

**ASSESSMENT OF EMPLOYEES TURNOVER IN THE PRIVATE SECTOR:
A CASE OF STEPS ENTERTAINMENT LIMITED**

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**A DISSERTATION SUBMITTED IN A PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE MASTERS IN HUMAN RESOURCE
MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled “ **Assessment of employees turnover in the private sector: A case of Steps Entertainment Limited**” in partial fulfillment of the requirements for the Masters of Human Resource Management of the Open University of Tanzania”

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Date

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DECLARATION

I, **Getrude Lyengi** do hereby declare that, this dissertation is my original work and it has not been submitted or presented for a similar degree program in any other University.

.....

Signature

.....

Date

DEDICATION

I sincerely dedicate this work to my Husband Selya B.Kulwa, my parents Mr and Mrs G.B. Lyengi and my lovely aunt G. P. Rwakatale, for their moral and financial support during the whole period of my study, without forgetting the entire family members including Brothers and sisters.

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ABSTRACT

The role of employment has received a considerable attention in Tanzania and taken as the major factor in accelerating development however, many new employment opportunities are substantially created in the informal sector whose rate of growth may be higher than that of the formal sector in the recent years, the private sector deliberately faces the challenge of employees turnover despite good rewards system, benefits, good working environment, elements of motivation and attraction. The broad objective of the study was to access the employees' turnover in the private sector specifically at Steps Entertainment Limited. The specific objectives of the study aimed at identifying the rate of employees' turnover at Steps entertainment Limited within the five years span, to examine the reasons of employees' turnover at Steps Entertainment Limited over the past 5 year. And last propose a workable solution to minimize employees' turnover rate. The data collection methods such as interviews, questionnaires, and documentation review from the firm were used to get the relevant information about the study.

The data analysis were done through decision analysis techniques whereby the data was presented in terms of graphs, pie charts and tables to enable the reader to understand easily, the study realized that salary, employees dissatisfaction with their works, poor working conditions, lack of employees participation in decision making process, lack of motivation, discrimination at work place, supervision are among the reasons influencing the employees turnover at the firm. The study also revealed that the rate of employees' turnover is growing year to year and this may impact negatively to the growth of private sector. Lastly the study recommended that there is a need to restructure salary scales in order to ensure employees are satisfied, immediate plans should be there to minimize the rate of employees' turnover.

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LIST OF ABBREVIATION

IT	-	Information technology
FBM	-	Faculty of business management
OUT	-	Open university of Tanzania
MHRM	-	Masters of human resource management

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

The private sector has been experiencing a serious incidence of employees' turnover specifically steps entertainment limited, development of the rate of turnover has been increasing day by day. The main purpose of the study aimed at assessing employees turnover in private companies in Tanzania with steps entertainment limited being a case study over the past five years where by the researcher successfully managed to draw out the general conclusions and recommendations of the actual findings. This chapter provided the background information to the Statement of the problem, Objective of the study, Significance of the study, Study questions, Limitations and Scope of study and Definition of key terms.

1.2 Definition of the key terms

The incidence of employees' turnover is one among the common issues facing many private organizations although the rate differs from one organization to another. The term employee can be defined as any person who is hired to work or perform a job or a business or firm etc in return for payment under a contract of service with an employer whether as a manual labor, clerical work or otherwise and whether the contract is expressed or implied or is oral or written (Employment and Earnings survey analytical report, 2002). Labor turnover is the rate at which an employer gains and loses employees. Turnover may be measured for individual companies and for

their industries as a whole (Benedict, 2012). Moreover turnover may be referred as a rate at which employees leave the factory or company (Hornby, 1996). All in all there is no single definition of the term turnover, the meaning depends of how the term is used.

1.3 Background to the study

The use and value of employment is neither new nor is restricted to any one region. Historically, the Poor Employment Act of 1817 in Great Britain represented a major milestone in the development of economic policy to reduce poverty through employment and development (Braun, 1995). That Act and similar public interventions in later years in various countries have been largely based on the recognition that small firms are important generators of employment (Hobbs, 2000). Hughes (2000) in interpreting the job-generating role of the small enterprises emphasizes the extreme sleekness and volatility of the individual small business growth patterns, and the low quality and sustainability of the many jobs created by the mass microenterprises. He observed that a relatively few firms exhibiting rapid and sustained growers account for the bulk of sustained job generation in small firms. This is especially so for the developing world where economic reforms are recent and hurried, and availability and access to market information is not uniform and assured. Those small enterprises that are better placed to access resources including information and technology thrive and offer sustained jobs while their disadvantaged contemporaries fizzle out.

The development and growth of small enterprises is pegged to the existence of some level of entrepreneurial climate or enterprise culture amongst the people. While

entrepreneurial skills exist in all cultures, they may vary in degree according to traditions, environment, and history. Such skills and motivations should be supported by a well-defined institutional structure that is understood by the participants, and which includes formal rights and protections to physical and other property. Access to resources in the form of capital, labor and infrastructure will then lead to the development of small enterprises participating in marketing and/or processing of farm produce. For example as Reardon *et al.* (2001) point out, household members will redirect their labor away from land-based activities with the existence of: (i) pull factors such as higher incomes in the non-farm sector relative to the farm sector; and (ii) push factors such as increase in agriculturally sourced risk (farming that cannot ensure year-round income and consumption).

1.4 Labor turnover in the private sector

The problem of turnover differs from one organization to another, the high rate of employees turnover has been witnessed in private sectors which impacts negatively to production, affecting the growth of organizations and lowers employees' morale. There is a general consensus that the more the organization invests in replacement cost the more the inefficiency the organization becomes in terms of production and service (Torrington, 2005).

The private organizations in Tanzania advanced soon after the liberalization policy in the years of 1980's, most arguments has been presented by academicians, consultants as well as management carders claiming that "there are no longer any job for life" claiming that the time and length we spend being employed in one organization has

fallen in recent years (Torrington, 2005).

Retaining employees is one of the key factors that the private organizations should consider in order to reduce costs associated with replacing people who have left, ranging from cost of placing the advertisement to the expense required in order to train new staffs. Moreover it's believed that high turnover rate in private organizations is a symptom of poor management and it can result to poor image to clients. Actually people leaves the organizations for a variety of reasons, for example retirement which is one of the common reason, in many cases people leave for a mixture of reasons, the below approach elaborate in details the main reasons associated to voluntary leaving the job (Torrington, 2005).

1.4.1 Outside factors

Under this scenario some leaves the job for reasons that are largely unrelated to their work, this factor can occur for example under the incidence the spouse or partner is reallocated, the wish to fulfill a long term ambition to travel, family issues, illness and other related factors. The leaver feels it's unavoidable to leave the firm although this problem can be reduced through providing career breaks, forms of flexible working and/or child care facilities (Torrington, 2005).

1.4.2 Personal factors

Moreover under the scenario of personal factors the employees may decide to leave the job due to factors associated with family related problems, health problems, social status, unrealistic expectations, education of children, behavior of boss are

some among the factors which may influence employees' turnover. When an employee join an organization they have some unrealistic expectation from the organization, when they are not realized, they become dissatisfied and want to quit (Khan, 2012).

1.4.3 Functional factors

Under this category it involves all resignations which are welcomed by both the employer and employee which in one way or another will influence employees layoffs, for example individuals poor working performance, failure to fit with organizational culture, poor engineered change in management schemes. The main solution is to improve recruitment and selection procedures so that fewer people employed fit the in the category (Torrington, 2005).

1.4.4 Pull factors

Push factors are sometimes known as uncontrolled factors, these factors attract the employees to quit and join new organizations, pull factors includes factors like high salary, career advancement, job security, good location of organization, strong structure, more freedom, value and others more (Khan, 2012).

1.4.5 Push factors

Moreover, with push factors the main problem is dissatisfaction with work or the organization leading to unwanted turnover. According to Taylor (2002) dissatisfaction is one among the factor which may influence employees to seek alternative places for better enjoyment. Dissatisfaction may be influenced by factors

such as in sufficient development opportunities, ineffective supervision, and poor level of employees' involvement in decision making process. In order for the organization to address this factor there should be clear mechanisms for picking up signs of dissatisfaction (Torrington, 2005).

Therefore the employees' decision to leave is associated with number of multiple factors some stated above, although these factors vary from one organization to another.

1.5 Labor turnover in Tanzania

In any case the bottom line is employment, however, in Tanzania as one of the developing countries employment in both sector private and public categorically co-exist, the practice is many employees opt to move to the public or to even shift to other jobs a situation that makes employees in the private sector quit and this culminates to limited trust among the employers, the employees ideologically have no sentimental attachment to the employment a situation that diminishes work output and reduces productivity. This is a serious situation, randomly if you ask any employee in the private sector whether satisfied with his employment most register dissatisfaction and ready to move or even making applications searching for another job. Under comparison analysis with the counterparts in the public sector they look unsatisfied but not ready to leave the job.

1.6 Employees turnover at Steps Entertainment Limited

Steps entertainment limited is a limited company registered in 2007, the company was established for the purpose of manufacturing activities of VHS recording later it

was changed to printing and replication of CDs, DVD and VCD of Swahili films, when it was established in 2007 the company had total number of 54 staffs including local staffs and expatriate staffs.

Before 2007 the film industry in Tanzania was not known, most people concentrated on the music industry, most people watched Bolly wood (Indian) Hollywood (English) and Nollywood (Nigerian) movies none thought of Tanzanian now popularly known as Bongo Movies. Through the schematic and strategic planning Steps Entertainment ventured into production promotion and manufacturing of Tanzanian artists resulting to the film stars we have today a concerted effort was made and today everybody in East and Central Africa acknowledges and appreciates the Tanzanian films in every three shops in the village, in all big town and cities in Tanzania sells Tanzanian movies this includes overwhelming number of hawkers in every corner of the country bringing about a huge employment opportunity and sustained livelihood of Tanzanians and particularly the youths.

The Tanzanian films are the only films acted using Swahili language this has resulted to many people recognizing Swahili language internationally, several East African countries has embarked in the Swahili language and vow for its promotion like the Ugandan president publicly announced the use of Swahili language in his country and embraces it several other leaders has seen Swahili as actually an important language all this has been through promotion of Bongo movies internationally, several other international community's learn Swahili language like the Chinese among other Europeans this is a good social indicator of the good work that has been achieved.

Moreover, from 2007 onwards the number of employees increased after the business grew very fast, the company decided to import more expatriate staffs to cooperate with local staffs on how to operate the different machines like e-mould machines and replications machines. The company currently has total number of 188 staffs centered at the city and outside the city, despite good salary packages and benefits, medical facilities, transport facilities, career development, sufficient training opportunities, timely recognition of performance still there is the problem of turnover at the firm, all employees benefits are administered properly but yet the employees leave the organization and find further employment opportunities. The table below explains in figures the total number of employees hired over the past five years and the number of employees left the job over the past five years.

Table 1 Five years span turnover rate at steps entertainment limited.

S/N	YEARS	NO. OF EMPLOYEES	LEAVERS
01	2009	60	18
02	2010	112	31
03	2011	124	38
04	2012	150	33
05	2013	188	49

Source: Steps entertainment Limited documentation review.

Despite good payment systems and other potential benefits still the company faces the problem of employees turnover as indicated in table one, the turnover rate varies

year to year and the number increases as the time goes, this is the serious problem which made the researcher to investigate the hidden reasons which influences the employees turnover at steps entertainment limited, the study helped to explore the problem in details and came with the strong conclusion which helped to eradicate or reduce the problem.

1.7 Statement of the problem

The development and growth of private sectors in the recent years have a significance role in generating new employment opportunities to the community, Steps entertainment limited is one among the recognized company which offers the employment opportunity to both the local people and the expatriates, the firm have generally and properly recruited good personnel with relevant qualifications and skills to effectively and efficiently work for the firm. Good rewarding systems however have been administered to ensure the employees are satisfied with the job, other benefits like medical facilities, transport facilities, housing facilities, and career advancement opportunity facilities, timely recognition of performance have been administered properly.

However, this study revealed that despite good payment system, timely recognition of performance, career advancement opportunities, implementation of additional benefits facilities to employees but yet there is a serious incidence of employees turnover at steps entertainment limited, The result is, some vacancies remain empty which leads to additional costs of recruiting personnel to fit into those vacancies. As indicated in the literature review several studies have been conducted but still the

problem persist, none of the studies have holistically approached this issue in terms of establishing clear solutions which aimed at reducing employees' turnover at the private sector. This study to some extent helped to identify the solution and reduce the gap.

1.8 Research objectives

1.8.1 General Objective

The objective of the study is to assess employees' turnover in private companies in Tanzania.

1.8.2 Specific objectives

1. To identify the rate of turnover at Steps entertainment Limited.
2. To determine the reasons of employees turnover at Steps Entertainment Limited.
3. To propose a workable solution to minimize turnover at Steps Entertainment Limited.

1.8.3 Research Questions

The following research questions are designed to guide the attainment of the objectives of the study.

1. What is the rate of employees' turnover at steps entertainment limited over the five years timeframe?
2. What are the reasons which lead to employees' turnover at steps entertainment limited?

3. How the human resource department at steps entertainment limited initiate strategies to reduce turnover?

1.9 Significance of the study

This study is very important and very significant to the private sector, academicians and the public sector among any other interested party.

For the Private sector the research findings will practically assist to understand the situation, the root cause of the turnover and the cost implication used in getting another employee hence device a remedial effect and minimizes the turnover rate. Moreover, the research findings may help the private sector to institute or formulate motivational policies and establish effective retention strategies. These efforts will build a fantastic image of the private sector, hence convince skilled, competent and professionals to apply work in the private sector organization consequently boost the work output and improve the economy.

For the academicians this study finding might be very important to establish a further research probably on comparative analysis among other studies in other places.

For the public sector the research may help the understand their strength and continue to institute more efforts to retain their workers due to competitive situations in the private, hence bring about competition of the scarce human resource a situation that will increase benefits to the employees hence motivate them to work extremely hard and boost the economy.

The bottom-line is that after successful completion of the research report the researcher is expected to be awarded with a Masters of Arts in Human Resource Management of The Open University of Tanzania.

1.10 Structure of the Dissertation

This work has been organized as follows; the first chapter focused in details about the introduction, background of the study, statement of the problem, general objectives as well as specific objectives, research questions and last the significance of the study. Chapter two focused on definition of the key terms, theoretical studies, empirical literature review, provides research gap as well as identifying the research limitations. The third chapter focused on the research design and methodology of the study, it gives the clear details on how the study was undertaken, the research tools, sampling procedure, data collection procedure and gives the clear picture of how the data was analyzed. Chapter four focused on the presentation and analysis of the data collected as well as engages in discussion. Chapter five focused on the summary of the findings and at last the general conclusions.

1.11 Study limitation

The study was conducted at steps entertainment limited. The sample was made on context that it's a big and famous entertainment company. Therefore, the major problem faced during data collection was lack of confidence in responding to several interview questions. The time constrain was a major challenge to compile a meaningful data probably due to nature of the data required as well as analyze the report. Moreover, the financial constrain to expand the research to cover a wider area might be a hiccup to limit the study to a particular manageable area.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

Several studies on employee turnover has been conducted in Tanzania, East Africa, Africa and the globally, there are several and different theories derived from the reviewed literatures which are relevant to this study and their implications, the studies were critically analyzed and the gaps identified which forms the basis for this study.

2.2 Conceptual Definitions

The problem of retaining employees in private sector has increased due to the changes of global economy as well as rapid technology. Human resource is considered to be the heart beat of every competitive company thus setting priorities towards retaining employees is unavoidable. The term employee turnover can entail “a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees” (Shukla, 2013) on the other hand “turnover refers to the amount of movement of employees in and out of the organization normally present in terms of turnover rate” (Ibid, 2013).

2.2.1 Meaning of employees.

The term employee can entail an individual who has entered in the contract of employment (ELRA, 2004) but on the other hand the term employee can refers to ‘any person who is hired to work or perform a job or for a business, firm in return for

payment under a contract of service with an employer whether as a manual labor, clerical work or otherwise and whether the contract is expressed or implied or is oral or written (Chuwa, 2013). Therefore for any successful company should have the proper system to maintain employees in the organization.

The problem of employees retention is commonly among the graduate who seek job security and other additional benefits from their employer as stated by (Pop, 2010) who argued “the retention of new graduates is a challenge to many companies, turnover among newly qualified graduates is high due to the ability to pursue and find alternative employment and the undersupply of skilled employees in the market” who lacks clear experience in the job arena.

2.3 Theoretical framework

Employees’ turnover has been revealed by some scholars in the literary work who generally conclude that there is no a single cause of employees’ turnover at the work place, this phenomenon is influenced by multiple factors. According to unfolding model when individuals leave the job they normally take one of the turnover paths, these paths change overtime and at different rates and involve different processes and behaviors (Terence, 2001)

Many people thought about leaving in response to some particular events and we call that particular event a “shock to the system” some cited shocks observed in a literary work includes mergers, unsolicited job offers, friends leaving, having baby, spouse relocation, a poor performance appraisal and other administrative changes (Terence,

2001). Normally when shock occurs employees starts thinking about leaving the organization.

The decision to leave according to this model usually take four paths that is path one which is leaving by following a plan that means the employees know that they will leave and under this path the employee quit by his or her consent. Path two argues that employees do not have a plan to leave but the decision is normally influenced by some violations of expectations, negative emotions and the like. Under path three normally employees quit from the firm for something better, here the employees have plan to leave and normally quit because of dissatisfactions. Lastly under path four the employees leave actually because of the factors associated with dissatisfaction influenced by cost cutting, work overload, work schedules and the like. This model show four paths that an individual must take before deciding to leave the organization as tabled in the table number two. (Terence, 2001).

Table 2 The Unfolding Model Paths

ATTRIBUTE	1	2	3	4A	4B
	Following a Plan	Leaving without Plan	Leaving for something better	Leaving without Plan	Leaving for something better
Initiating Event	Stock	Stock	Stock	Job dissatisfaction	Job Dissatisfaction
Script/Plan	Yes	No	No	No	No
Relative Job Dissatisfaction	No	Yes	Yes	Yes	Yes
Alternative Search	No	No	Yes	No	Yes
Time	Very short	Short	Long	Medium	Long

Source: Field Data

The table number 2 explains four different paths that employees may take before leaving the organization (Ibid, 2001).

This study was based on the concept of employees' turnover as the result of dissatisfaction brought by number of factors influencing employees' decision to quit. The figure number introduced by the researcher depicts that rewards and incentives, motivation, good working conditions, employees participation in decision making process, absence of discrimination at workplace may lead to employees' satisfaction and reduce the labor turnover rate. The data collected from the study were supportive to this framework.

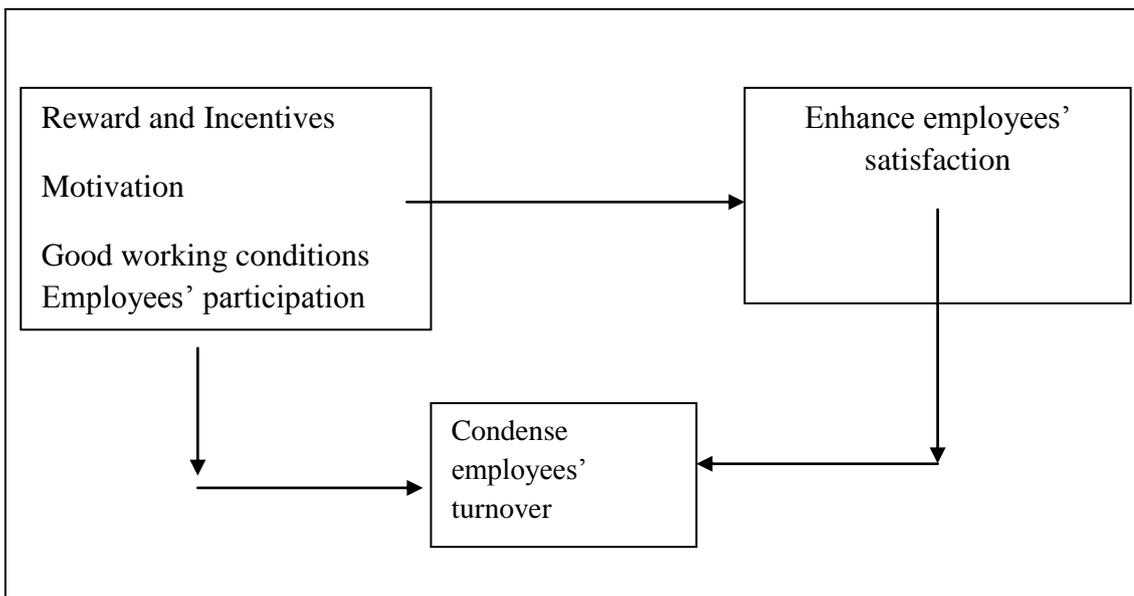


Figure 1 Employees' Turnover theoretical frame Work

Source: Developed By Researcher, (2014)

2.3.1 Expectancy theory

Normally once the employees join the organization they have some specific expectations about their needs, according to expectancy theory which is actually

based on four assumptions; one assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual's behavior is a result of conscious choice. That is, people are free to choose those behaviors suggested by their own expectancy calculations. A third assumption is that people want different things from the organization like salary, advancement, job security, and challenge. A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally. Therefore the assumptions have three key elements which are expectancy, instrumentality, and valence. A person is motivated to the degree that he or she believes that his or her effort will lead to acceptable performance (expectancy), his or her performance will be rewarded (instrumentality), and lastly the value of the rewards is highly positive (valence). Failure to get these expectations may however influence employees' turnover at the firm (Lunenburg, 2011).

2.3.2 Herzberg dual factor theory

According to Herzberg dual factor theory, the dual factor theory argues the satisfiers are related to the nature of the work itself and the rewards that flow directly from the performance of that work. The work related factors which influences employees satisfaction are achievement, recognition, work itself, responsibility, salary, status, benefits and advancement. The dissatisfaction factors are associated with the individual's relationship to the context or environment in which he does his work. The most important dissatisfies are company policy and administration that enhances ineffectiveness or inefficiency within the organization, incompetent technical

supervision, the supervision that lacks knowledge of the job or ability to delegate responsibility and teach, Working conditions, interpersonal relations with supervisors, salary, and lack of recognition and achievement can also cause dissatisfaction. Moreover once dissatisfies overlap the employees may start thinking about leaving the organization. Hygiene factors are needed to ensure employees are not dissatisfied (House, 1967).

Herzberg (1966) mentioned other set of hygiene factors includes salary, company policies as well as working conditions. For Herzberg salary was considered as “hygiene factor” rather than just a motivator. For him salary is observed as a ‘hygiene factor’ rather than a motivator.

2.4 Empirical Literature Review

Shamsuzzoba *et al* (2007) wrote about employee turnover a study of its causes and effects to different industries in Bangladesh, the main objectives of the study was to identify the actual reasons of turnover, to analyse how turnover affects productivity on organisations, as well as finding the possible solutions of reducing the turnover. One of the most common reasons raised by respondents given for leaving their job is the availability of higher paying jobs that means they normally leave simply because they receive the offer with high payment, some workers were reported to leave one job to another that pays 50cents an hour more than the current job this shows directly that most of the people leave because they get offer with high payments.

Furthermore, Mitchell *et al* (2001) he studied on the competition to retain key employees and thus he argued top level managers usually spend a lot of efforts,

money and time to implement measures to ensure they keep their people from leaving. He argued people often leave for reasons in many cases some events or unexpected shocks can cause employees to leave the organisation. On the other hand Pritchard (2009) conducted a study on competition among employers in increasing for productive Information Technology (IT) employees, in his study he argues money and other financial incentives should not be taken for granted as the only primary sources for motivating employees to stay. Furthermore the use of intrinsic motivators are said to have a great impact on employees retention and satisfaction.

Ologunde et al (2003) conducted a study on labour turnover among university teachers in south western Nigeria, the main objectives was to ascertain the level of voluntary quits in the universities under review, to identify the various motivational strategies available for academic staff in the universities, to examine the adequacy or otherwise of these motivational variables with view to reduce labour turnover in Nigerian universities. The findings of the study revealed that the majority of respondents around (78%) who were recently employed showed that the most of the old hands have left simply because of poor motivation, thus failure of proper motivation of staff may influence labour turnover.

Communication is said to be one among the factor that can influence employees' retention. Carney (1998) argued that the key communication with employees must be initiated early in the relationship, he quoted communicate, communicate that means communication is the key to ensure the relationship between the employer and employees persist. Another study was conducted by Munga et al (2008) who

examined the system to manage personnel and the implementation of incentives as the factor to retain employees he argued there should be a clear and participatory performance appraisal system, workers participation in discussing their welfares, respect and dignity to ensure the differences are not developed

Furthermore, Bitsch (2004) conducted a study focused on problem of retention, components of satisfaction of a job at green industry employees. The study comprised fourteen businessman who fully participated in the case of management of labor practices, other fifteen non-supervisory cadre were interviewed and managed to analyze the components of job satisfaction, they argued that job satisfaction may be associated with achievement, work itself, recognition, supervision, job security, working conditions, family issues, interpersonal relationships, compensation, safety at workplace and other related factors, he argued when these factors are maintained they may influence employees retention and when are not available may influence their decision to leave.

Mokaya (2008) conducted a study on factors that influence labor turnover of aircraft maintenance engineers in Kenya, a case of Kenya airways. The study aimed at investigating factors influencing labor turnover of engineers in Kenyan Airways. To establish the influence of rewards on labor turnover of engineers in Kenya airways, determine the extent to which poaching and competition, leadership style and working conditions on labor turnover of engineers in Kenya Airways. The findings revealed that 70% of the respondent felt that the rate of turnover of engineers at Kenya Airways was generally high, with the situation not likely to slow down as

there were no immediate remedial plans . The findings revealed that low salary was the main cause of high turnover of engineers at Kenya Airways whereby 65% of the respondents indicated that the salaries paid to engineers was not attractive.

Another study was conducted by Khatri (2001) in his study he examined that there is a dearth of research studies examining the issue of turnover in Asian countries as well as either developing countries, this problem impacts headache to most of human resource managers especially in the developing countries, he emphasized there is a serious need to undertake research related to employees turnover especially in Asian countries. He finally reported that there is a very few reports of the study undertaken examining the issue of employees turnover in Asia context and most of investigations realized that a limited number of a sample were used which resulted to generalization.

In addition, Hong (2008) studied about the relationship between organizational climate, employees' personality and intention to leave aimed at exploring the relationship between organizational climate, employee personality and their intention to leave. Among four organizational climate dimensions were selected for the study which includes rewards, responsibility, structure and support. Personality dimensions selected includes sociability and dominance and therefore its effects were on the relationship between intention to leave and organizational climate. The final results realized that organizational climate have a significance role on employees intention to leave. Other four organizational climates had negative significance on employees' intention to leave. Thus sociability and dominance personalities were witnessed as

having significance in moderating the relationship between organizational climate and employees' intention to leave.

Moreover, Chiboiwa (2009) conducted a study which aimed at examining retention strategy in private organizations situated at Zimbabwe. The research was actually a case study research comprised of a major private sector medical laboratory company in Zimbabwe, the research was basically aimed at achieving the following objectives; identifying the causes of employees turnover at the organization, examining the current practices in the organization, establish the effectiveness of the practices, and attempt a workable retention practice that could reduce the high rate of employee turnover in the organization. The qualitative research design was employed in the process of data analysis, the final results revealed that labor turnover was very high to non-managerial employees, moreover the high rate of employees turnover was influenced by poor rewarding system.

2.5 Factors influencing employees' turnover

Failure to retain employees in the private sector in Tanzania is not solely associated with factors of wages only but many other reasons behind its occurrence such as employee personal reasons, getting a better opportunity, ego crash for any issue in the organization, unsatisfied organizational climate or working environment, the unchanging job profile, salary problem, promotion and transfer issues, lack of flexibility, lack of abroad going facility, mis-communication and mis-understanding between employees, employer commitment change, extreme work pressure or stress,

lack of job security, not satisfied with company welfare, absence in career growth of employees and other reasons that might result to employees turnover (Biswal, 2013) .

2.6 Factors influencing employees' retention

The factors which influences an individual to stay in the same organization includes policies of the company, transparency, keeping up of promises made during hiring, orientation of new employees, working conditions, job expectations, support from the fellow employees, management support, flexibility and freedom in work, technology, sufficient training opportunities, job satisfaction, salary and benefits, opportunities for personal growth, opportunities to explain feedback and concerns, timely recognition of performance, performance evaluation system, empowerment, transport facilities, medical facilities, option to work from home (Zachariah, 2012), and other related factors not mentioned but contribute directly to the employees stay.

Retaining employees is one among the biggest challenge especially in the current world of competition and diversification of economy, despite good rewards especially in the private sector still employees quit and looks for better opportunities. Job dissatisfaction is said to be one among the serious cause of employees' turnover (Osteraker, 1999) who argued employee satisfaction and retention are considered as the cornerstone for success of organization.

Labor turnover is a serious disease and it imply there is something wrong at the firm, most of employers are profit oriented and they always dream to make huge profits, thus they are less concerned about maintaining good employees to remain at the organisation, they consider employees like a mere resources that doesnot need much efforts to retain them.

Retirement plans should be there in order to create confidence to employees about their future financial status, employees always seek out the employer who will offer a pension or retirement plan for their future (Taylor, 2000). Good rewarding plans should be there in order to influence employees retention. Employers should be aware of what other employers reward their employees and establish a comparable package that can create an equilibrium as well as making sure they are satisfied with what they get.

2.7 Study Gaps

As indicated in the literature review several studies have been conducted but none of the studies have holistically approached this issue in terms establishing a clear solution towards reducing or eradicating employees' turnover at the private sector. Probably this study will help to identify the solution to solve or reduce the gap.

CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

Basically under this section a lot of very critical issues like the research process, design, population, sampling techniques, research instruments, data collection procedures, analysis and research limitations were discussed systematically.

3.2 Research design

Generally research design helps the researcher to attain the study objectives, for the fulfillment of the research objective is schematically designed in that way the data collected is accurate and relevant. Kinner et al (1996) suggested that a research design is the basic plan that guides the data collection and analysis. It is the structure that specifies the kind of information to be collected, the sources of data and the data collection procedure. Research literature implies that research design can be classified according to the research objective and particularly the type of research in question. The primary data was collected direct from the employees and specifically from the human resource department from the firm.

3.3 Study population

The study population consisted employees in the private sector situated in Dar es Salaam involved steps entertainment limited as a case study. The directly targeted respondents were employees from steps entertainment limited, directors as well as administrative officers since its them who owns employees information starting from

recruitment to when the employee leaves the company and therefore own relevant data on the number of employees employed and left the company within the 5 years span, thereafter the data was accessed from the records of the human resource office. The management including the directors was interviewed to get the feeling of the impact on their employees' turnover despite efforts of rewarding them (see appendix v). Few employees were interviewed also to get a feeling of their perception towards the problem of turnover and suggest ways to reduce the problem (see appendix vi). Furthermore, the study population comprised 2 administrative personnel from the firm. 2 Directors and 26 staffs randomly selected at the firm. However, 30 people were involved as the study population.

3.4 The study sample and sample size

The aim of this part was to determine the sample size of the population involved in the study, decide on the appropriate sampling technique that were employed and criteria for the selection of each sampling technique. The research was conducted consisting of three major groups of people in the private firm selected. The first group consisted of employee's management that is administration department, the second group comprised the Directors of the companies from the selected firm and the third group is the employees consisting both whether senior or junior staffs. Both random and non random sampling technique were used in this research, the employees were randomly selected with regards to their sex, age and departmental sections, directors and other managerial personnel's were selected with consideration to purposive sampling technique due to the nature of their jobs. The employees were randomly selected and clustered according to their age, sex and departments. The

samples were selected with consideration of presenting the targeted group.

3.5 Data collection tools

The researcher collected data from thirty (30) people in the selected organization including both the managerial and non- managerial cadre. 20 respondents filled comprised of 4 people from the management and 16 employees, the questionnaire prepared involved both structured and unstructured questionnaire, the main aim of mixing two types of questionnaire was to avoid respondents biases (see appendix iii and iv). The rationale behind the selection of questionnaires as one of the data collection tools is that, questionnaire can help the research to obtain huge number of data within a short period of time, some employees are scattered therefore using questionnaires helped the researcher to get enough information through sending the questions through mail and get the immediate response, it's less expensive since it can be administered through on line system, time effective, it controls absence attitude of the respondents. Interview as one of the data collection method were administered to 10 respondents involved 2 directors, 2 administrative officers and six employees. The rationale behind selecting this method is that, the researcher was able to get in-depth information about the problem and save time and cost in general. Document review was another method which were used by the researcher the rationale of selecting this method was that, background information were easily assessed also it brought up issues not noted by other means.

3.6 Data analyzing procedure

After the process of data collection from respondents through different methods like

questionnaires and interview the researcher analyzed data by using decision analysis techniques. The findings were presented in different ways such as tables, graphs and pie charts to enable the reader to understand easily, through these methods conclusions and recommendations were easily reached. The analysis were drawn from respondents views derived from interviews which were conducted to both employees and the management of steps entertainment limited as well as questionnaires.

CHAPTER FOUR

4.0 STUDY FINDINGS, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter aimed at examining the research findings with the view of understanding the problem of labor turnover in the private sector specifically steps entertainment limited. The study specifically focused on the assessment of the incidence of labor turnover at steps entertainment limited, assessed the rate of labor turnover at steps entertainment limited over five years span, the study also investigated reasons influencing labor turnover as well as the how the organization can initiate ways in order to reduce the problem of labor turnover as well as retaining them. Basically the information presented in this chapter relied heavily on interviews, questionnaires administered to employees and administrative staffs as well as various documents from the organizational documents.

4.2 Data presentation

The analysis were based on the responses derived from questionnaires administered to employees, questionnaires administered to administrative cadre, interviews administered to employees as well as interview to directors. All observations and findings were actually related to literature review.

4.2.1 Statistical description of the respondents

This part aimed at explaining the demographic characteristics of respondents in terms of age, gender and their departmental section. The average levels of

respondents were from the age of 20-40 mainly dominated by males' respondents. This scenario show that despite the various measures taken by the government to initiate equality in the working sectors still the problem of gender inequality persists. Table number 3 and table number four show the total number of respondents by sex and age as well as the departments they are coming from.

Table 3 Respondents by age and sex

S/N	YEARS	MALE	FEMALE
01	20-30	10	6
02	31-40	8	3
03	41-50	1	-
04	51-ABOVE	1	1
TOTAL		20	10

Source: Field Data

Table 4 Respondents by department

DEPARTMENTS		TOTAL NUMBER OF RESPONDENTS
01	Administrative Department	4
02	sales and Marketing Department	10
03	Production Department	12
04	Finance Department	3
05	It Department	1
TOTAL		30

Source: Field Data

4.2.2 Existing employment structure and rate of turnover

The five years data were collected from the institution named steps entertainment limited for the purpose of assessing the problem of labor turnover. The study findings realized that employee's turnover rate differs from year to year within steps entertainment limited and the rate tend to increase as the time goes on. Table number 5 show the rate of employees turn over from year to year.

Table 5 Employees turnover rate by the year 2009.

S/N	GENDER	NO.OF EMPLOYEES	NO. OF LEAVERS	RATE OF LEAVERS.
1	MALE	41	10	4%
2	FEMALE	19	8	3%
	TOTAL	60	18	7%

Source: Field data 2014

Table number 5 shows the rate of employees' turnover at steps entertainment limited during the year of 2009. The table indicates in details the total number of employees hired were 60 employees who consist of both male and females, male employees were 41 and female employees were 19 which at last make the total of 60 employees. The total numbers of leavers for both male and females were 18 employees which is equivalent to 7% of all employees.

Table 6 Employees turnover rate by the year 2010

S/N	GENDER	NO.OF EMPLOYEES	NO. OF LEAVERS	RATE OF LEAVERS.
1	MALE	80	19	15%
2	FEMALE	32	12	4%
	TOTAL	112	31	19%

Source: Field data 2014

The turnover rate of the year 2010 differs from the rate indicated in the year 2009 by 12% as indicated in table number 6, during the year of 2010 the total number of employees were 112 staffs which comprised 80 males and 32 females. The total number of leavers during the year 2010 was 31 leavers which is equivalent to 19% percentage of leavers. The findings realized that as the time goes on the rate of employees' turnover also grow very fast which is the indicator of poor retention policy and strategy at the firm.

Table 7 Employees turnover rate by the year 2011

S/N	GENDER	NO. OF EMPLOYEES	NO. OF LEAVERS	RATE OF LEAVERS.
1	MALE	89	20	18%
2	FEMALE	35	18	6%
	TOTAL	124	38	24%

Source: Field data 2014

The findings realized in the year 2010 the rate of turnover expanded by 5%, as indicated in table number 7, the total number of employees employed during the year of 2011 were 124 employees, the employees who leave their job were 38 employees which is equivalent to 24% of employees who left the job, the rate turnover were high compared to female employees this shows how much the females employees are committed to their work.

Table 8 Employees turnover rate by the year 2012

S/N	GENDER	NO.OF EMPLOYEES	NO. OF LEAVERS	RATE OF LEAVERS.
1	MALE	103	19	20%
2	FEMALE	47	14	7%
	TOTAL	150	33	27%

Source : Field data 2014

The rate of turnover during the year 2011 increased by 3% this is according to table number 8, the total number of employees hired in the specific year were 150 consisting of 103 males and 47 females. The numbers of leavers were 19 males which is equivalent to 20% and 14 females which is equivalent to 7% percent. The total rates of leavers were 27% percent compared to the year of 2011 this comprised only 24% of leavers annually.

Table 9 Employees turnover rate by the year 2013

S/N	GENDER	NO.OF EMPLOYEES	NO. OF LEAVERS	RATE OF LEAVERS.
1	MALE	102	21	21%
2	FEMALE	86	17	15%
	TOTAL	188	49	36%

Source : Field data 2014

The findings during the year 2013 indicated the total number of employees hired was 188 which consisted 102 males and 86 females as shown in table number 9, the total number of leavers annually were 49 leavers which is equivalent to 36% of leavers. The rate of labor turnover in the year 2013 increased by 9% which is higher compared to the year 2012 were by only 3% of leavers were increased.

With reference to table number 5 up to table number 9 the rate of employees' turnover seems to be in a medium level over the all five years span. But important point which needs to be noted is that the level of turnover expands year to year as the number of employees' increases and most of the employees who quit are normally males thus mechanisms should be set to rescue the situation in future.

4.3 Respondents views on the reasons influencing labor turnover

Respondents were asked to explain the reasons that may influence employees' turnover at the steps entertainment limited, some of the responses were figured in the figure number (ii) in terms of percentages.

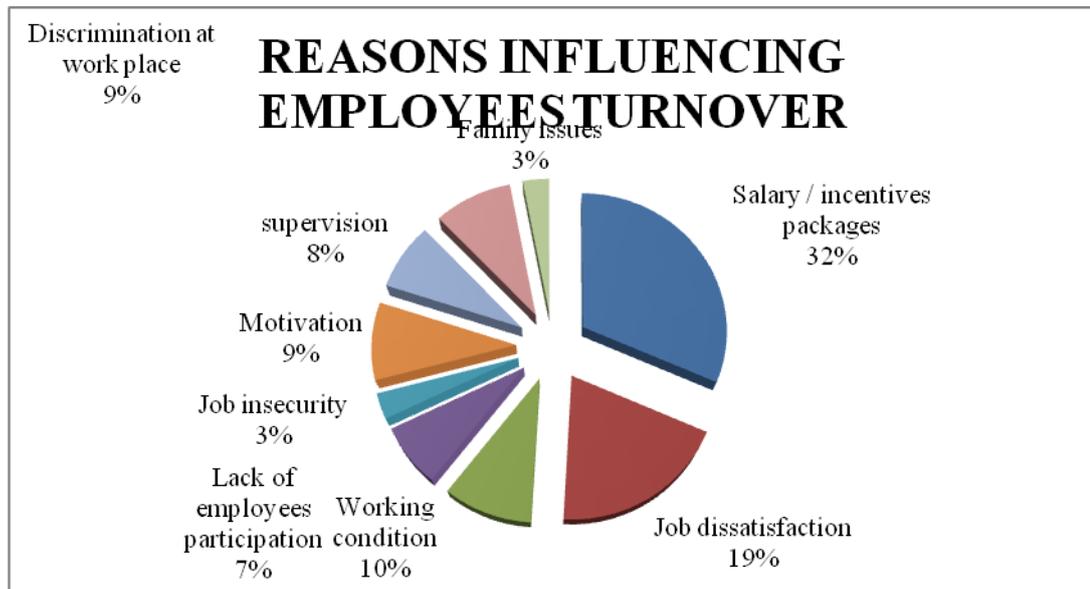


Figure 2 Reasons influencing employees turnover

Source: Field data 2014

4.3.1 Salary and other incentives packages

Salary and other incentives packages like housing, transport facilities, mileage allowance, health facilities and other packages are among the pull factors which may influence the employees decision to leave and seems to be of high priority to almost all respondents, the data collected provided clear picture that salary is one among the major factor influencing the employees turnover at the firm, when employees join an organization they join with high expectations but later they become de-motivated by the packages they receive, about 32% of the respondents which is equivalent to 10 employees out of 30 respondents(see figure 1on page 33) agreed on this assertion. The data collected from the management also show the salary packages of employees are the first contributing factors of employees' turnover. Many authors agreed that other incentives packages rather than rewards are useful pull factors that may be used as an alternative way to retain favorable employees at the firm, if that is not enough

the data collected from the management level show that lack of incentives packages are the second factors contributing to employees layoffs at the firm. Apart from the salary the employees also proposed to be given the below allowance in order to enhance their efficiency and effectiveness at work.

- House Allowance
- Millage Allowance
- Electricity Allowance
- Telephone Allowance
- Risk Allowance
- Sensitive work Allowance
- Lawyers Allowance
- Health allowance

4.3.2 Job Satisfaction

One of the question asked to respondents was whether they are satisfied by their work or otherwise the data collected was categorized in terms of age in order to know how much percentage from the age group are satisfied by their work. As discussed in the literature review job dissatisfaction is directly affects the labor commitment to their work and it may influence employees' decision to quit.

The analysis in table number 10 show that the employees range from 20-40 years are dissatisfied by their job, 9 respondents which is equivalent to 3% of the respondents argued that they are dissatisfied by their work, 4 respondents which is equivalent to 1.2% agreed to be satisfied by their work. The respondents ranges from 41-50 years seems to be satisfied by their work 8 of them agreed to be satisfied by their job which is equivalent to 2.4% where by 7 respondents are dissatisfied by their job

which is equivalent to 2.1%. The last group comprises the age from 51 and above, all respondents from this group agreed to be satisfied with their work that means 2 respondents which is equivalent to 1% of the respondents claimed to be satisfied with their work. Finally the groups ranging from 41-40 years and 51- above seems to be satisfied with the work rather than the groups from the rest. Therefore from the above analysis job dissatisfaction as one among the push factor which influence labor turnover should be taken into consideration by the management towards reducing the level of dissatisfaction.

Table 10 Respondents satisfaction by age.

AGE	YES	NO	TOTAL
20-40 YEARS	4	9	13
41-50 YEARS	8	7	15
ABOVE 51 YEARS	2	-	2
TOTAL	14	16	30

Source : Field data 2014

Table 11 Respondents satisfaction by departmental sections.

DEPARTMENTS	YES	NO	TOTAL
ADMINISTRATIVE DEPARTMENT	3	1	4
SALES AND MARKETING DEPARTMENT	6	4	10
PRODUCTION DEPARTMENT	5	8	12
FINANCE DEPARTMENT	1	2	3
IT DEPARTMENT	-	1	1
TOTAL	15	16	30

Source : Field data 2014

The analysis from table number 11 shows that the employees from administrative department some seems to be satisfied while others seems to be unsatisfied that means 75% of the respondents admit to be satisfied with their job while 25% prove to be dissatisfied, this figure shows that the employees from this cadre are more satisfied rather than being dissatisfied. Again the analysis from sales and marketing department seems to be satisfied with their work the reason behind is that the employees from this cadre are seen with the close eyes since they are said to be the heart beat of the company, the responses proves that they are satisfied although some of them admits to be dissatisfied.

The analysis from the production department as indicated in table number 11 is vice versa to sales and marketing department, the employees from this cadre seems to be dissatisfied with their work 2% of 5 respondents proved to be satisfied their work while 2.4% of 8 respondents claimed to be dissatisfied with the work. The findings from finance department show clearly that me majority are dissatisfied by their job where by 2 respondents which is equivalent to 1% of the respondents admits to be dissatisfied while 1 respondent which is equivalent to 0% of 30 respondents admits to be satisfied by the work. The analysis from information and communication technology department proves that they are dissatisfied by their work since their profession is taken for granted. The overall analysis of this scenario provide the clear picture that the employees from sales and marketing department are highly satisfied by their work rather than the rest of the departments. The respondents go further by providing the satisfying factors that may reduce employees turnover at steps entertainment limited, the factors are shown in the figure 3;

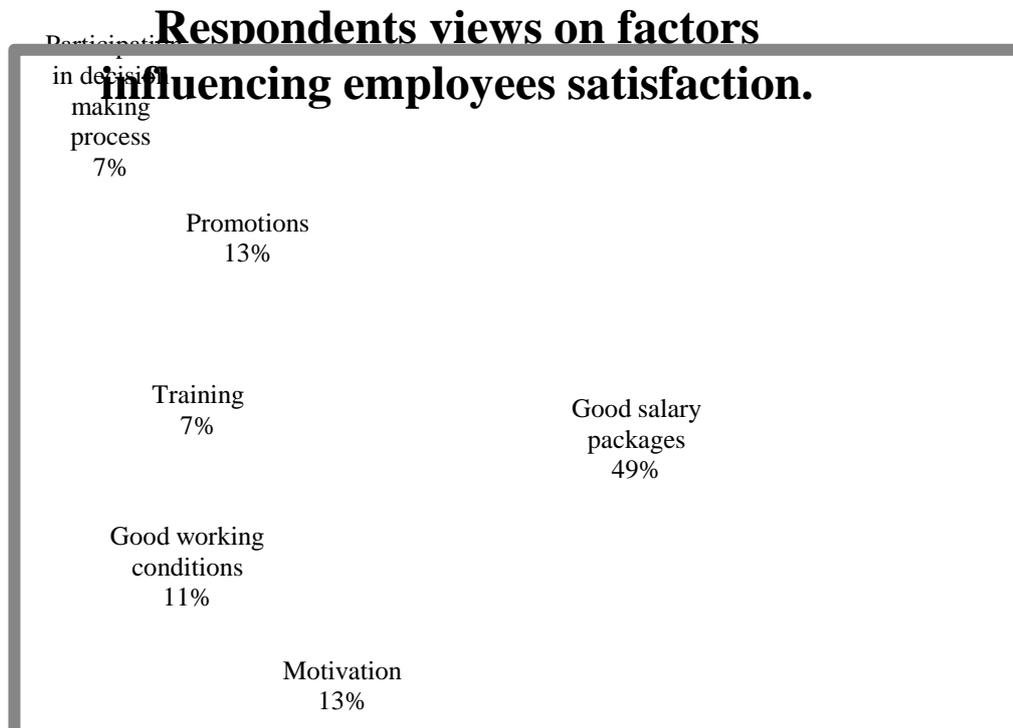
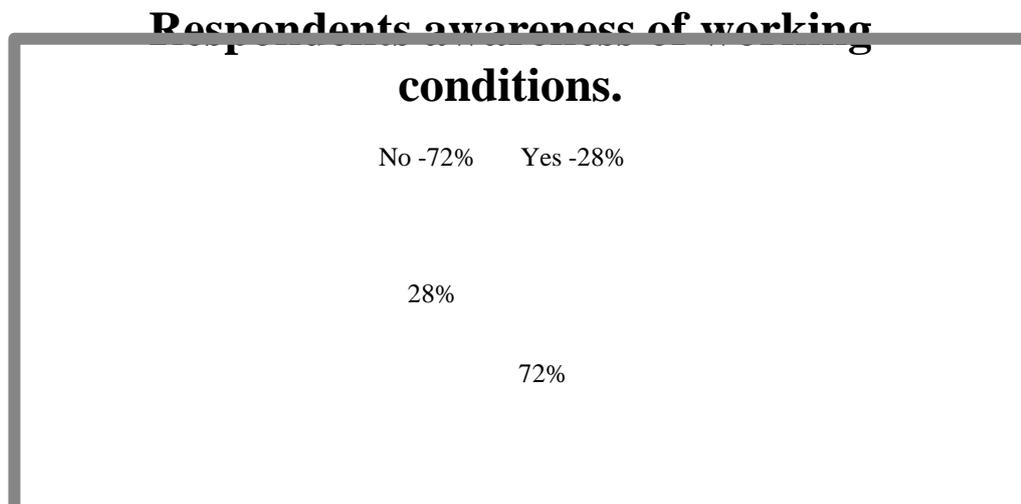


Figure 3 Respondents views on factors influencing employees' satisfaction.

Source: Field data 2014

4.3.3 Unfavorable working condition

Under this scenario the respondents admits that unfavorable working condition is one among the reason influencing their decision to leave. The respondents were asked whether working condition can influence their decision to leave or not the findings proves that 51% of 30 respondents agreed that unfavorable working condition can influence the employees decision to leave the organization. The findings in figure number (iii) realized that most of the employees are not aware of working conditions 28% only agreed to be aware of working conditions the 72% proved to be unaware of working condition, the figure number iv explain the above rate in figure.



Source: Field data 2014

Figure 4 The respondents awareness of working condition

4.3.4 Lack of employees' participation in decision making.

Any successful organization should involve its people in decision making process since employees are the key individuals who know better how the organization operates and constraints that can limit the progress of the firm, the question was asked to employees to provide the reasons that may influence turnover 7% of the respondents argued that lack of participation in decision making process can influence their decision to quit, the more they get involved in the process of decision making the more they become committed to their work (see interview guide question number 2) . Employees participation especially in decision making process will in one way or another improve their performance and reduce inferiority complex. On the other hand the analysis from the managerial cadre was opposite they agree that their employees participate in decision making process although in small extent the decision making process normally is top-down.

The same question (see interview question number 3) was also asked to the management in order to see how well employees' participation in the organization is practiced. The management agrees that their employees participate in decision-making process in different ways. It was observed that management of internal decisions process in the institutions is through administrative meetings in which majority of its members are taking part. The structures of the organization committees do not give adequate opportunities to employees to make contributions. The representatives from lower cadres in some of the committees are just members who are there to present their problems and not contributions on management issues.

Table 12 Respondents views on employees' participation by department.

DEPARTMENTS	YES	NO
ADMINISTRATIVE DEPARTMENT	3	-
SALES AND MARKETING DEPARTMENT	3	7
PRODUCTION DEPARTMENT	1	11
FINANCE DEPARTMENT	1	2
IT DEPARTMENT	-	1
TOTAL	8	20

Source: Field data 2014

4.3.5 Motivation

Most of employers focus on making benefits rather than taking the employees' as the most valuable resources which needs to be maintained. Motivation is said to be psychological process that cause the arousal, direction and persistence of voluntary

actions that are goal directed. People are unlikely to change their behavior or do something until they are motivated to do so. Motivation can be of different forms such as financial incentives, job rotation, job enrichment, pensions, commissions, certificate of recognitions and other forms of motivation ,The findings realized that the majority of employees are on need of being recognized and motivated on their performance, 9% of the respondents admits that motivation is one of the key factor influencing employees retention.

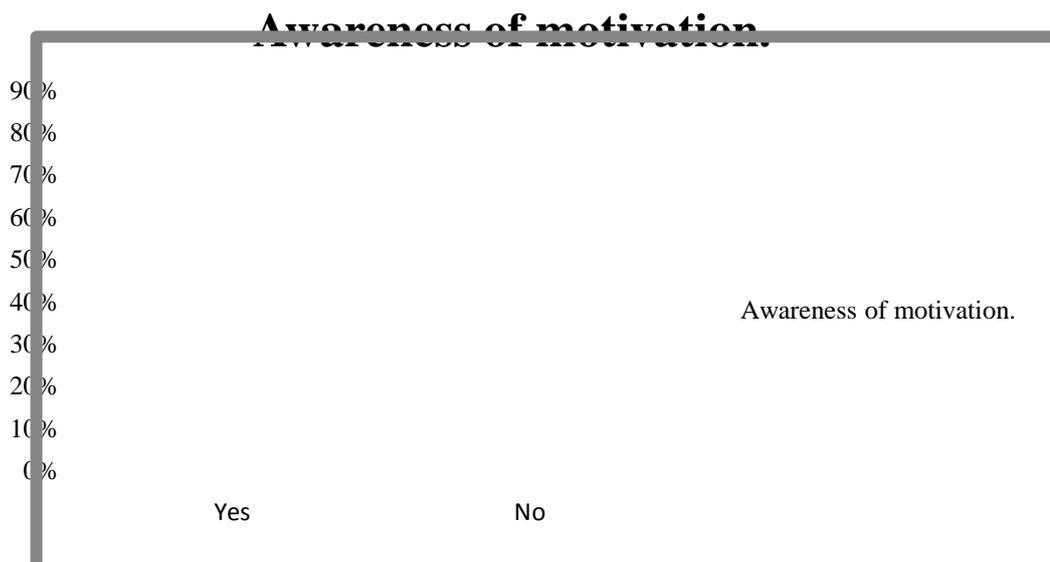


Figure 5 Respondent's awareness of motivation

Source : Field data 2014

4.3.6 Employees' discrimination at work place.

The findings from the respondents realized that some of the employees do face some discriminatory practices, some of the mentioned practices includes; being forced to work beyond their limit, harsh words from their supervisors, forced to wear special

uniforms which are shorts and t-shirts that are not conducive for factory setting, salary deductions during absence even if informed, working beyond the hours agreed in employment contract, racial discrimination especially to local staffs, favoritism especially to expatriate staffs. According to their views this may influence their decision to find better opportunity from other companies. The figure number (vi) explain the respondents view on discrimination at workplace where by 80% of respondents agreed that there is discriminatory practices at the firm. The remaining 20% disagree with this view.

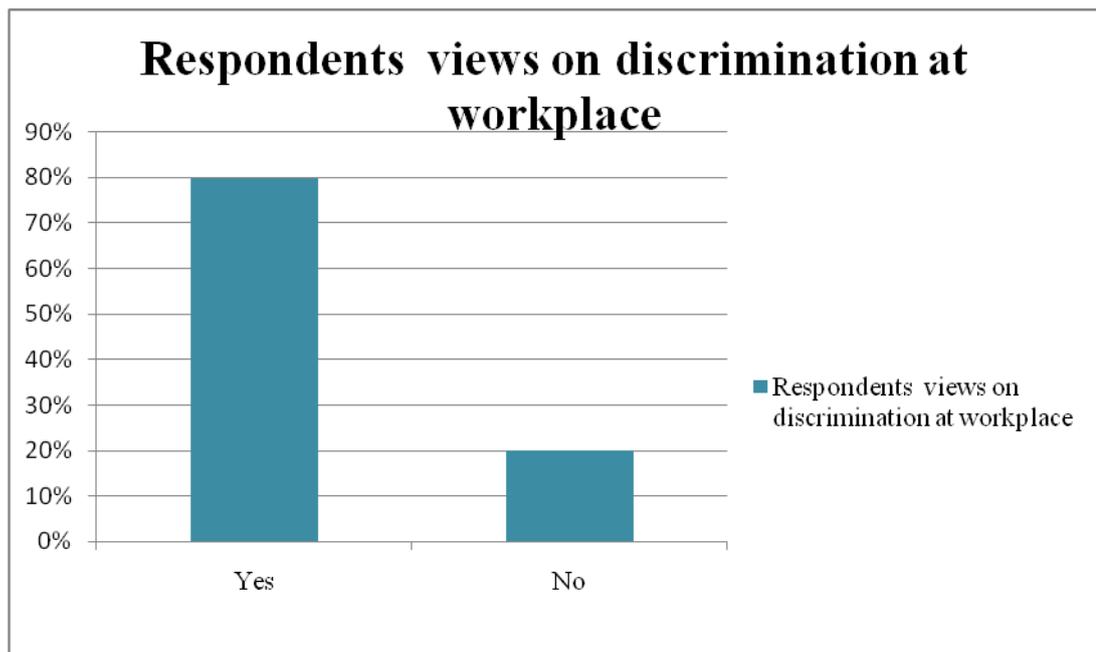


Figure 6 Respondents views on discrimination at work place

Source: Field data 2014

4.3.7 Lack of Supervision

Respondents were asked whether supervision can be one among the reason influencing employees turnover, 3% of all respondents agreed that lack of

supervision may in one way or another influence employee turnover, its true supervision is one among the contributing factor to turnover it's there to ensure employees work in disciplinary level and accomplish company goals and objectives, although it's not among the serious issue but more attentions and mechanisms should be there towards addressing it in future.

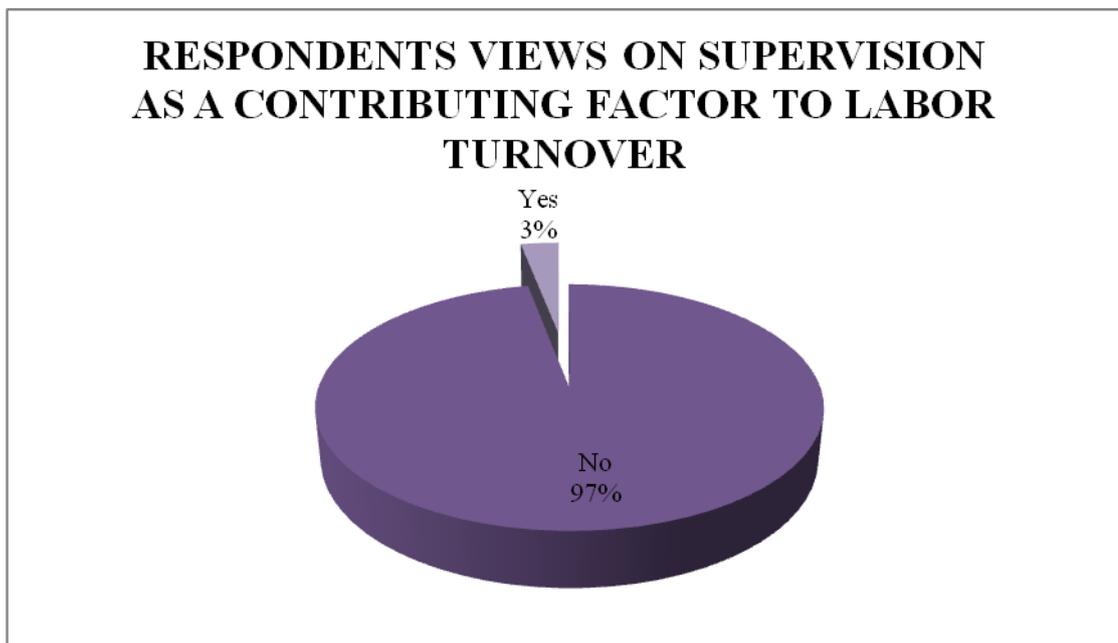


Figure 7 Respondents views on supervision as a factor contributing to labor turnover

Source: Field data 2014

4.3.8 Family issues

Family is one among the basic social unit which may influence negatively or positively to individual performance. The respondents were asked whether family issues like spouse or partner reallocation, sickness of your children's, parents problems and other outside factors may influence labor turnover. The findings from respondents realized that only 3% of respondents agreed to that view, that means

family matters is not a serious reason that may influence labor turnover but mechanisms should be there to ensure the employees are retained in future time.

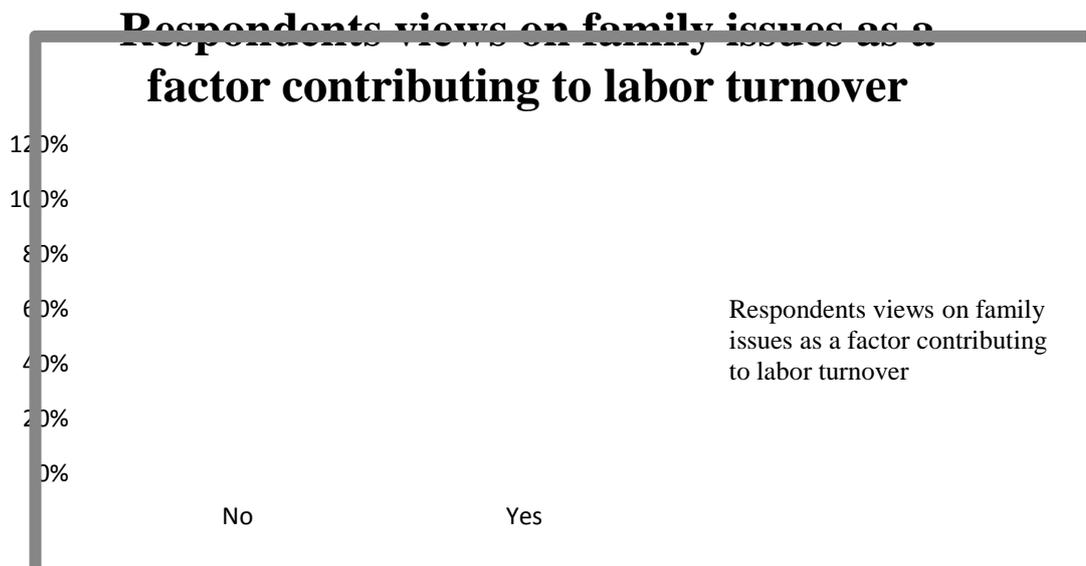


Figure 8 Respondents views on family issues as a factor contributing to labor turnover.

Source : Field data 2014

4.4 Discussion of the findings

This section aims at discussing the findings based on the rate of employees' turnover, reasons influencing labor turnover as well as mechanisms that can be done by the firm to reduce the problem of labor turnover.

4.4.1 Discussion of the findings on the reasons influencing employees' turnover

4.4.1.1 Improving salary and other incentive packages

Basically salary and other incentive packages are said to be the main attribute in retaining employees at the firm. Good salary scales and structures may positively

influence employees' retention at the firm but when poorly structured may in one way or another have serious impacts to employees' turnover, in the findings the respondents were asked to list some factors which may influence labour turnover, the findings realised that salary and other incentive packages may influence labour turnover. The findings statistics show that 32% of the respondents view agreed that salary and other incentive packages may influence labour turnover. Moreover salaries seem to have a great role in influencing labour turnover at the firm. The findings reflect the findings revealed by a study conducted by Chiboiwa (2009) which aimed at examining retention strategy in private organizations situated at Zimbabwe. The research was actually a case study research comprised of a major private sector medical laboratory company in Zimbabwe, the research was basically aimed at achieving the following objectives; identifying the causes of employees turnover at the organization, the findings revealed that poor rewarding system may to a large extent influence labor turnover.

Also these findings reflects the findings observed in the study done by Shamsuzzoba *et al* (2007) who wrote about employee turnover a study of its causes and effects to different industries in Bangladesh, the main objectives of the study was to identify the actual reasons of turnover, to analyse how turnover affects productivity on organisations, as well as finding the possible solutions of reducing the turnover. One of the most common reasons raised by respondents given for leaving their job is the availability of higher paying jobs that means they normally leave simply because they receive the offer with high payment which is the factor related to salary and other incentives packages, some workers were reported to leave one job to another

that pays 50cents an hour more than the current job this shows directly that most of the people leave because they get offer with high payments.

4.4.1.2 Job satisfaction

Job dissatisfaction is said to be the most prominent factor influencing labor turnover apart from salary and other incentive packages. In the findings the respondents were asked to list the factors that may influence their decision to leave the organization the analysis realized that 19% of all respondents agreed that job dissatisfaction may influence labor turnover. The age group is said to have a greater influence under this scenario, the age group which ranges from 20-40 agreed to be dissatisfied with their current job even though not all of them.

The age group which ranged from 41-60 seems to be satisfied with the current employment, this gives the clear picture that age group may in one way or another have huge influence of the employees decision to leave or stay with the same employer. This finding reflects the findings conducted by Bitsch (2004) who conducted a study focused on problem of retention, components of satisfaction of a job at green industry employees. The study comprised fourteen businessman who fully participated in the case of management of labor practices, other fifteen non-supervisory cadre were interviewed and managed to analyze the components of job satisfaction, they argued that job satisfaction may be associated with achievement, work itself, recognition, supervision, job security, working conditions, family issues, interpersonal relationships, compensation, safety at workplace and other related factors, he argued when these factors are maintained they may influence employees retention.

Moreover the findings reflects the findings realized by Nelson (1999) in his study he argues in most times turnover in the organizations is almost the result of dissatisfaction, dissatisfaction can be resulted from multiple factors such as remuneration, lack of conducive climate within the organization, psychological fulfillment in the particular job. Normally dissatisfaction can influence the employees decision to leave thus result to significant cost of recruiting new personnel's in the organization where by skilled individuals will be lost, inappropriate replacements may occur this may result to difficultness in employing new employees because of the departure of former employees. The employees might think of get engaged to similar organizations which offer better remunerations and offer suitable working environment better than the current organization and this may result to failure to ensure the employees are retained.

4.4.1.3 Motivation

For the prosperity of any company motivation is inevitable, one of the key issues the company should consider in order to grow is taking into consideration on how staffs can highly be motivated. These findings reflects the findings revealed by Ologunde et al (2003) who conducted a study on labour turnover among university teachers in south western Nigeria, the main objectives was to ascertain the level of voluntary quits in the universities under review, to identify the various motivational strategies available for academic staff in the universities, to examine the adequacy or otherwise of these motivational variables with view to reduce labour turnover in Nigerian universities. The findings of the study revealed that the majority of respondents around (78%) who were recently employed showed that the most of the old hands

have left simply because of poor motivation, thus failure of proper motivation of staff may influence labour turnover.

4.4.2 Discussion on the rate of labour turnover at steps entertainment limited.

There is a general consensus that the higher the rate of labour turnover the lower the growth of the firm in terms of economic growth. The rate of labour turnover at steps entertainment limited was analysed over the five years period, the analysis revealed that as the times goes on the rate of turnover also increase. During the year of 2009 the total numbers of employees hired were 60 employees annually the total number of leavers were 18 employees which is equivalent to 7% of the total number of employees. Furthermore during the year 2010 the total numbers of employees hired were 112 staffs the leavers were 31 leavers which is equivalent to 19% of leavers annually. In the year of 2011 the total number of employees hired were 124, the total number of leavers were 38 leavers which is equivalent to 24% of the total number of employees. Moreover in the year 2012 the total number of employees hired was 150 whereby 33 staffs quit which equivalent is to 27% of all leavers annually. The rate increased in the year 2013 whereby 188 employees were hired annually, 49 employees leave the job which is equivalent to 36% of all leavers annually.

According to the figure number ix the rate and trend of labor turnover grow very fast year to year at the firm. Although it's in a medium level the respondents felt that the level of turnover among employees will generally be high in future since there are no immediate remedial plans to rescue the situation. In the 5years span ranging from (2009-2013) turnover showed an increasing trend of turnover rate, with this growing

trend the organisation is likely to experience shortage of staffs and therefore unnecessary recruitment costs in the next few years should be there if the trend is not checked and contained. The rate of labor turnover is indicated in the figure number ix.

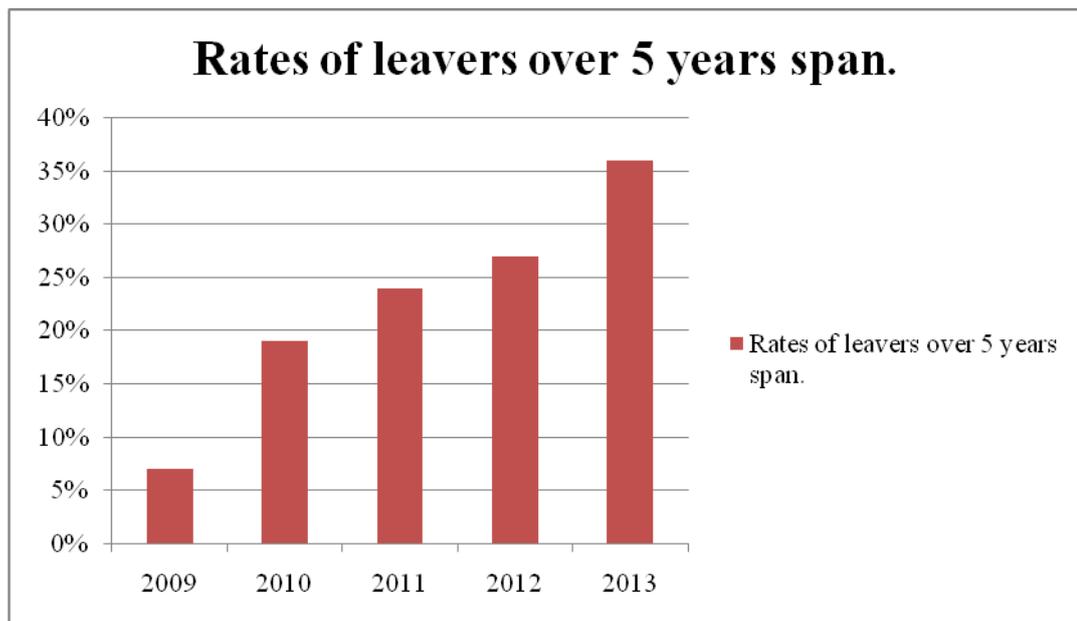


Figure 9 Employees turnover rate over five years span

Source: Field data 2014

4.4.3 Discussion of mechanisms to be implemented towards reducing the problem of labor turnover

Basically the study was interested in understanding the reasons and rate of labor turnover in the selected firm. The interview questions and the key informants were used to get relevant information on reasons influencing employees' decision to leave. During the interview process most of the respondents pointed out that salaries and other incentives packages are serious problems that may affect the employees'

retention. There is a need for this company to re-structure salary scales and if possible to review and amend all policies on pays in order to reduce the problem of labor turnover at the firm. The government should initiate strategies towards auditing on how employees are paid in the private sector in order to reduce inefficiency at working places as well as increasing employees' morale to their job. Likewise the study findings replicate the study done by Mokaya (2008) who conducted a study on factors that influence labor turnover of aircraft maintenance engineers in Kenya, a case of Kenya airways.

The study aimed at investigating factors influencing labor turnover of engineers in Kenyan Airways. To establish the influence of rewards on labor turnover of engineers in Kenya airways, determine the extent to which poaching and competition, leadership style and working conditions on labor turnover of engineers in Kenya Airways. The findings revealed that 70% of the respondent felt that the rate of turnover of engineers at Kenya Airways was generally high, with the situation not likely to slow down as there were no immediate remedial plans. The findings revealed that low salary was the main cause of high turnover of engineers at Kenya Airways whereby 65% of the respondents indicated that the salaries paid to engineers was not attractive therefore immediate remedial plans should be adopted to rescue the situation.

Serious mechanisms should be adopted to ensure workers are satisfied with the current working environment. Important satisfiers includes achievement, recognition, work itself, responsibility, salary, status, benefits and advancement should be there,

failure to offer satisfiers may reduce employees commitment to work and adding employees morale to leave. The respondents were asked to mention the important satisfiers some of the mentioned satisfiers includes good salary 49%, motivation 13%, promotions 13%, good working condition 11%, employees' involvement in decision making process 7%, training 7%, the firm should initiate serious mechanisms in order to ensure the satisfiers are available towards increasing employees' commitment. Taylor (2002) argued that dissatisfaction is one among the factor which may influence employees to seek alternative places for better enjoyment; it's the responsibility of the firm to ensure the employees are satisfied with their work.

CHAPTER FIVE

5.0 CONCLUSION AND RECOMMENDATIONS

The issue of employees' turnover in the private sector has become a serious issue in the recent years studies, the above discussions are mere assessment of the labor turnover in the private sector particularly steps entertainment as well as the recommendations on how to rescue the current situation. The following are the summary of analysis of the findings in general.

5.1 Conclusion

The findings show that the major reason influencing employees turnover is that, the majority of employees in private sector particularly steps entertainment limited are uncomfortable with incentives packages such as salaries and other attractive packages in general this is to a large extent influence their decision to quit.

The result also show that the employees are not satisfied with their work and this is caused by poor working conditions, lack of motivation, which influence them to quit at the earlier stage and reduce commitment to work. Lack of scheme of service as well as strategic training programs at steps entertainment limited influence their decision to leave.

Factors associated to pull factors such as poor involvement of employees in decision making, career advancement, lack of supervision, are some issues caused by poor leadership which have significant influence in employees' turnover. The views from

non-managerial cadre confirmed that they are not involved in the decision making process.

Employees' motivation is said to be one among the significant tool towards enhancing the employees' commitment to their job. Lack of motivation to employees limit commitment to their job and hence may result to employees turnover. The issue of lack of motivation was also raised in this study.

The comparison of payment from one private sector to another is also one among the factor influencing employees' turnover at steps entertainment limited. The employees quit simply because they compare their salary with other staffs from another company.

The findings revealed that the rate and trend of labour turnover is growing very fast year to year at the firm. Although it's in a medium level there is a need of immediate plans to rescue the situation in future.

5.2 Recommendations

Based on the analysis made in previous chapters and discussion as well as conclusion the following recommendations are highly proposed;

- i. There is a need for steps entertainment limited to re-structure salary scales and if possible to review and make them competitive as well as amend all policies on pays in order to reduce the problem of labor turnover at the firm. The government should initiate strategies towards auditing on how

employees are paid in the private sector in order to reduce inefficiency at working places as well as increasing employees' morale to their job.

- ii. Special efforts should be adopted to ensure employees are satisfied with their work, good packages should be administered, motivation, recognition of performance, career advancements should be adopted to ensure employees are satisfied.
- iii. Strategic measures should be undertaken to ensure appropriate motivation and career advancement plans are implemented to ensure workers satisfaction. Having sustainable measures will attract competent workers to remain and highly qualified personnel's to join the firm.
- iv. The special effort should be made in order to improve employees working condition, the firm should initiate alternative ways to create good and conducive working environment for all employees, there should be a clear mechanism to investigate how poor working environment impacts to employees' performance and hence establish strategic ways to ensure employees are comfortable with the current working condition.
- v. The firm should initiate training programs that will enhance workers competent and commitment, if that is not enough there should be a clear scheme of service at steps to attract employees' retention.
- vi. Workers should be given a special room to participate in matters impact directly to their work, the management should create a conducive environment to ensure employees views are considered especially in decision making process.

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Financial arrangement

Table 13 Research Budget

ITEMS	NO. OF UNITS	UNIT COST	TOTAL COST IN TSHS.
PROPOSAL DEVELOPMENT AND DATA COLLECTION AND ANALYSIS	1	800,000	800,000
RESEARCH ASSISTANTS	2	400,000	400,000
TRAVELLING COSTS	-	200,000	200,000
COMMUNICATIONS	-		50,000
SUB-TOTAL			1,450,000

STATIONARY COSTS

Items	Units required	Cost/unit	Total cost in Tshs.
Stationery			
Printing and binding report	5	30,000	150,000
Notebooks (dozens)	1	10,000	10,000
Pens (dozens)	1	5,000	5,000
Digital Camera 12mp	1	400,000	400,000
SUB-TOTAL			565,000

BUDGET JUSTIFICATION

The proposal development cost and data analysis is estimated to be Tshs 800,000/= .

This includes the cost of none free full text literature accessibility from various search engines (200,000/=), the printing cost from the first draft to the last draft of

proposal for ethical clearance (300,000/=), consultation and statistician during proposal development and data analysis (300,000/=).

Two Research assistants will be paid 400,000/= for both of them the whole duration of the study. They will help provide accurate information and aid in filling the questionnaires and analysis of the study results.

Travelling and communication costs will include the cost of communications between a researcher, supervisor and the two research assistants. It also includes the cost of travelling to and from the data collecting centers for both the researcher and the two research assistants. A total of 400,000/= is estimated to be spent.

Stationery costs is estimated to be 565,000/= and this will cover the cost of printing and binding the report, buying notebooks and pens.

Instruments cost is only purchase of a Digital camera which will be needed for taking photos of some selected participants.

For successful implementation of this research an amount worth Tshs 2,015,000 is required and shall be obtained through researchers own sources.

APPENDICES

Appendix i: Letter of invitation

Ms. GETRUDE LYENGI
THE OPEN UNIVERSITY OF
TANZANIA,
P.O BOX 23409,
DAR ES SALAAM, TANZANIA.
E-Mail: getrudelyengi@yahoo.com
DATE, 20 May, 2014

MR/Mrs

.....

P.O. BOX

Dear Sir/Madam,

**RE: A RESEARCH STUDY ON ASSESSMENT OF EMPLOYEES
TURNOVER IN PRIVATE SECTOR: A CASE OF STEPS
ENTERTAINMENT LIMITED**

I am currently undertaking a research study as part of my final year in the MSc degree of human Resources Management at the Open University of Tanzania. I decided to take a research study on assessment of employees turnover: A case of steps entertainment limited.

The proposed study will take an estimated duration of 20-30 minutes; the participants will be The Managing Director, Human Resource Manager and four employees of different cadres. I politely request you to pass this information to all relevant authorities and enhance mobilization of the same in your company.

Any information gathered during this study which is identifiable to you will remain fully confidential and anonymity will be maintained throughout the study. All participants have the right not to take part or to withdraw from the study at any stage without penalty.

Thank you for taking the time to read this letter. Should you wish to take part in the study or have any further questions you would like to ask before making a decision, please feel free to contact me at the above address or alternatively you can ring me on 0716 799 629 or email getrudelyengi@gmail.com.

If you do decide that you would like to participate in this research study please sign the consent form attached.

Yours sincerely,

Signed: _____

Ms Getrude Lyengi

.

Appendix ii: Consent form

CONSENT FORM

I _____ have read and understood the letter of invitation to take part in the research study; I have received adequate information regarding the nature of the study and understand what will be required of me. I am aware of my right to withdraw at any point during the study without penalty.

I hereby consent to participate in this research study.

Participants Signature: _____

Date: _____

Researchers Signature: _____

Date: _____

Appendix iii: Questionnaires

STUDY ON ASSESSMENT OF EMPLOYEES TURNOVER IN THE PRIVATE SECTOR: A CASE OF STEPS ENTERTAINMENT LIMITED

This questionnaire is administered to facilitate data collection of the title named “assessment of employees’ turnover in private sector. A case of steps entertainment”. The research findings will be helpful to justify the rate of the problem as well as it will be helpful to suggest a conducive solution towards the problem.

Your response to this questions will be helpful to come up with clear suggestions towards solving the problem, your kindly asked to provide appropriate answers without mentioning your name, the information collected will be confidential and no any information provided will be revealed.

SECTION A

CIRCLE WHERE APPROPRIATE

QUESTIONNAIRE FOR DIRECTORS/ ADMINISTRATIVE OFFICERS

1. Your designation.....
2. List of employment cadre

	MALE	FEMALE	TOTAL
Managerial			
Professional			
Technical			
Skilled			
Unskilled			

3. Your sex (circle where appropriate) **a.** Male **b.** Female

4. Age (circle where appropriate)

- | | |
|----|--------------|
| a. | 20-30 |
| b. | 31-40 |
| c. | 41-50 |
| d. | 51-60 |
| e. | More than 60 |

SECTION B.

1. Tick the frequency of leavers in your organization annually. (circle where appropriate)
 - a. High
 - b. Medium
 - c. Low

2. Which factors according to your understanding contributes to employees' turnover? (Circle where appropriate)
 - a. Job dissatisfaction
 - b. Rewards and other incentives packages
 - c. Unfavorable working condition
 - d. No motivation
 - e. Cooperation from fellow members
 - f. Family issues
 - g. Supervision
 - h. Lack of career growth
 - i. No training opportunities
 - Others.....

3. What action plans should be employed to ensure employees are retained? (circle where appropriate)
 - a. Restructuring rewards and pay schemes
 - b. Improving working conditions
 - c. Controlling workforce diversity
 - d. High emphasis on career growth
 - e. Initiating guidance and cancelling programs at workplace
 - Others?

4. Justify ways in which management can use to retain employees
 -
 -
 -

5. State the total number of leavers per year. (Circle where appropriate)

- a. 2009
- b. 2010
- c. 2011
- d. 2012
- e. 2013

THANK YOU FOR YOUR COOPERATION.

Appendix iv: Questionnaires

STUDY ON THE ASSESSMENT OF EMPLOYEES TURNOVER IN THE PRIVATE SECTOR: A CASE OF STEPS ENTERTAINMENT LIMITED

This questionnaire is administered to facilitate data collection of the title named “The assessment of employees’ turnover in private sector: A case of steps entertainment limited. The research findings will be helpful to justify the rate of the problem as well as it will be helpful to suggest a conducive solution towards the problem. The data will be collected from Steps entertainment limited.

Your response to this questions will be helpful to come up with clear suggestions towards solving the problem, your kindly asked to provide appropriate answers without mentioning your name, the information collected will be confidential and no any information provided will be revealed.

SECTION A:

BACK GROUND INFORMATION (TICK WHERE APPROPRIATE) QUESTIONNAIRES FOR EMPLOYEES

PERSONAL INFORMATION (circle where appropriate)

1. State your age
 - a. 20-30
 - b. 31-40
 - c. 41-50
 - d. 51-60
 - e. Above 61.....
2. Gender? **a.** Male **b.** Female
3. Your designation?
4. Employment period with the current employer?

SECTION B.

1. What is the rate of employees' turnover at Steps entertainment Limited?(circle where appropriate)

- a. High
- b. Moderate
- c. Low

2. States the reasons that may influence you to leave the organization. (Circle where appropriate)

- a. Poor reward/ incentive pay
- b. Supervision
- c. Lack of career advancement
- d. Job insecurity
- e. Job dissatisfaction
- d. Poor working environment
- e. Family issues

Others.....

2. Suggest which ways should be employed to ensure employees are retained?

-
-
-
-

Appendix v: Interview Guide

INTERVIEW GUIDE FOR DIRECTORS AND TOP MANAGERS

1. How many employees leave annually?
2. What are the reasons influencing their decision to leave?
3. Is there a serious action plan that has been implemented to ensure the employees are retained?
4. What is your advice to reduce the problem of turnover at the firm?
5. Are employees supported by the company in matters pertaining their social wellbeing?

Appendix vi: Interview Guide

INTERVIEW GUIDE FOR EMPLOYEES

1. What is the rate of employees' turnover at steps entertainment limited?
2. What do you think are the reasons influencing labor turnover at steps entertainment limited?
3. According to your understanding, what should be done to reduce the problem of turnover at steps entertainment limited?