push the employees to attain their intended activity, thus both comprise different effects to workers of the institutions/organization. Furthermore, researchers portrays that it is not similarly all individuals are uniformly motivated the same, other workers are highly intrinsically motivated and other employees lay to extrinsic motivation.

2.4.3 Perceptions of Employees Regarding the Existing Employee Motivations

According to the study conducted by Sukunala (2016), an effective worker performance requires motivation, ability and reward system that encourage quality work. A person's motive or motivation is characterized as a need-based state of stimulation. Need deprivation increase our state of encouragement or search to reduce the need deficit. At work, the term behaviour refers to the specific work or task action that results from this need deficit induced arousal. Finally, rewards are direct consequence of our behaviour. Feedback is knowledge produced about the cause-and-effect sequence that either stimulates or suppresses future states of arousal, depending on our level of need satisfaction (Sukunala, 2016).

Motivated staff are inclined to be a lot of productive than non-motivated staff (Jessica, 2019). Most businesses create some pains to encourage employees however this can be usually easier fore said than done. Staff are all people with completely different like's dislikes and wishes, and various things can encourage every. Productivity is that which individuals will turn out with the tiniest quantity effort Productivity may be a quantitative relation to calculate however well associate degree firm into product and services (Shahzadi et al., 2014).

Management works with people to achieve the goals of the organization (Joseph, 2023). Humankind being complex in nature implies that sometimes his actions are driven by his desires and needs. Managers and leaders must work with individual goals, and direct them to achieve organizational goals. Therefore, managers have to create an atmosphere where individuals work willingly to contribute to the achievement of the goals of the organization. It is important that managers look at the employees as an important key to the success of their organizations and gives them what motivates them to maximize their productivity (Garg *et al.*, 2023). Dodanwala *et al.* (2023) asserts that an effective motivation, is therefore, the willingness and ability to achieve the goal. Thus, motivation increases performance level, gives better image to customers, sustains high morale of employees, encourages employees' innovation and creativity, reduces labour turn over and absenteeism, enhances goal attainment and hence better productivity. Motivation therefore, has an impact on performance, job satisfaction and employees' turnover intention (Dodanwala *et al.*, 2023).

2.5 Research Gap

Several studies including a work by (Islam, 2019; Sukunala *et al.*, 2016; Garg *et al.*, 2023; Joseph, 2023; Thant, 2023 and Pune *et al.*, 2022) have examined motivational factors affecting employee's turnover intention but the studies were done outside the realm of prison defence unit. For example, a study by Onijigin *et al.* (2023) conducted an assessment on how motivation affect labor turnover, job satisfaction as well as work discipline in the working environment. Another study was conducted by Dodanwala *et al.* (2023) who concluded that employees from different regions and cultures cannot be motivated using similar motivational techniques meaning that different techniques may require to be applied for different region and culture. Despite their existence, none of their studies did not focus on motivational factors in prison defence unit.

Therefore, the study will focus on the contribution of motivation on reducing employee turnover in Ruanda Prison College specifically to examine the extrinsic and intrinsic motivational factors on reducing employee turnover as well as identifying employee's perception regarding the existing motivations in Ruanda Prison College. Furthermore, the previous studies such as Aksakal (2014); Dodanwala *et al.* (2023) and Dorta *et al.* (2023) employed expectancy theory, Maslow's theory of Hierarchy of needs and equity theory respectively but the current one will employ Two Factor theory. Additionally, the existing studies such as Garg *et al.* (2023); Islam (2019); Jessica (2019) opted for chi-square, independent t test, and one way ANOVA as the main data collection methods but the current study will employ descriptive statistics, regression analysis and content analysis.

2.6 Conceptual Framework

The conceptual framework is a figure typically presented as a concept map that summarizes all key information presented in the literature review of the study (Antononenko, 2014). This study is guided by the conceptual framework consisting of independent, and dependent variables own constructed by the author (Figure 2.1). The interpretation of this approach is that the motivational factors specifically intrinsic and extrinsic motivations are the independent variable while employees' motivation is the dependent variables.

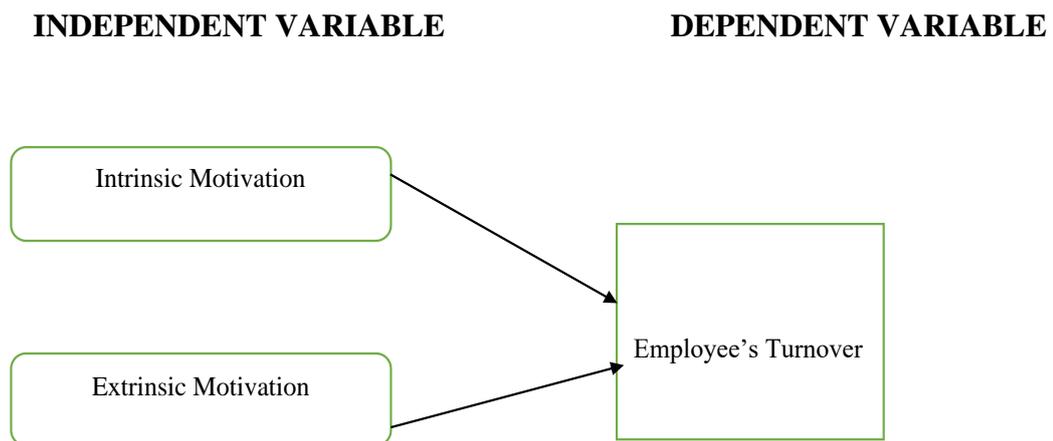


Figure 2.1: Conceptual Framework

Source: Herzberg (1959)

Research Hypothesis

- i. Intrinsic motivation has a strong influence on employees' turnover
- ii. Extrinsic motivation has a strong impact on employees' turnover
- iii. Employees have a positive perceptions regarding motivations on employees' turnover

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter, presents the study's research methodology where the research philosophy, approach, study area, data sources, data collections techniques, research design, sampling procedures and sample size are covered. Other areas covered are data analysis and presentation, data validity and data reliability and finally ethical consideration.

3.2 Research Philosophy

Tao et al. (2009) state that research philosophy is related to methods regarding knowledge development; it focuses on the researcher's views of the world. The three most common research philosophies are positivism, realism and interpretivism. In this study, a pragmatic philosophy was adopted since it assists researchers to optimize the use of mixed methods methodology during data collection as well as data analysis (Tao et al., 2009). The use of pragmatic paradigm allowed a researcher to use mixed research design. Combining quantitative and qualitative approaches balance out the limitations of each method and giving more granular results than each individual method (Kothari, 2014).

3.3 Research Approach

Mixed research approach was used in this study. Mixed research approach combines and integrates qualitative and quantitative research methods in a single research study. It involves collecting and analysing qualitative and quantitative data to

understand a phenomenon better and answer the research questions. Basically, the two approaches complemented each other to make the outcome of the study more informative (Tao *et al.*, 2015).

3.4 Research Design

A research design refers to the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance data with research purpose (Tao *et al.*, 2022). The type of research design to be employed in this study was descriptive research. Descriptive research design was suitable when one wants to identify characteristics, frequencies, trends, categories and the behaviour of people. This technique allows researcher to accomplish the study within a shortest period of time. The technique also allow researcher to use mixed research design and it is cost-effective. Combining quantitative and qualitative approaches balance out the limitations of each method and giving more granular results than each individual method (Kothari, 2014).

3.5 Study Area

The choice of Ruanda Prison College was because there is a high rate of employee's turnover. Though, the management at Ruanda prison college put forward different initiatives on motivation factors like the increase of payment in salary and other allowances, also promotion has been used as the management reaction to reshape the situation (Onijigin, 2023), but still employee labour turnover exists. The determinant factor for this high turnover rate to mention a few are stress due to heavy workload and lack of good, fair and conducive working environment (Glenn, 2023).

3.6 Study Population

The study population might be generally a large collection of individuals or objects that is the main focus of a scientific query. Generally, population as a large group of people to whom the results of the study are to be generalized. (Kothari, 2014). Therefore, the target population for this study was the prisons officers who provided potential information concerning the contribution of motivation on reducing employee's turnover at Ruanda Prison College. According to Ruanda prison college, currently, as per 15th May 2024, there were about 172 employees working at Ruanda Prison College (Ruanda Prison, 2024).

3.7 Sample Size and Sampling Strategy

3.7.1 Census

A census consists of all units in the given population. Census is usually employed if a researcher wants accurate information from the entire population rather than a subset of a population. Since the population of this study is only 172 then this calls for a census study. Census data were used because they are accurate, precise than sampling data (Folch et al., 2016). Additionally, all members of the population were included in the study hence easy and it involves smaller margins of errors (Folch et al., 2016).

3.7.2 Response Rate

Table 3.1 Response Rate

| Sample size | Respondents | Response Rate (%) |
|-------------|-------------|-------------------|
| 172 | 172 | 100 |

Source: Field Data 2024

A total of 172 individuals from Ruanda Prison College were sampled, and all 172 participated, resulting a response rate of 100%. This complete response minimizes potential non-response bias and strengthens the reliability of the study outcomes.

3.8 Sampling Procedure

3.8.1 Convenience Sampling Design

For the purposes of this study, respondents who are the senior staffs were selected in their working areas hence convenience sampling was selected. This technique was selected because it provides information quickly, affordable and also it allows researcher to collect data to a bigger population (Kothari, 2014).

3.8.2 Simple Random Sampling

The respondents who are the employees working at Ruanda prison college were selected through simple random sampling. Simple random sampling is a probability sampling technique that allows a researcher to choose a representative sample from the study population. Every member of the population had an equal chance of being selected (Kothari, 2014).

3.9. Data Collection Tools

3.9.1. Unstructured Interviews

In this study, the researcher used unstructured interview because there was a need to document the specific experiences and proposals of the respondents. The unstructured interviews were also an effective strategy for countering all information concerning perceptions regarding motivation strategies offered to Ruanda prison

college employees. Data was collected till saturation point (no new insights is added). In this regard, key informant interviews used, were selected based on the following criteria:

- a) Must be a prison officer.
- b) Must have working experience of not less than 5 years
- c) Must be working in a top senior position.

3.9.2. Questionnaires

Questionnaire is the tool for collecting and recording information about a particular issue of interest. It is usually made up of a list of questions, but should also include clear instructions and space for answers or administrative details (Tao *et al.*, 2022). A total of 172 close-ended questionnaires were distributed to prison officers. A questionnaire contained four sections; demographic information section, intrinsic motivation, extrinsic motivation and labour turnover sections. This method made respondents to feel more comfortable expressing their true opinions especially when their anonymity is guaranteed (Kothari, 2014).

3.10 Scale and Measurement of Variables

Items to measure intrinsic motivation were measured using five items such as payment of salary on time, provision of wages on time, working environment, appreciation and recognition While extrinsic motivation was measured by 5 items such as health insurance, promotion, career development, transport services, availability of policies & rules. All the items in this study were adapted from Herzberg's Two-Factor Theory (1959). Moreover, labour turnover was measured

using number of employees departure, number of new hires, termination, attendances and job performance. Respondents were requested to rate each of the item in a 5-point Likert scale ranging from 1(strongly disagree) to 5(strongly agree).

Table 3.1: Measurement of variables

| N | Construct | Item | Scale used | Author |
|----------|----------------------|---|--|-----------------|
| 1 | Intrinsic motivation | 1. Delayed salary creates an environment for turnover 2. Provision of wages on time retains employees 3. Good working environment attracts employees 4. Appreciation tends to retain employees 5. Recognition at the workplace attracts employees | -Delayed salary -Wage on time -Working environment -Appreciation -Recognition | Herzberg (1959) |
| 2 | Extrinsic motivation | 1. Provision of health insurance satisfy my working desire 2. Promotion at the workplace satisfy employees working morale 3. Good policies and rules satisfy employees working desire 4. Good transport services at the workplace satisfy employees working morale 5. Employees are being | -Health insurance -Promotion -Policy and rules -Transport services -Career development | Herzberg (1959) |

| | | | | |
|---|-----------------|--|---|--------------|
| | | motivated by career development | | |
| 3 | Labour turnover | <p>1. The number of employees departure is very low</p> <p>2. Very few employees are being employed per year</p> <p>3. Most employees terminate their work contracts due to lack of motivation</p> <p>4. Daily employees' attendance is satisfied</p> <p>5. Employees' job performance is high and satisfied</p> | <p>-Number of employee's departure</p> <p>-Number of new hires</p> <p>-Termination</p> <p>-Attendance</p> <p>-Job performance</p> | Isaac (2015) |

3.11 Data Cleaning and Processing

In order to ensure the consistency of data each questionnaire was inspected and corrected for the purposes of identifying missing information, removing duplications, detecting entry errors and checking for the inconsistencies before being coded into the computer. The inspection and correction were done in the field and during the process of coding the data.

3.12 Data Analysis

Data analysis is the process of looking over and transforming data in order to understand its meaning and provide recommendations (Kothari, 2014). It is the methodical use of rational procedures to the description and assessment of data

(Kothari, 2014). Descriptive statistics was used to analyse respondent's demographic of information and to analyse objectives 1 and 2; to identify the contribution of extrinsic motivation and intrinsic motivation on reducing employee turnover at Ruanda Prison College. While, the content analysis was used to analyse objective 3; to determine employee perceptions regarding the existing motivational strategies.

To determine the general relationship between independent and dependent variables, the researcher generated a model to express the relationship between dependent variables representing employee turnover and the independent variables representing intrinsic and extrinsic motivational factors. The research model is as shown below:

$$ET (Y) = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where;

ET = Employee turnover

α = Intercept

β_n = Coefficient to be estimated

IM (X_1) = Intrinsic motivation

EM (X_2) = Extrinsic motivation

ε = error term

Regression Assumptions:

- (i) **Linearity:** This assumption was tested using scatter plots.
- (ii) **Homoscedasticity:** This assumption was tested using histogram to check the normality of residuals.
- (iii) **Normality:** This assumption was tested using QQ-plots

- (iv) **No Multicollinearity:** This assumption was tested by plotting the correlation matrix of all the independent variables. The independent variables are not allowed to be highly correlated. If they are highly correlated, it means they strongly related.

3.13 Data validity and data Reliability

3.13.1 Data Validity

Validity, according to Tao et al. (2022), encompasses the meaning and interpretation of the data analysis results in addition to the degree to which an instrument measures what it purports to measure. An informal pretest of the survey was carried out with 20 junior prison officers and the data collection tools were structured around the responses derived from the pilot study. A linguist was used to translate the instruments from English to Kiswahili before the interviews. Weaknesses detected in the instruments during the pre-testing were corrected in order to refine them so as to enhance validity. In cases of any flaws and bias, the instruments were modified for more clarity and accuracy. Validity was also enhanced through triangulation because of the use of multiple data collection methods.

3.13.2 Data Reliability

The degree to which a research instrument produces consistent results after multiple trials is referred to as its dependability (Tao *et al.*, 2022). Cronbach alpha was used to test internal data consistency and each variable with a Cronbach alpha of greater than 0.7 was regarded as reliable (Nunally, 1978).

3.13.3 Reliability Test Score of the Research Instrument

Scale test for reliability analysis was carried out to determine the internal consistency of the measurement's scales. Cronbach's alphas in the diagonal show good internal consistency for all variables tested for reliability. The reliability test of the independent variable's items was all accepted with a score of Cronbach's Alpha above 0.7 as shown in Table 4.4 below.

Table 3.2: Reliability Results

| S/N | Independent variables' items | Number of items | Cronbach alpha |
|-----|------------------------------|-----------------|----------------|
| 1 | Intrinsic motivation | 5 | 0.803 |
| 2 | Extrinsic motivation | 5 | 0.916 |

Source: Data analysis (2024).

3.14 Ethical Issues

Ethics refers to norms for conduct that distinguish between acceptable and unacceptable behaviour (Kothari, 2014). It is important that a researcher respects the rights, privacy, dignity, and sensitivities of their research populations and also the integrity of the institutions within which the research occurs. After receiving department head approval for research, the researcher began data collecting in order to comply with Open University of Tanzania (OUT) norms. Additionally, the permission to conduct the research was asked from the management at Ruanda Prison College. Moreover, the respondents were informed about the exercise, including its goal, duration, and possible relevance, before any data collecting begins. Lastly, the respondents had the liberty and self-governance to take part in the research.

CHAPTER FOUR

STUDY FINDINGS

4.1 Chapter Overview

The findings on the effect of motivation on employees' turnover in Ruanda prison college are presented and discussed in this chapter. The following three specific objectives were pursued: (i) examine the role of intrinsic motivation on reducing employees' turnover (ii) to examine the role of extrinsic motivation on reducing employees' turnover as well as (iii) to determine perceptions of employees regarding the existing employee motivations. The sample demographic characteristics of the respondents are described in Section 4.2, and the study variables descriptive are described in Section 4.3, which is based on indicators. Finally, in Section 4.3, the regression findings are presented.

4.2 Respondents' demographic characteristics

Seven demographic variables were involved, namely gender, age, job position, income level, job turnover experience, education level and work experience (Table 4.1). Male constituted the majority of all respondents (56%). They are nearly more than a half leaving women trailing behind almost 44%. Respondent's 30 – 39 age groups were the majority by comprising more than 39% of all participants. These were followed by 20 – 29 age group who constituted 32% of all participants. The lowest score age group was elders with the age of 50 and above who clocked 10% of all participants followed by the youths with the age group of 40-49 who constituted equal score of nearly 19%. Most of the respondents had the income level of 300,000-500,000/= (51%) followed by those with the income level of more than 1,000,000/= which constituted more than (29%) of all respondents. Respondents with less than 5

years of experience outnumbered the rest respondents with 5 years and more than 5 years of work experience by 52 percent. Most of the respondents (59%) experienced job turn over compared to the rest 41 percent of the respondents who did not experience job turn over.

Table 4.1 Respondents' Demographic Characteristics

| S/N | Variables | Frequency | % |
|-----|----------------------------|-----------|----|
| 1 | Gender | | |
| | Male | 97 | 56 |
| | Female | 75 | 44 |
| 2 | Age | | |
| | 20 – 29 | 56 | 32 |
| | 30 – 39 | 70 | 39 |
| | 40- 49 | 34 | 19 |
| | 50- Above | 12 | 10 |
| 3 | Income level (Tshs) | | |
| | 300,000-500,000 | 87 | 51 |
| | 500,000-700,000 | 14 | 8 |
| | 700,000-1,000,000 | 20 | 12 |
| | 1,000,000 and above | 51 | 29 |
| 4 | Education Level | | |
| | Certificate | 11 | 6 |
| | Diploma | 43 | 25 |
| | Bachelor | 91 | 53 |
| | Masters | 27 | 16 |
| 5 | Work experience | | |

| | | | |
|----------|-----------------------------------|-----|----|
| | < 5 years | 89 | 52 |
| | 5 years | 52 | 30 |
| | > 5 years | 31 | 18 |
| | | | |
| 6 | Job positions | | |
| | Administration officer | 15 | 9 |
| | HR officer | 7 | 4 |
| | Accountant | 13 | 8 |
| | Logistics and Procurement officer | 10 | 6 |
| | Junior staffs | 107 | 61 |
| | IT | 20 | 12 |
| | | | |
| 7 | Job turnover | | |
| | Yes | 102 | 59 |
| | No | 70 | 41 |
| | | | |

Source: Field Data (2024)

4.3 Descriptive Statistics Results

Three independent variables were analysed. The descriptive including frequency and percentage were analysed. The independent variables analysed were; extrinsic and intrinsic motivations while the dependent variable was employees' turnover rate.

4.3.1 Descriptive Statistics Results for the Roles of Intrinsic Motivation on Reducing Employees' Turnover

Descriptive statistics (frequencies and percentage scores) were computed for the roles of intrinsic motivation on reducing employees' turnover (Table 4.2).

Respondents were subjected to a number of statements regarding the roles of intrinsic motivation on reducing employees' turnover where they were required to indicate their extent of agreement on them using a five-point scale where 1 was Strongly Disagree (SD), 2 was Disagree (D), 3 was Neutral (N), 4 was Agree (A) and 5 was Strongly Agree (SA). Respondents were asked their extent of agreement on whether the provision of health insurance satisfy my working desire. Out of 172 respondents, none of them strongly disagreed nor disagreed, 40(40%) were neutral about it, 32(15%) agreed while 100 (45%) strongly agreed.

They were also to agree whether the promotion at the workplace satisfies employees working morale. 10(6%) strongly disagreed, 22(13%) disagreed, 0(0%) were neutral, 50(29%) agreed while 90(52%) strongly agreed. They were also asked to indicate their extent of agreement on whether good policies and rules satisfy employees working desire. None of the respondents either disagreed with the statement nor were neutral while 70 (41%) agreed and 102 (51%) strongly agreed. They were finally asked to agree on whether good transport services at the workplace satisfy employees working morale. 27(16%) strongly disagreed,15(9%) disagreed, 30(17%) were neutral, 37 (22%) agreed while 63(36%) strongly agreed with this statement. Table 4.2 gives a distribution of the respondents' views on the subject.

Table 4.2 Results for the Role of Intrinsic Motivation on Employees' Turnover

| N | Variable | 1 | 2 | 3 | 4 | 5 |
|----------|---|----------|----------|----------|----------|----------|
| 1 | Provision of health insurance satisfy my working desire | 0% | 0% | 40% | 15% | 45% |
| 2 | Promotion at the workplace satisfy employees working | 6% | 13% | 0% | 29% | 52% |

| | | | | | | |
|---|---|-----|-----|-----|-----|-----|
| | morale | | | | | |
| 3 | Good policies and rules satisfy employees working desire | 0% | 0% | 0% | 41% | 59% |
| 4 | Good transport services at the workplace satisfy employees working morale | 16% | 9% | 17% | 22% | 36% |
| 5 | Employees are being motivated by career development | 13% | 10% | 19% | 28% | 30% |

Source: Data Analysis (2024).

4.3.2 Descriptive Statistics on the Roles of Extrinsic Motivation on Reducing Employees' Turnover

Descriptive statistics (frequencies and percentage scores) were computed for roles of extrinsic motivation on reducing employees' turnover (Table 4.3). Respondents were subjected to a number of statements regarding the roles of intrinsic motivation on reducing employees' turnover where they were required to indicate their extent of agreement on them using a five-point scale where 1 was Strongly Disagree (SD), 2 was Disagree (D), 3 was Neutral (N), 4 was Agree (A) and 5 was Strongly Agree (SA). Respondents were asked their extent of agreement on whether the delayed salary creates an environment for turnover. Out of 172 respondents, 18(10%) strongly disagreed, 18(10%) disagreed, 0(0%) were neutral about it, 42(27%) agreed while 91 (53%) strongly agreed. They were also to agree whether in their organizations, provision of wages on time retains employees. 30(17%) strongly disagreed, 24(14%) disagreed, 7(4%) were neutral, 86(50%) agreed while 25(15%) strongly agreed.

They were also asked to indicate their extent of agreement on whether good working environment attracts employees. 9(5%) strongly disagreed, 11(6%) disagreed, 0(0%) were neutral, 94 (55%) agreed while 58 (34%) strongly agreed. They were finally asked to mention whether appreciation and recognition tend to attracts employees at the workplace. 30 (17%) strongly disagree, 16 (9%) disagreed, 8 (5%) were neutral while 75(44%) agreed while 43 (25%) strongly agreed. Table 4.3 gives a distribution of the respondents' views on the subject.

Table 4.3 Results for the Role of Extrinsic Motivation on Employees' Turnover

| N | Variable | 1 | 2 | 3 | 4 | 5 |
|---|--|-----|-----|-----|-----|-----|
| 1 | Delayed salary creates an environment for turnover | 10% | 10% | 0% | 27% | 53% |
| 2 | Provision of wages on time retains employees | 17% | 14% | 4% | 50% | 15% |
| 3 | Good working environment attracts employees | 5% | 6% | 0% | 55% | 34% |
| 4 | Appreciation tends to retain employees | 17% | 9% | 5% | 44% | 25% |
| 5 | Recognition at the workplace attracts employees | 24% | 17% | 11% | 33% | 15% |

Source: Data Analysis (2024).

4.3.3 Perceptions of Employees Regarding the Existing Employee Motivations

The respondents were asked to mention and their opinions on perception regarding the existing employee motivations available at Ruanda prison college. Interviewees from different departments found at Ruanda prison college suggested that the reported concerns with regard to employee's motivations partly had to do with employees' turnover. In particular, the majorities of interviewees indicated that good environment to work, good leadership styles, salaries and other forms of incentives given by the management were the most important motivations.

One among the employees said,

“Motivational factors are fundamental in influencing the employee to strive at achieving the set goals by efficiently performing the necessary tasks. The desire to achieve the set target is the motivation that makes most employee to perform efficiently”.

The other employee also added that,

“The use of salary and other incentives as an extrinsic motivating factor does not only motivate employee, it also can contribute a lot to raising morale, increasing productivity, improving quality, safety standards and customer service”.

An employee from the administration department said,

“Motivation is related to employee retention and their intention to leave their current job depending on the ways the organization harness the power of motivation in their organization. Hence, the management must use the strategies to boost motivation, resulting in employees that are more invested in their jobs and more loyal to their organizations”.

4.5 Multiple Regression Analysis

The multiple regression analysis was carried out to estimate the impact of intrinsic and extrinsic motivation (independent variables) on employees' work turnover (dependent variable). To determine the general relationship between independent and dependent variables, the researcher ran a regression analysis to determine the relationship between dependent variables representing employees' work turnover and the independent variables representing intrinsic and extrinsic motivation. Table 4.5 below indicates the findings. Results are presented in Tables 4.5 - 4.7. Table 4.5

presents a summary of the model in which the item of interest is the R^2 statistics, which is .62. This suggests that motivational factors (intrinsic and extrinsic motivation) accounts for 62% of the variation in employees' work turnover.

Table 4.5 Model summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .643 ^a | .754 | .62 | .542 |

a. Predictors: (Constant), Intrinsic and extrinsic motivation

b. Dependent Variable: Employee turnover

Table 4.6 presents the analysis of variance (ANOVA) results. It is also known as model fit results. Of interest in this table are the F-statistics and its associated sig. value. The results show that the F-statistics is $F = 25.296$, $p < 0.001$. The results indicate that there is a positive significant relationship between motivational factors and employees' turnover. The results therefore suggest that the model has a power to predict that employees' turnover is significantly related to motivational factors (intrinsic and extrinsic motivation).

Table 4.6 Anova results

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 35.172 | 4 | 16.014 | 25.296 | .000 ^b |
| | Residual | 20.637 | 31 | .356 | | |
| | Total | 44.709 | 52 | | | |

a. Dependent Variable: Employee turnover

b. Predictors: (Constant), Intrinsic and extrinsic motivation

Table 4.7 presents the results on the coefficients of the regression model. The coefficients results show that motivational factors (intrinsic and extrinsic motivations) positively predict employees' work turnover. Employees' turnover was positively, statistically and significantly related to team intrinsic motivation ($b = .168$, $p < .05$) and lastly employees' turnover was positively, statistically and significantly related to extrinsic motivation ($b = .340$, $P < .05$). Multicollinearity statistics show tolerance figures ranging from .744 to .768 while Variance Inflation factors (VIFs) ranged from 1.042 to 1.143. These figures suggest that multicollinearity was not suspected amongst the independent variables (intrinsic and extrinsic motivation). Field (2005) suggests that multicollinearity would be suspected if tolerance figures are below 0.10 or if VIF statistics are 10.0 or higher.

Table 4.7 Regression model results

| Model | Unstandardized Coefficients | | Standardized Coefficients | Collinearity Statistics | | T | Sig. |
|-------|-----------------------------|------------|---------------------------|-------------------------|------|-------|------|
| | B | Std. Error | Beta | Tolerance | VIF | | |
| 1 | (Constant) | .530 | .723 | | | .617 | .541 |
| | Intrinsic motivation | .168 | .056 | .345 | .768 | 1.042 | .018 |
| | Extrinsic motivation | .340 | .132 | .436 | .744 | 1.143 | .000 |

a. Dependent Variable: Work turnover

4.6 Outliers, Normality, Linearity and Homoscedasticity Regression

Assumptions Testing Results for Employees' Job Satisfaction

The distribution of residuals is represented by a bell-shaped curve in the histogram (figure 4.1). (Mean is close to 0 and SD close to 1, evidencing of a normal distribution of residuals). In addition, residuals plot along the diagonal line, as seen in Figure 4.1 presents the evidence of no presence of outliers. As a result, there isn't much departure from the usual. The histogram (Figure 4.1) reveals that no residual values are outside $|3|$, cutoff, indicating that there are no outliers. Any value outside the cutoff of $|3|$, according to Tabachnick *et al.* (2007), is an anomaly. The diagonal dots in Figure 4.2 are speeded up along the diagonal line, indicating that the data is linear hence no evidence of outliers. The case residual dots are dispersed rectangularly about zero (0) in Figure 4.3, implying homoscedasticity (equality of variance). As a result, there is no reason to suspect heteroscedasticity (unequal variance in the data).

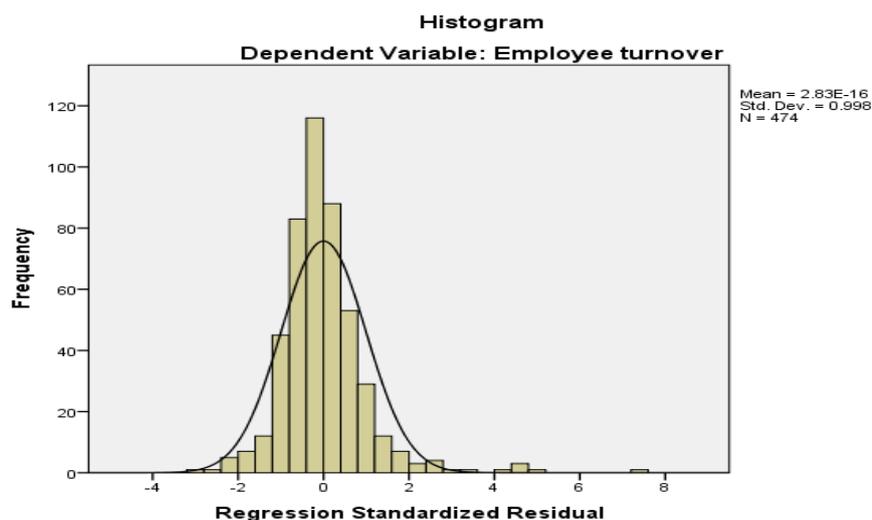


Figure 4.1 Histogram

Source: Data Analysis (2024)

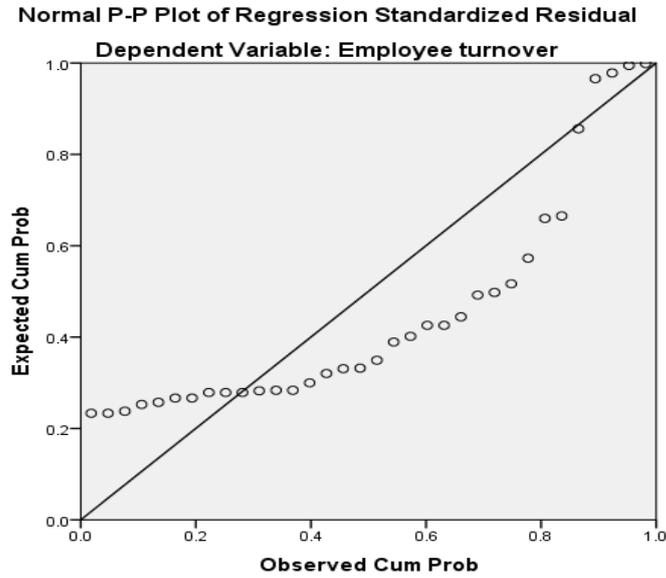


Figure 4.2 Normal P-Plots for the Standardized Residual Variables
Source: Data Analysis (2024).

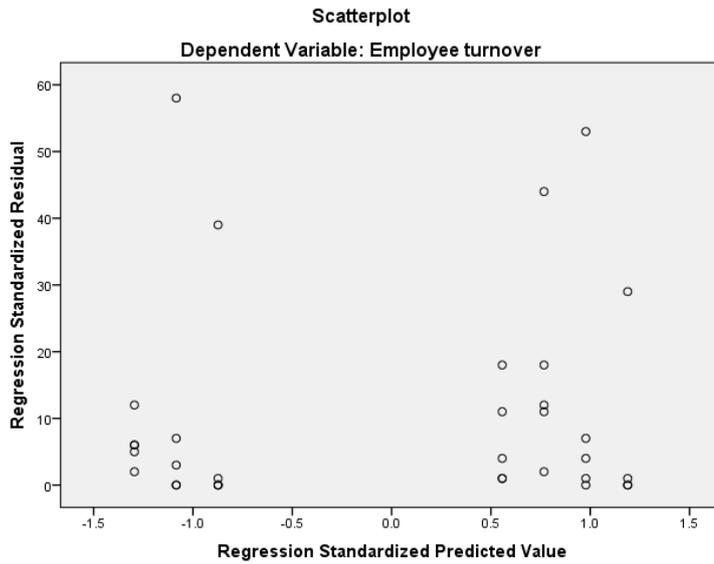


Figure 4.3: Scatter plot for the Standardized residual for Variables
Source: Data Analysis (2024).

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Chapter Overview

The chapter outlines in detail the findings which have been described in chapter four. The chapter therefore, compares those findings with the past studies of the same phenomenon in the theoretical and empirical undertakings. The chapter also presents the discussion of the findings relating to the demographic information of the respondents, contribution of motivational factors (intrinsic and extrinsic motivations) on reducing employees' turnover as well as the perceptions of the employees regarding the existing motivations at Ruanda prison college.

5.2 Demographic Information

The study findings show that most of the employees working at Ruanda prison college are male corresponding to 51 percent of the total employees. Gender could be considered as an important independent variable and man and woman could be affected differently in terms of work turnover and retention rate. For instance, the findings of a study by Islam (2019) in a prestigious Turkish research institution show that men are generally more satisfied with certain aspects. However, other earlier research frequently suggest that women are more satisfied with their jobs than men are. In light of this data, our study's findings may be attributed to the fact that male and female employees in our subject group had comparable expectations for and values in their work at Ruanda prison college.

Young employees between the ages of 20-29 and 30-39 made up 71% of the total workforce at Ruanda prison college. The respondent's age is somewhat correlated

with how long they have been employed at the college and their intention to leave their current jobs. Another significant independent variable that might alter employees' intention to leave their jobs is the length of time spent with their current jobs. Employees who have less years of experience are happier in their positions. It might be as a result of the younger employees' more vitality and excitement for their work than the more experienced ones. The research of Glenn (2023), who found a negative relationship between seniority and turnover rate, is another source of support for our findings. However, some other researches have linked demographic characteristics with turnover rate.

According to the survey, there were differences in how the employees at Ruanda prison college saw their jobs. This variety may result from various employment positions and roles being played. The sort of responsibilities given to employees working at Ruanda prison college has an impact on how happy employees are with their jobs and their turnover rate. For instance, Makambi et al. (2019) focused on the impact of motivation on employees performance in Kenya and found that job satisfaction presents a range of factors that contribute to a sense of fulfillment. So, according to his definition, job satisfaction refers to people's affective orientations toward the jobs they are currently holding.

Another major factor in determining job satisfaction is an employee's educational background, such as whether or not they have a master's degree. Job satisfaction might vary depending on educational background. According to the survey, the majority of workers had a sufficient and satisfied level of education, which could

have helped them become aware of and have a sufficient awareness of issues relating to the turnover rate. The study of Glenn (2023) claims that seniority and turnover rate are adversely correlated. The results of our study show that greater educational levels are associated with higher expectations for job satisfaction at Ruanda prison college. Therefore, it may be claimed that people's perceptions of their employment change greatly depending on their educational background. Age, educational background, years of service, and income were shown to be strongly associated with job satisfaction among employees working at Ruanda prison college, according to a study conducted by Glenn (2023).

The findings also show that the majority of the employees at Ruanda prison college earned a monthly salary between 300,000 and 500,000, which is the lowest of all the pay scales. This has a significant impact on how content employees are with their jobs and workplaces. Compared to individuals with greater salaries, employees with lesser salaries might not be as satisfied with their jobs, hence opt to leave their jobs. Additionally, the results show that a majority of the respondents (59%) had at least one job change during their career, in contrast to the remaining 41% who were either new to their current position or had held it for a long time without a change in employment. Employees today seek stable employment and long-term careers. According to Garg et al. (2023), employment reflects more than just hiring. In order to enhance the organization, the management should focus more on how to keep employees rather than why they leave; it is more crucial to study the factors that influence employees' decisions to stay.

In the light of this information, the findings of our study may be attributed that demographic variables impact turnover frequency. The turnover frequency can be minimized by retention of efficient employees. Using the above demographic profile, it is possible to find the relationship between the rate of turnover and the demographic variables including gender, age, level of education and the work experience. Usually, people who serve the organization for a long tenure are experienced employees who have attached themselves to the norms and values of the organization. To add to this, it is also observed that employees with higher educational level are prone to job shifting.

5.3 Roles of Intrinsic Motivation on Reducing Employees' Turnover

The study findings indicate that intrinsic motivation as one of the elements of motivational factors has a strong correlation with employee's turnover at the workplace. As from the above results, most of the employees (60 percent) agreed that in their work places, provision of health services satisfy their working morale. Despite that most employees (81 percent) agreed that promotion at the workplace satisfy employees working morale. Further, all employees agreed that good policies and rules satisfy employees working desire. Moreover, most of the employees (58 percent) working at Ruanda prison college agreed that good transport services at the workplace satisfy employees working morale.

The findings above tally with other study findings including a study by Sukunala (2016) that explained the direct impact of motivation on employee's turnover. Motivated staff are inclined to be a lot of productive than non-motivated staff. Most businesses create some pains to encourage employees however this can be usually

easier fore said than done. Staff are all people with completely different like's dislikes and wishes, and various things can encourage every. Productivity is that which individuals will turn out with the tiniest quantity effort Productivity may be a quantitative relation to calculate however well associate degree firm into product and services (Sukunala, 2016). Furthermore, according to the study conducted by Islam (2019), the intrinsic factors are also important in that they constitute the internal driving force in individual which starts and sustains a chain of action and reaction. The intrinsic motivating factors go to the core of the employee's observation about their jobs and about how they feel that the tasks that they are assigned are meaningful and relevant. Intrinsic motivation influence employee to develop a certain mind set regarding their jobs.

The intrinsic factors are also important in that they constitute the internal driving force in individual which starts and sustains a chain of action and reaction including an intention to leave the current job. The statement goes in line with the study findings of Dodanwala et al. (2023) who asserted that intrinsic motivating factors go to the core of the employee's observation about their jobs and about how they feel that the tasks that they are assigned are meaningful and relevant. This is true because intrinsic motivation influence employee to develop a certain mind set regarding their jobs. Such perceptions control the level of employee motivation. Thus, being inborn, such issues as employee's perception about their being appreciated by the organization and opinion about their jobs among other subjective factors are therefore crucial in determining the employees' turnover (Dodanwala et al., 2023).

5.4 Roles of Extrinsic Motivation on Reducing Employees' Turnover

The study ought to find the relationship between extrinsic motivation and employees work turnover. The results show that most of the respondents (60 percent) agreed that delayed salary creates an environment for employee's turnover. Also, more than 65 percent of the respondents agreed with the statement that provision of wages on time retains employees at the workplace. Further, most of the respondents (89 percent) were satisfied with the good working environment at their work place. Moreover, majority of the respondents (69 percent) agreed that appreciation and recognition attract more employees at their work place.

Different scholars have written in wide concerns on effects of motivation towards employee work turnover. For instance, Mfinanga (2018) conducted a study on *Assessing the Relationship between Employee Motivation and Employee Performance in Higher Education Regulatory Boards: A case of the Tanzania Commission for Universities*. The study findings revealed that most of the TCU employees were agreed that good working environment is among of the factor to motivate them on performance while some of them strongly agreed with the statement. So, there is need for the organization to take into serious note of the case of working environment simply because the result deputed that working condition is very important for working performance.

Moreover, Folch et al. (2016) asserts that managers should invest more than time to know their employees and develop motivational and psychological techniques to improve the effectiveness of employees. Highly motivated employees do better work

then others especially if they personally energized, they do their best. They will do best to achieve the organizational goals (Folch et al., 2016). To nail the above findings, Glenn (2023) described that employee motivation is a function of many factors. Some of these factors are environmental in nature. That is, they are extrinsic in nature. They are within the controls of the organization management and are external obligation on the employee. Therefore, organizations can leverage on these factors to boost their employee's levels of motivation. The manner in which the organization handles or manages these extrinsic factors are indeed crucial in determining not only the level of employee motivation on their own but also do influence other factors, especially the intrinsic factors that further act as determinants of the level of motivation of employees. It is important for the employers have to know their employee's current needs and priorities (Glenn, 2023).

According to Garg *et al.* (2023), employee motivation is a function of many factors. Some of these factors are environmental in nature. That is, they are extrinsic in nature. They are within the controls of the organization management and are external obligation on the employee. Therefore, organizations can leverage on these factors to boost their employee's levels of motivation. The manner in which the organization handles or manages these extrinsic factors are indeed crucial in determining not only the level of employee motivation on their own but also do influence other factors, especially the intrinsic factors that further act as determinants of the level of motivation of employees. It is important for the employers have to know their employee's current needs and priorities (Garg *et al.*, 2023).

5.5 Perceptions of Employees Regarding the Existing Employee Motivations

The study findings show that majorities of interviewees indicated that good environment to work, good leadership styles, salaries and other forms of incentives given by the management were the most important motivations. These finding is in agreement with Folch et al. (2016) who posited that when the work environment as an extrinsic motivation factor is not properly designed or if it is uncomfortable for the employee it can result in fatigue and a decrease in work motivation. Unconducive working environment affects both quality and quantity output and hinders employee from succeeding in their roles. Improving the work environment with focus on the well-being of the employees might lead to a decrease in turnover and increase productivity.

The above comment is also supported by Thant (2023) who asserts that there is a strong link between motivation and employee turnover. Motivations lower stress, absenteeism, turnover and raise morale, productivity, competitiveness, revenue and profit for the organization. When employees are not happy with the income they make, turnover rate increases. Furthermore, Sukunala (2016) found out that high rates of employee turnover are signs of lacking employee trust. Research has suggested that just like customer abandon companies they do not trust and so do employees. Organizations need to equip themselves with the knowledge of what it takes not only to gain the trust of their employees, but, most importantly, to maintain that trust. With this in mind, organizations with little or no employee trust can look forward to high costs of hiring and training and re-hiring and re-training. With so

much being spent on finding and keeping employees, productivity will continue to suffer (Sukunala, 2016).

Furthermore, Aksakal (2014) conducted a study analysing reward management and the study findings revealed that the lack of employee motivation within an institution results in the under-utilization of the potential and skills of employees since they feel that their efforts are not being rewarded in a fair fashion. A motivated and qualified workforce is essential for any organization that seeks to increase customer satisfaction. In this context, motivation means the willingness of an individual to do efforts and take action towards organizational goals.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Study

The purpose of the study was to find out the contribution of motivation on reducing employees' turnover at Ruanda prison college specifically examining the role of intrinsic motivation and extrinsic motivation on reducing employees' turnover as well as determining employees' perception regarding the existing employees' motivation. Generally, the research study has shown that management can make use of different tactics strategies and policies to motivate employees in work settings, but different tactics, strategies and policies would have a different motivational impact on diverse employees. A motivation strategy may possibly have the power of enhancing motivation in one way and diminishing it in others. To make sure the success of motivational tools, it is important to consider the uniqueness of the situation and the diversity of the concerned group.

5.2 Conclusion

The study findings indicate that intrinsic motivation as one of the elements of motivational factors has a strong correlation with employee's turnover at the workplace. The empirical results of this study show that the motivation of the employee has advantages to the employee and the organization will keep the loyalty of the employee at the high peak. From these observations of facts, it is clear that Ruanda prison college can survive and grow by taking care of their employees.

Also, the study findings indicate that extrinsic motivation as one of the elements of motivational factors has a strong correlation with employee's turnover at the

workplace. Motivational factors such as recognition and appreciation, work environment, provision of wage on time and salary are the major extrinsic motivational factors that are kept emphasized by the employees working at Ruanda prison college. Moreover, interviewees from different departments found at Ruanda prison college suggested that the reported concerns with regard to employee's motivations partly had to do with employees' turnover. In particular, the majorities of interviewees indicated that good environment to work, good leadership styles, salaries and other forms of incentives given by the management were the most important motivations.

5.3 Recommendations

The following are recommended solutions to enhance the contribution of motivation on reducing employees' turnover in Ruanda prison college:

5.3.1 Recommendations on the Role of Intrinsic Motivation on Reducing

Employees' Turnover

Employees at Ruanda prison college need to be motivated constantly. They need to be encouraged to put their best for the organization. They need to be made comfortable to put all their efforts and achieve both organizational and personal goals. There is a need to improve on supervision of the employees at all levels of the organization. The need to improve on the working conditions at the organization especially for the lowest staffs.

5.3.2 Recommendations on the Role of Extrinsic Motivation on Reducing Employees' Turnover

The management at Ruanda prison must give more attention to the extrinsic motivations that tend to reduce employee's turnover. The management should acknowledge and exploit the extrinsic factors in their human resource management practices so as to ensure that the employees are well motivated to perform their tasks. The management should take into account that the extrinsic factors that influence employee motivation levels also do impact on the personality or the intrinsic factors and impact on the general employee motivation levels.

5.3.3 Recommendations on the Perceptions of Employees Regarding the Existing Employee Motivations

Since most of the interviewed employees at the Ruanda prison college had their perceptions that good environment to work, good leadership style as well as salaries and other forms of incentives given by the management were the most important motivational factors, the managements should identify the individual factors as they determine the drive of employees toward achievement of organizational goals. This study believes that incentive factors are able to motivate the workers to increase their productivity and performance and hence reducing the turnover rate among the employees working at Ruanda prison college.

5.4 Implications of the study

Implications to the management of Ruanda prison college

Most of the respondents have argued that good environment to work, good leadership styles, salaries and other forms of incentives given by the management were the most

important motivations. Therefore, the management need to make sure that these benefits are being offered on time as this will not only boost their working morale but also it will reduce the turnover rate.

Implications of the study to policy maker

Since most of the respondents have agreed that good environment to work, good leadership styles, salaries and other forms of incentives given by the management were the most important motivations. Therefore, policy makers should make sure that these issues are well documented in the policies. Once these issues are clearly documented it will be easy to be implemented in prison colleges.

Implications of the study results to the existing body of knowledge

Although there are extensive researches on the role of motivation on reducing turnover rate at global level, study on the role of motivation on turnover rate at Ruanda prison college are limited. Therefore, the current study intends to close the existing knowledge gap. Additionally, the findings of this study confirm to what was presented in Two-factor theory.

5.5 Limitations and areas for further studies

This study was conducted to assess the role of motivational factors on employee's turnover at Ruanda prison college, therefore results of the study could not be generalized outside the context of the study area. Other studies could assess the motivational factors on employee's turnover in other private and public institutions other than prison colleges. Furthermore, this study employed a mixed study with small sample size of 172 respondents, the analysis was done using content,

descriptive statistics and regression analysis, therefore future studies could use different data analysis method such as inferential to see if the same findings can be generated.

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APPENDICES

Appendix 1 Questionnaire Guide for Prison Officers

Dear respondent,

My name is Rehema Kassim, a student of The Open University of Tanzania. This Questionnaire is administered as part of my research study which is focusing on “Contribution of Motivation on Reducing Employee Turnover at Ruanda Prison College”. You are kindly asking to spare some few minutes and take part in this study. The participation in this study is voluntary. Therefore, feel free to withdraw if you are uncomfortable. The information collected will solely be used for academic purpose.

SECTION A: RESPONDENT’S DEMOGRAPHIC INFORMATION

1. Gender

a) Female () (b) Male ()

2. Age

a) 20 – 29 () b) 30 – 39 () c) 40 – 49 () d) 50 and above ()

3. Department:

- a) Administration
- b) Accounting
- c) HR
- d) Logistics Department

4. Job position:

- a) HR officer
- b) Accountant
- c) Administrator

d) Logistic Officer

5. Educational background

- a) Certificate level () b) Diploma level ()
c) Bachelor Degree () d) Master's Degree ()

6. Work experience

- a) Less than 5 years
b) 5 years
c) More than 5 years

7. Income level

- a) 300,000 – 500,000/=
b) 501,000 – 700,000/=
c) 701,000 – 1,000,000/=
d) More than 1,000,000/=

SECTION B: INTRINSIC MOTIVATION

The following statements related to the contribution of intrinsic motivation on reducing employee turnover. Please rate each of the sentences in a 5-point Likert scale ranging from 1(strongly disagree) to 5(strongly agree) indicating your agreement/disagreement on the factors presented. Please tick (once) in each of the sentence.

| N | Variable | 1 | 2 | 3 | 4 | 5 |
|----|--|---|---|---|---|---|
| 8 | Delayed salary creates an environment for turnover | | | | | |
| 9 | Provision of wages on time retains employees | | | | | |
| 10 | Good working environment attracts employees | | | | | |
| 11 | Appreciation tends to retain employees | | | | | |
| 12 | Recognition at the workplace attracts employees | | | | | |

Key: 1(strongly disagree), 2(disagree), 3(neutral), 4(agree), 5(strongly agree)

SECTION C: EXTRINSIC MOTIVATION

The following statements relates to the contribution of extrinsic motivation on reducing employee turnover. Please rate each of the sentences in a 5-point Likert scale ranging from 1(strongly disagree) to 5(strongly agree) indicating your agreement/disagreement on the factors presented. Please tick (once) in each of the sentence.

| N | Variable | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 13 | Provision of health insurance satisfy my working desire | | | | | |
| 14 | Promotion at the workplace satisfy employees working morale | | | | | |
| 15 | Good policies and rules satisfy employees working desire | | | | | |
| 16 | Good transport services at the workplace satisfy employees working morale | | | | | |
| 17 | Employees are being motivated by career development | | | | | |

Key: 1(strongly disagree), 2(disagree), 3(neutral), 4(agree), 5(strongly agree)

SECTION D: EMPLOYEES' PERCEPTIONS

18. Have you ever experienced labour turnover before?

- a) Yes
- b) No

19. If yes, what were the reasons?

SECTION E: LABOUR TURNOVER

The following statements relates to the employee turnover. Please rate each of the sentences in a 5-point Likert scale ranging from 1(strongly disagree) to 5(strongly agree) indicating your agreement/disagreement on the factors presented. Please tick (once) in each of the sentence.

| N | Variable | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 13 | The number of employees departure is very low in our organization | | | | | |
| 14 | In our organization, very few new employees are being employed per year | | | | | |
| 15 | Most employees terminate their work contracts due to lack of motivation | | | | | |
| 16 | Daily attendance of the employees is satisfied | | | | | |
| 17 | Employees' job performance is high and satisfied | | | | | |

Key: 1(strongly disagree), 2(disagree), 3(neutral), 4(agree), 5(strongly agree)

THANK YOU FOR AGREEING TO TAKE PART IN THIS STUDY!

Appendix 2 Key Informant Interview (KII)

A. Introduction

Dear respondent,

My name is Rehema Kassim, a student of The Open University of Tanzania. This Interview is administered as part of my research study which is focusing on “Contribution of Motivation on Reducing Employee Turnover at Ruanda Prison College”. You are kindly asking to spare some few minutes and take part in this study. The participation in this study is voluntary. Therefore, feel free to withdraw if you are uncomfortable. The information collected will solely be used for academic purpose.

QUESTIONS

1. In your opinion, what do you think are the motivational factors affecting employee’s turnover at Ruanda Prison College?
2. What can you say about the intrinsic motivations that can be used to reduce employee’s turnover?
3. Do you think extrinsic motivation can help to reduce employee’s turnover at your workplace? Please elaborate?
4. From your experience, what should be done to overcome turnover to prison Officers?
5. In your opinion, can you tell me what is your perception regarding the existing employee motivation at your work place