

**INFLUENCE OF MOTIVATION ON EMPLOYEE RETENTION IN PUBLIC  
ORGANIZATION: A CASE STUDY: TANZANIA PORTS AUTHORITY  
DAR-ES-SALAAM**

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**CERTIFICATION**

The undersigned certified that he has read and hereby recommends for acceptance of the Open University of Tanzania a dissertation titled “Influence of Motivation on employees retention in Public Organizations ; A case study of Tanzania Ports Authority “ in Partial fulfillment of the requirement of awarded Masters degree of Business Administration .

.....

Dr. SALUM MOHAMED

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Dorice Alex Mtttoi

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Date

**DEDICATION**

This work is solely dedicated to my late brother Frederick Alex Mttoi, who died on 17<sup>th</sup> November, 2012. Rest in peace my lovely brother.

## **ABSTRACT**

This study is aimed to explore the influence of Motivation on employee retention in public organization. Tanzania Port Authority (TPA) was used as a case. The research methodology employed by this dissertation included both primary and secondary data. Structured questionnaires and interview were exploited to collect Data. Data analysis was done using multivariate techniques with help of statistical packages. Different motivation factors and employee retention theories were discussed to guide the Study. The findings show that motivation factors are vital instrument of retaining employees in public Organization. In summary finding of this study reveals that 97.4% of respondent agreed that job security as influence of employee retentions, 93.4% agree with increase salaries, 80.7 % with responsibilities while 72.4% agreed with working environments. According to the finding of this study, TPA management is recommended to make improvements in several aspects. First to create employees awareness about all human resources strategies initiated by let them known. Most of HR strategies initiated are not known especially those issues concerned employee's motivation. Secondly, indentify other motivations factors which also are vital to employee's retentions. Thirdly management is asked to create employee involvements in the initial stage of setting employees retention strategies. Lastly is recommended to review those rules and regulations those which led to controversial to the HR strategies especially those which leading to employees motivations.

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**LIST OF ABBREVIATIONS AND ACRONYMS**

DRC	Democratic Republic of Congo
EAC	East Africa Community
FCS	Federal Civil Service
HR	Human Resources
IT	Information Technology
JV	Joint Venture
KM	Kilometre
MF	International Monetary Fund
PPP	Public Private Partnerships
SAP's	Structural Adjustment Programmes
TEUs	Twenty Foot Equivalent Units
THA	Tanzania Harbours Authority
TICTS	Tanzania International Container Terminal Services
TPA	Tanzania Ports Authority
WB	World Bank

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.1 Background to the Problem**

Tanzania Ports Authority (TPA) is one of the institutions that have made Tanzania proud since before independence. Looking at its history, it is crystal clear that a lot has been done towards strengthening it for the benefit of the people of this nation and neighbouring countries.

A port is crucial infrastructure network; water transportation is estimated to cover over 85 per cent of business cargos which are transported in the world. As a country, Tanzania has geographical position is blessed to be strategically located in an area stretching to over 960 Km coastline with major three ports of Dar es Salaam, Tanga and Mtwara.

Tanzania also possess three major lakes which also have ports in Mwanza, Bukoba, Musoma and Kemono in Lake Victoria; Kigoma and Kasanga in Lake Tanganyika and Itungi and Mbamba bay in Lake Nyasa. All these ports are under the ownership and managed by TPA.

Tanzania's ports are very instrumental in servicing imports and exports of goods in and outside the country respectively and also offering similar services for the neighbouring Burundi, Rwanda, DR Congo, Uganda, Zambia and Malawi. When the EAC broke in 1977, Tanzania Harbours Authority was established by Act of Parliament of 1977 charged with the responsibility of developing, operating, managing and maintaining of Tanzania's seaports. It is during this period that we saw major development of the port of Dar es

Salaam as; 1977 Constructions of berths 9, 10, 11 was completed 1988 Berths 9, 10, 11 were converted into a Container Terminal with a capacity to handle 1 million tons or 250,000 TEUs per annum 1989 Construction of Grain terminal completed with a rated capacity of 30,000 tons 1998 Dredging of the entrance Channel by widening, deepening and straightening to allow ships of maximum length six of 234 meters and a 24-hour navigation 2000 Leasing of the Container Terminal to TICTS and THA was Specified 2004 Repealing of THA Act and enactment of TPA Act, 2004 when the Parliament passed the Ports Act No. 17 which paved the way to a new Tanzania Ports Authority (TPA). 2006 Dis-specification of TPA 2009 Removal of TICTS Exclusivity Clause for handling container traffic in the TPA/TICTS contract 2010 Private Dry Port Operators

Tanzania Ports Authority assumed operational roles in April 2005 through an Act of Parliament passed in 2004. With an additional of other duties, TPA inherited all responsibilities that were being handled by the then THA. The Authority is tasked to develop the port; operate it; promote; engage and invite private sector in the operations of the ports' activities in so called public private sector participation.

This change was in line with the Government's privatization policy under which core activity of port operations, wherever possible, should be carried out by Private operators. TPA has been vested with the function of a Landlord port. The mandate of TPA covers all the Coastal and Lake Ports. TPA provides corporate roles, provision and maintenance of port infrastructure. However TPA as a Landlord can enter into contractual obligations with other bodies in order to secure the provision of port services, whether by means of concession, Joint Venture (JV), Public Private Partnership (PPP) or other means, and to this end to delegate its own function of providing port services to one or more Port Operators.



In the era before 1980's where there is a weak Global economy employees reduce payrolls, hire relative few employees and treat employees as replaceable commodity. Herman E. H (2005 P. 2-3 ) argues that during that time bosses pushed for higher productivity generating stress in the workforce and creating hostile workforce environment. In the employment world a buyer's market is different from seller's market. Employers were in driver's seat with works forced to take whatever job are available under whatever conditions employers' impose.

In mid of 1990's the economy start to grow, economics activities and operations has drastically changed. The situations were accompanied with heavy investment on both the public and private sectors where by most of International companies try their best to have investment over the world. The situation creating more jobs which need to be filled by qualifies and skilled workers. Under such circumstance recruitment becomes more difficult and more expensive.

Due to the advancement what happened in economic situations, most of Organizations faced with a problem of Employee turnover. The major causes of this situation were the failure of Managements to have soundly employees retains schemes. Organisational Management were busy on creating strategies to expansion and extensions of their investment without put consideration on formulation of contrite Human resources retention Strategies.

Roger E.H, (1999) stated that any kind of Organisation to run successfully: several human resource elements are essential. One is good leadership at the top and major one is to have a team of people with knowledge and skills, aptitude and attitudes to perform at sufficient higher level of production to accomplish the Organization's Mission. These kinds of HR are the ones sought by managers and HR professionals.

According to Chachage, C, S, L. (1993), the rapid growth of the Tanzania's private sector in general and the banking industry in particular is a result of the response to the advice advanced by the (WB)World Bank and (IMF) the International Monetary Fund through the Structural Adjustment Programmes (SAPs) since 1980s. These programmes aimed at facilitating the development of market oriented economy with less state intervention. Following the implementation of these programmes a number of privately owned institutions have emerged in Tanzania. Similarly, the government privatized the formerly publicly owned Institutions. The cumulative impacts of this situation are increased demand for the best employees, hence leading to fierce competition among the institutions over the limited supply of well trained staff. The situations of increase demands for skilled labour create the chance of labour mobility in Tanzania.

Labour mobility poses serious challenges to many organizations in the world today. In order for the organization to survive there is need to create motivational schemes that's would keep employees to stay with said organization.

## **1.2 Statement of the Research Problem**

Employee retention program is said to be effective when systematic effort is made to create and foster environment that encourage and support to remain employed by maintaining strategies and practices in place that address their diverse needs. According to Gupta (2003) the task of HR personnel is done perfect if it is places a right person for right job at right place in right time.

According to Songstand G.N (2012) employees' retention will never fall shortage of opportunities if person is not satisfied with present job he may opt to switch over to

another of his/her choice. If employees are well satisfied and happy with their jobs, it's merely easy for them to be dedicated themselves in said organisation.

According to Muhammad Ashdaq et al. (2009) retention of skilled labour had become challenge for organisation in this era of globalization and competitive because of scarcity of well-trained labour. Employers were forced to adopt various incentives schemes such as wages, promotion, training and authority for the purpose of retains them. It's a core function of management to take possible actions so as to make sure that employees feel secured to stay with Organisation for a long time.

Worldwide retention of employees especially skilled has becomes serious concern managing them, failure to have clear employees retained strategies lead to increasing rate of turnover. Today's business environment becomes very competitive thus making skilled employees the major differential factor for most organization both Private and Public Organization.

According to (Qodria Alkandari: 2009) a good employer should know how to attract and retain employees. There might be many strategies to keep employees comfortable in present job but motivation strategies boost the employees on day to day basis contrary to modern beliefs that monetary compensations is highest employee motivator. Like other Organization TPA being public organization faced challenges of competing with other operating instituting both Local and International ones to attract employees especially skilled one to stay with them for a long period of time in order to achieve the mission of attracting existing employees to stay within and other skilled to join the Organization, TPA sets some motivation factors. In this study TPA was used as case study to explore influence of motivation in employee's retention in Tanzanian public organization.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The study main objective was to explore the influence of motivation on employee's retention in Public organisation.

#### **1.3.2 Specific Objectives**

Specific objectives of this study were as follows:-

- i. To determine influence of job security on employees retention in TPA.
- ii. To examine how salary increase facilitate employee retention in TPA.
- iii. To examine the role of accountability and its influence on employees retention in TPA.
- iv. To determine the level of working conditions and its influence on employee retention in TPA.

### **1.4 Research Questions**

This study was intended to answer the following questions

- i. Does Job security influence employee retention in TPA?
- ii. Does salary increase encourage the employee to stay for long with Organisation?
- iii. What are the roles of accountability in employee's retention?
- iv. Does good working conditions encouraged employee to stay in TPA?

### **1.5 Significant of the Study**

This study poses significance to the following

Firstly, to the Organisation; by the light of the findings of this study, policy makers and implementers within TPA shall have clear knowledge/understanding of motivations factors which are in favour of employee. This would help Management in formulating

strong base in formulating and establishment of clear and sound motivation factors which related to the employee's needs,

Secondly to the researcher, during the study researcher was introduced with new skills on how public organisations set motivate factors which influence their potential employees to stay for a long time. This help to be equipped with what is actually practised by public organisation,

Thirdly to academicians, the study would act as guidance to other researchers who will be attracted to conduct further study related to influence of motivational factors in employees retention in Tanzanian Organisations.

## **1.6 Scope of the Study**

The study was limit its scope of study in exploring the role of Public Organisations in facilitating employee's retentions schemes, Tanzania port Authority respectively.

## **1.7 Organization of the Study**

The study had comprise 5 chapters, whereby in the first chapter comprise background of the problem, statement of the research, research objectives, research questions, significance of the study, scope and the organization of the study.

Chapter two filled with the conceptual framework, theoretical literature review, empirical literature review, research gap, conceptual framework and theoretical frame work.

Chapter three include research methodology that was used by researcher during collection of findings at Tanzania ports authority.

Chapter's four comprises of the findings and discussion of findings found at Tanzania ports Authority based on the influence of motivations factors on employee retention.

In Chapter five conclusions, and recommendations and suggestions were included

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter examines different documents such as books, journals, from various sources and scholars on the study being conducted. It also gives the conceptual definitions to be used in the study so as to ensure validity, reliability and replication of the research study if done by others by using the same design and methodology of the study, (Kerlinger, 1973; Kombo and Tromp, 2006; 63-69; Kothari, 1985:91-92), description of the framework of the study and relationships between variables as well as identify the research gap and finally gives the justification of this study.

#### **2.2 Conceptual Definitions**

According to educational researcher (Smyth 2004) states that conceptual definition are structured from a set of broad ideas and theories that help a researcher to properly identify the problem. Academic/research uses a conceptual framework at the outset because it helps them to clarify study questions and aims.

Jack and Adele (2003) define employee retentions as the percentage of employees remaining in the Organization. The higher levels of retentions are desirable in most job group. Gupta (2006:19.5) defines Employees turnover as the rate of change in the working force of an organization in a given period of time.

Gupta (2005) defines motivation as process of steering a person's inner drives and actions towards certain goals and committing his energies to achieve the goals. It is involving a chain reaction with felt need resulting in motives which gives rise to tension (unfulfilled

desires) which causes action toward goals. It's the process of stimulating people to strive willingly towards achievement of Organisational goals.

Rue (2003) elaborate that motivation comes from the Latin word 'movere' which means to move. From this etymology, numerous definitions are given for the term. These include words like desire, end, impulse, intention, objectives and purpose. The definitions normally include the three common characteristics of motivation. First, motivation is concerned with what activates human behaviour. Second, motivation is concerned with what directs this behaviour to a particular and third, motivation is concerned with how this behaviour is sustained.

A Public Organization is a state-run organization. It is Government controlled and is paid for by public taxation. Usually a general tax will pay for state provisions, but in some cases an alternative tax will. (<http://www.blurtit.com/q8805578.html>).

### **2.3 Theoretical Literature Review**

Various literatures such as book and journals which are closely related to the influence of motivation factors to the employee's retention were consulted in order to act as guideline in accomplishment of study. Motivations Theories and employee's retentions model were sited under this section.

#### **2.3.1 Motivation-Hygiene Factor Theory**

This theory is based on satisfaction and dissatisfaction expression by employees. Herzberg called those factors that produce job satisfaction motivators, and those that do not produce job satisfaction hygiene factors. The motivators according to this theory are factors which when present, increases job satisfaction and motivates employees to perform better, but



when absent they do not lead to dissatisfaction. Herzberg identified the following as motivators; achievement, recognition for achievement, responsibility, advancement, and work itself (Greenberg and Baron, 1995; Gupta 2006; Nnadi, 1997). According to Herzberg, these motivate employees to a high level of performance. The hygiene factors are factors which prevent dissatisfaction, but do not result in positive motivation or satisfaction. However, the absence of hygiene factors often leads to job dissatisfaction. Hygiene factors, according to Herzberg's theory, include; Organisational policy and administration in the workplace, supervisor's management style, physical working conditions, quality of supervision, interpersonal relations, salary,

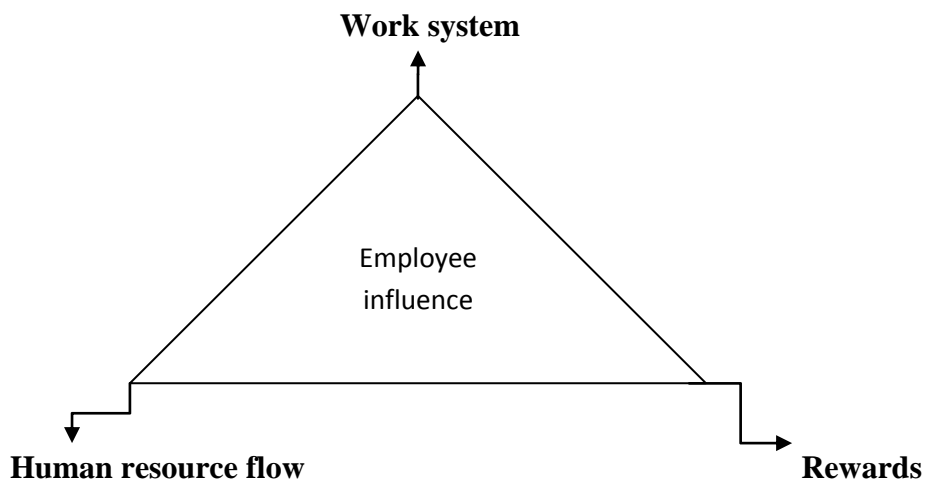
Like other motivational theories, the motivator-hygiene theory has received significance criticisms from researchers, one being whether a factor can cause job satisfaction for one person and dissatisfaction for another in the same workplace. A highly structured work environment may satisfy one employee and dissatisfy another. A certain style of supervision may encourage employee to strive yet be suffocating for another. Therefore the theory ought to explain the causes of labour turnover but it cannot be sufficient to explain labour turnover in an organisation as the factors mentioned are relative and are used in different setting and approach.

### **2.3.2 Harvard Model**

This is a soft model of human resource management to encourage employee commitment through employee influence, human resource flow, reward and work systems. This model is explained in figure 2.1.

This model includes stakeholder interests, situational factors, human resource outcomes and the long term consequences of decisions. Employees need to be paid so that they are

able to live. Pay needs to be adequate and equitable. Money is not the only reward and may not motivate employees to be more productive; other benefits also need to be looked at (Batty, 1974). These can range from benefits such as pension health care and other financial incentives to non-financial reward such as those that come from empowerment and job satisfaction.



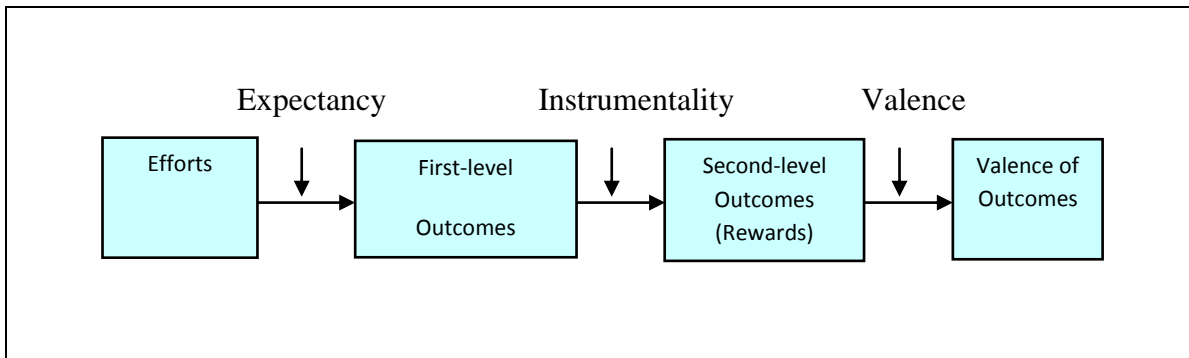
**Figure 2.1 Harvard Model**

**Source; Developed from Harvard Mode Theory**

Employees' relation is to be maintained with employees to ensure a productive work force. In the event of disputes and conflict arising, managers need to be able to manage the situation successful in order to ensure win-win outcomes. Employees' relation refers to the relationship an employer builds with its employees to encourage a satisfactory working environment (Nnadi, 1997).

One of the major strengths of this theory is that it provides clear explanation of the employees' expectations from the organization in relation to their inputs. This position makes this theory useful in guiding our understanding of the determining factors for employees to either remain with their current employers or leave their current employers.

### 2.3.3 Vroom's Expectancy Theory



**Figure 2.2 Key Aspects of Vroom's Expectancy Theory**

**Source: Developed From Vroom's Expectancy Theory (1964)**

However, this theory assumes that individuals can precisely anticipate the future events regarding the first and second level outcomes and valence. If this was the case, then employers would not be experiencing labour turnover as one of the management challenges. Because employees would have been expected to have precisely calculated the outcomes before joining the organizations, this would have eliminated the chances of labour mobility. In practice, employees do not have precise prediction of the first and second level outcomes and hence the valence regarding the choice of the preferred employers. This limits the ability of this theory to comprehensively explain the determinants of labour mobility in the public organization.

### 2.3.4 Maslow's Theory

Prasad (2000) explains that Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow's in his 1943 paper. 'A theory of human motivation' which was later extended. He formulated a hierarchy of human needs and his theory contends that as the basic needs are met, people desire higher needs in the hierarchy. He developed a model in which basic, low-level needs such as Physiological requirements and safety must be satisfied before higher –level needs such as self-fulfilment are pursued. In the

hierarchy model when a need is mostly satisfied it no longer motives and the next higher needs takes place.

The theory is based on the assumption that individuals are motivated to satisfy a number of needs and that money can directly or indirectly satisfy only some of these needs. Maslow's theory that there is a hierarchy of five human needs: Physiological, safety, social, esteem, and self-actualization.

**Physiological needs:** A person's needs for food, drink, shelter, sexual satisfaction, and other physical needs.

**Safety needs:** A person's needs for security and protection from physical and emotional harm.

**Social needs:** A person's needs for affection, belongingness, acceptance, and friendship.

**Esteem needs:** A person's needs for internal factors such as self-respect, autonomy, and achievement, and external factors such as status, recognition, and attention.

**Self-actualization needs:** A person's needs to become what he or she is capable of becoming. The theory has some problems. There is lack of hierarchy structure of needs as suggested by Maslow .naturally, every person has to satisfy his need in some order. However, the order may not follow Maslow's need hierarchy. Some people may be deprived of their lower needs but may try for self-actualizing needs. Some people regard self-esteem needs are more important than social needs. They seek self-assertion as means to an end – love need. There is considerable disordering among physiological needs,

safety needs, social needs, and esteem needs particularly in organizational context (Rollinson, et.al, 1998)

### **2.3.5 Reasons for Employee Leaves Organization**

According to Leigh (2005) state that, one of the key push factor is the employee's inability to see any link between performance and pay. It is demotivating to the top performers when they work harder and smaller and get better results than peers, yet receive the same percentage pay increase or bonus. They don't get to use their natural talent many; peoples take out of economic necessity without giving much thought to whatever job will make use of their natural abilities. Likewise many companies hire workers out of economic necessity, because they need a body in that position now more than they need right person in that position. They don't perceive growth and advancement opportunities; if an employee's perceive no growth or advancement opportunities even when they exist, then for all practical purposes they do not exist.

According to Leigh (2005) shows that, hidden opportunities can be found in companies off all sizes, especially when they are growing. But when employees become dissatisfied they are often start to look outside in knee jerk fashion before checking out the inside opportunities. Managers are at fault for failing to ask employees about their career goals tell them about whatever plans they may have for them and maintaining an outgoing career dialogue. They don't see their work is important or their contribution are not recognized and valued by others; every employee must be made to feel that she/he is important. All employees need to believe that their work is centrally important to the success of Enterprises. Managers must be able to backup statement of believe by making offering variables rewards of some kind on employees actual performance. They will no longer tolerate abusive managers or toxic environments. The job market has been good

recently for most workers to feel they have to stay in an environment where they must tolerate abusive environment or unreasonable treatment.

Carl (2005) found that, too little feedback or coaching. Busy managers easily ignore top performers. They are low maintenance employees who bosses love because they can set them loose and forget about them. Just because someone appears to be self reliant, don't make the mistake and think that they don't need or want feedback and coaching. In my work with top performers I frequently hear that these folks feel guilty taking up their boss's time. Therefore, they often don't ask. You will need to reach out to them.

### **2.3.6 Labour Retention Strategies**

According to Abelson (1987) suggest that, differentiating avoidable and unavoidable turnover from the Organizations point of view can help Organizations to understand voluntary turnover. Avoidable reasons include employees leaving to find better pay, working conditions elsewhere, problems with management or leaving for better career opportunities. Unavoidable reasons which are beyond the Organizations control include, For Example, an employee having to move because of relocation by or leaving to fulfil family or carrying responsibility. If an Organization can identify that much of its voluntary turnover is unavoidable. It may profit better from initiatives that seek to manage turnover. If managers assume the turnover problem to be largely unavoidable, they may fail to recognize turnover as a symptom of underlying problems within the Organization.

Ensure better pay and working conditions Gupta (2006) maintains that for an organisation to retain employees it must ensure better pay system and policy as well as

improve working conditions for workers. This will attract and retain employees as people are after better pay and green pastures;

Develop Commitment to the Works, that an organisation must ensure the job engagement not only through job design but also by organising work around projects with which people can identify more readily than a company as a whole (Armstrong, 2006). Proper job design and matching of job to staffs. The concern here is professional job designing and work scheduling with job requirements such as skills, experiences and profession of employees, this makes employees comfortable and value their work, hence reducing labour turnover.

Proper Selection of Employees According to Nnadi (1997), most organisations do not conduct well the selection and staffing of staffs in their organisations hence labour turnover at an earlier stage. To control this organisations are advised to conduct thorough advertisement of the job, proper short listing and recruitment of staff, orientation to an organisation culture and public relations. Once this done employees will feel as part of an organisation.

### **2.3.7 The strategies of Rethinking Retention Model**

Richard (2009) derive The Rethinking Retention Model in Figure 2.3 bellow also point out strategies that will help retention, productivity and other important metrics as follows:- Hold supervisors accountable for achieving retention goals. Supervisors won't achieve any other goal you assign if they lose their best performers, so make sure them accountable and give them skin in the game of retention. Develop supervisor to build trust with their terms. Communication, recognition and development all fall behind trust. Who values information is praised if you don't believe it.

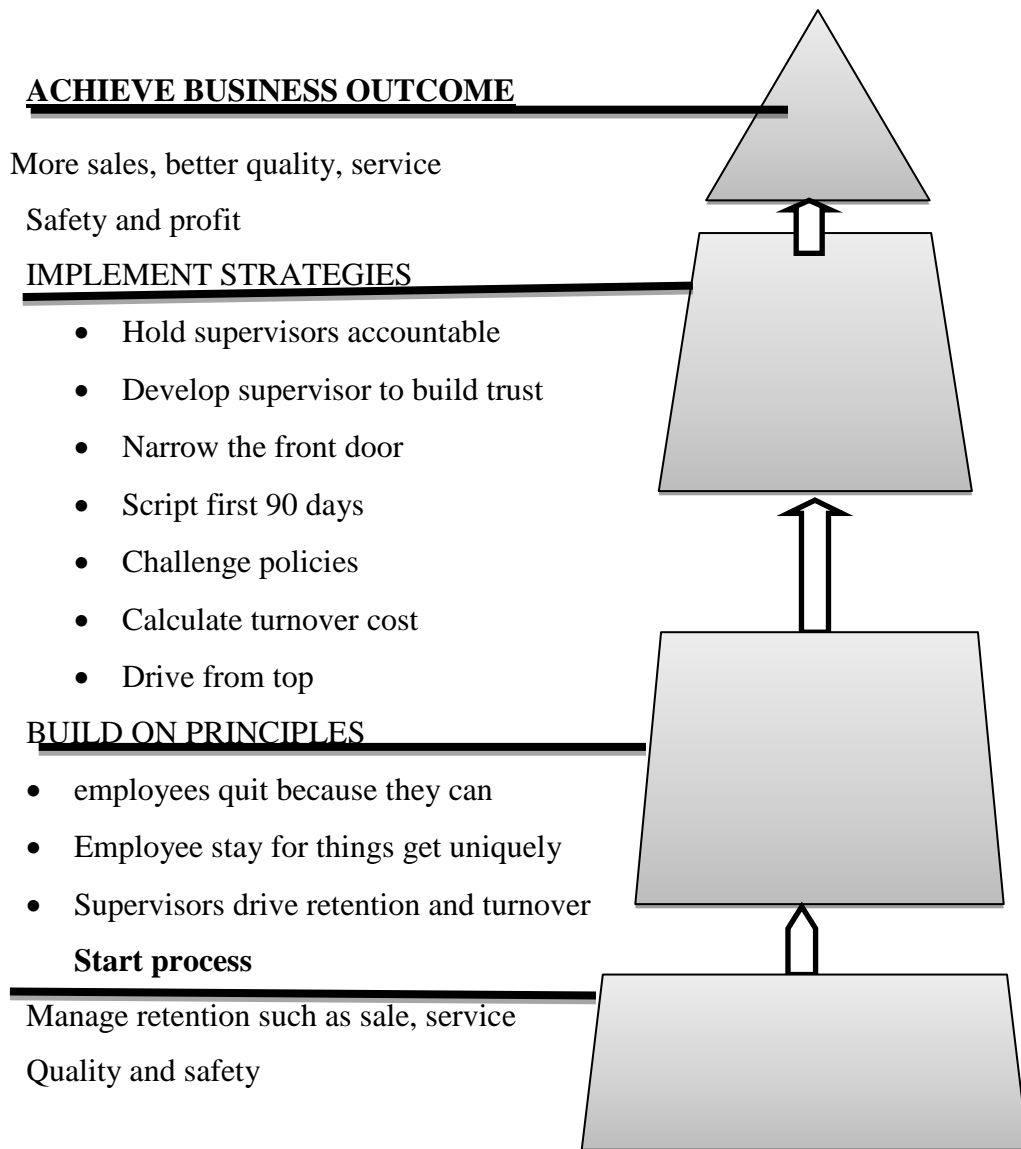
Narrow the front door to close back door; new hires must align with who you are, your job, values and standards and give them clear indications they intend to stay. Calculate turnover's cost to galvanize retention as business issues; Dollars speak louder than numbers and percentages. Hence any organisation must have to calculate those cost associate with turnover currently and in future. But having actual cost hence will be able to invest to retention projects which could not allow any further turnovers in future.

Drive retention from top; because executives have greatest impact on achieving retention goals. Think about your company manager's sale, services, quality and safety and build those some methods for retention The core ingredient of the Rethinking Retention Medal is shared responsibility of operations management and staff support. In most Organisation operations management drives sale, services, quality and safety within various staff department. When it comes to retention, however HR tends to manage this on its own.

Making people management work require organisation to run all cylinders, to involve all who help. Each company has developed successfully shared responsibility model for managing sales and other key initiatives so why replicate these way with retentions? Driving retention from top is the key organisation management manages retention with appropriate amount of accountability and other operation driven tactics to be fully effective.

In this study researcher will use Rethinking Retention model to exploring the role of public Organization in facilitating employee's retention.





**Figure 2.3 Rethinking Retention Model**

**Source: Richard (2009)**

## 2.4. Empirical Literature Review

In this part literatures which related on the study were sited but were classified in the threes dimensions'. Firstly shows literatures from outside world, secondly literatures based on Africa and lastly literatures which specifically based on the same matters in Tanzania.

### 2.4.1 Empirical Literature Review in World Wide

An Employee Retention is said to be effective when a systematic effort is made to create and foster an environment that encourages and supports employees to remain employed by

maintaining strategies and practices in place that addresses their diverse needs. Sandy & Kumar (2011) Employee Retention by Motivation, *Indian Journal of Science and Technology* 4(12).have shown that, Employee Retention is the process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Even though employee Retention has now become a tough task, it is beneficial for organization as well as the employees.

Sandy & Kumar (2011) states that, a talented employee will never fall shortage of the opportunities. If a person is not satisfied with the present job, he may switch to another, of his choice. The top organization are on the top because they care for their employees and they know how to keep them glued to the organization, employees stay or leave organization for many reasons, the reasons may be personal or professionals. Employees who are satisfied and happy with their jobs are more dedicated and work for the organization growth.

Sandy & Kumar (2011) argues that, Job satisfaction is something that working people seek and a key element of employee retention which possible only by making the employee feel comfortable physically and psychologically. The inflationary trends seen in the market economy is causing the job market more competitive. It is getting more difficult to retain employees, as the pool of talent is becoming more and more tapped-out.

Santoshi (2010) state that, most research in the BPO sector has addressed only specific related to its environmental analysis like challenges, growth and opportunities, the problem of attrition, the HRM systems and issues of job stress, job satisfaction has discussed domains like education, private public employment, financial institutes. Literature review has also shown how various researchers have identified a plethora of

reasons behind the escalating problem of attrition and how many of them have suggested recommendations to combat it. Researcher also worked on various domains like the HRM systems and practices, job satisfactions, and burnout prevention. so many BPO's are adopting some fundamental actions to retain employees, including salary surveys to stay shoulder of the market, culture-building exercise for employees, exit interviews, counselling employee development programs, rewards and recognition as well as increased pay and benefits.

#### **2.4.2 Empirical Literature Review in Africa Countries**

In Nigeria, Research into the Federal Civil Service (FCS) of Nigeria (Gberevbie, 2010) finds that the strategies for employee recruitment into the civil service are mainly based on principles of equal representation of people from different section of the country, merit, and political consideration and government discretions. In terms of strategies for employee retention it finds that the service lags behind in providing adequate incentives to retain its workforce for performance compared to what is obtainable in the private sector. It therefore recommends that while positive discrimination may multicultural, ethnic and religious diversity, its application should be come out to reflect merit within the principle. Appropriate incentives should be provided to retain competent employees for performance.

In South Africa the study was conducted South Africa's leading bank's IT department. This study revealed that the understudied bank relies heavily on its IT employees for its day-to-day operations. The success of most organizations is dependent on their ability to use Information Technology (IT) and the availability and performance of the organization's IT employees. Most organizations regard IT as mission-critical and IT employees are strategic resources (McConnell, 2004). Organizations utilize IT

professionals to plan, develop, maintain and integrate the systems used in those organizations. This dependency on IT employees could have devastating business impact if some of the key employees were to leave. The business impact may include loss of corporate memory, disrupted projects that may over-run on defined schedules and budgets, quality issues, etcetera.

The shrinking pool of IT professionals currently faced by the IT industry can be attributed to the rapidly advancing technological markets which have resulted in a widened gap between the availability and demand of IT professionals. In McGee's (2005) interview with companies, 53 per cent of respondents were experiencing a shortage of IT employees. Turnover was the main reason for the shortage (46 per cent), followed by difficulty finding specific skills (33 per cent) and company growth (31 per cent). Employers were only focusing on attracting and retaining IT employees with critical skills and experience. This increasing demand for skilled IT employees has put organisations under pressure to start devising retention strategies in order to retain the targeted employees. In order to stay abreast, technologically advanced organisations are increasingly on the lookout for highly skilled workers, while the labour market is dominated by individuals with limited skills.

#### **2.4.3 Empirical Literature Review in Tanzania**

The research from Tanzania (Wang & Rakner 2005) found that low level of funding was the main constraint on the capacity of the three countries that is Malawi, Uganda and Tanzania. In particular, the Tanzania had a problem retaining employees over the years, although situation had improved. In 2005 Tanzania the level of qualified staff was about 5% but more staff was to be hired. It finds that retention is a serious challenge in public sector due to unattractive remuneration packages compared to those in the private sector. The inability to attract staffs that are responding to the competence requirements and the

changing needs of Public sector could affect operational, effectiveness and efficiency within organization.

Labour mobility is evident in the banking industry of Tanzania, for example it was revealed in one of the commercial bank operating in Tanzania that for three (3) consecutive years there had been a steady increase in the number of employees who had left from the bank and joined other banking institutions. This information is summarized in the table that follows

**Table 2.1 Employees' Turnover**

<b>Years</b>	<b>Number of Employees Who Moved from the Bank</b>	<b>Attrition Rate Percentage</b>
2006	36	4.31%
2007	78	6.85%
2008	116	12%

**Source: The Bank's Human Resources Management Office (2008)**

Based on the presented figures drawn from one of the largest commercial bank operating in Tanzania, it can be seen that labour mobility is notable in the banking industry of Tanzania and has signs of growing with time. As noted from the table, the number of employees who left from the reference commercial bank and joined other banks almost tripled within three years.

Mwakilembe (1981) studied the motivational factors leading to teachers' exodus in the teaching profession, in this study he found that lack of motivation to teachers is the reason for them to leave the profession. His findings showed that deteriorating job status and small salaries were the main factor for teachers to quit the teaching professions.

Mwakilembe focused generally on the factors which cause teachers to quit their profession and silent mobility in the teaching profession.

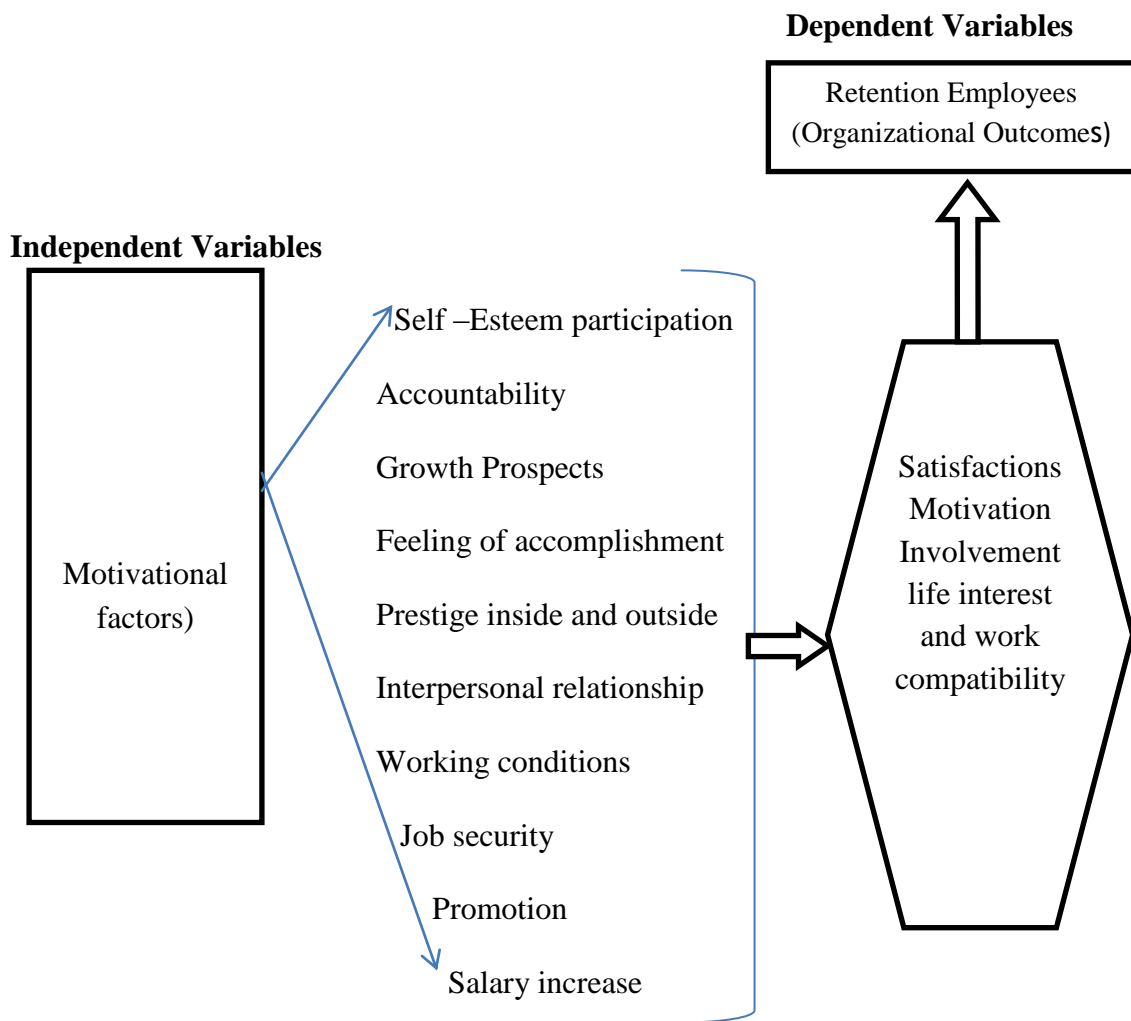
## **2.5 Research Gap**

According to the various scholars such as Richard (2009), Herman (2005) and Armstrong (2006) conducted the study about motivation and employee retention in public organization. There is no concrete study which state clearly to point out influence of motivation on employee retention in public organization.

Despite of persisting situation of employee retention to be very crucial in Tanzania, most of studies conducted do not come up with concrete solution to the problem. Recently study conducted by Songstand at el (2012) relies that the workers under health sector in rural area in Tanzania prefer to be employed by the public sectors because of gifts and accessible to other benefit offered to them particular favourable pension schemes. Public sector being only reliable source of employment in rural area is only reasons why public health staffs tend to dedicate their long service in public sector.

In the staff of Lameck (2011) ,it was revealed that motivation especial non-monetary motivation are most important aspect of making employees stay in their organization for quite long period of time. The study conducted was to exploring influence of motivation on employee retention, and showing clearly on how motivation used to retain employees

## 2.6 Conceptual Framework



**Figure 2.4 Basic models for retention of employee**

**Source: Extracted by researcher**

## 2.7 Theoretical framework

The aim is to produce a model for employee retention conjunctions it with other aspect on motivation factors. Framework model in figure 2.4 clearly illustrate the motivation factors that resulting to satisfaction and being motivated and the final result is retaining employees in the organization. The model should therefore allow managers to manipulate a host of job characteristics and investigate upon motivation, performance and sustenance of workforce.

The Framework model in figure 2.4 show the promotion is one of the factors of motivation, when employee get promotion in the organization, employee will be satisfied as result employee will still remain in the organization for long time.

Salary increase is another motivation factor showed in the figure 2.4 when employee get salary increased automatically employee will be motivated to work in the organization as result to remain in the organization rather than to think on leaving the organization and joining competitors.

Interpersonal relationship showed in the figure 2.4 of the conceptual framework, if there is a good communication within employees in the organization, there will be harmony and peace among them as resulted to satisfaction of the work within the organization, and motivate employee to stay in the organization. Therefore retention of the employees in the organization depends much on the motivation factors. When employees get motivated they will stay but if they lack motivation employee will leave the organization and join the competitors.



## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter explains the methodology employed in conducting the study. The chapter describes the area of the study, the research design and approach to be used in conducting the study. The chapter also describes the population of the study and the sampling procedures used to select the population sample of the study. Furthermore the chapter describe the methods which were employed in data collection, methods of data analysis and presentation of study findings.

#### **3.2 Research Design**

Kombo and Tromp, Marshal and Rossman, (1988) maintains that case study describe a unit in detail, in context and holistically. Therefore based on this analysis the study used case study design as it manages to answer the two questions of the research being the how and why questions, gives a comprehensive study of the population under study, it helps to secure a wealth information about the unit of study, which can provide clues and ideas for further research and it is a design which can be used in both probability and non-probability methods of data collection, hence can stand a wider chance of test, reliability and validation of research results and findings (Krishnaswami and Ranganatham, 2009;53; Adam and Kamuzora, 2008; Blact, and Dean, 1976; De Vos, 2005).

In this study, Researcher use a Case Study design to explore the influence of motivation on employee retention in Public organization where TPA was being selected to represent the public Organization.

### 3.3 Area of the Research

The study was taken at Tanzania Port Authority Headquarters in Dar es Salaam, the offices responsible to look and supervise about 5 ports over Tanzania Mainland.

The reasons of selecting TPA as the area to the study is that, nature of study needs to be conducted in Public Organisation, so as to explore the influence of motivation on employees retentions. TPA has the strong infrastructure essential in facilitating smoothly collecting wealthy and suitable information which are required in accomplishment of study.

### 3.4 Population of the Study

According to Kothari (2005) population is a group of individuals who have one or more similar characteristics who have equal characteristics to be included in the sample of the study. The population of the study were 500 employees from Tanzania port authority.

### 3.5 Sampling Procedures

**Table 3.1 Sample Sizes of Respondents**

Designation	No. of Respondents
Principal Human Resource Officers	1
Principal Operation Officers	1
Senior Human Resource Officers	4
Senior Operation Officers	15
Human Resource Officers	7
Operation Officers	10
Assistant Operation Officers	8
Clerks	30
TOTAL	76

**Source: Researcher Composition**

The study was employ randomly sampling techniques to collect information from employee in middle and ordinary level. Whereby or judgmental sampling procedure were

employed to capture special personnel with mandates to provide concrete information concerns retentions strategies as well as how create impact to the organisations performance. The said procedures was employed to collect information from targeted respondents especial Director General, directors of Departments, Human resources manager and head of sections.

### **3.6 Data Collection Methods**

Data collection methods were comprised of quantitative and qualitative data collection methods. Quantitative data collection methods rely on random sampling and structured data collection instrument that fit diverse experiences into predetermined response categories. They produce results that are easy to summarize, compare and generalize. Qualitative data collection methods play an important role in impact evaluation by providing information useful to understand the processes behind observed results and asses changes in people's perceptions of their well being.

### **3.7 Data Collection Tools**

Data for this study were of two types, being primary and secondary data. Primary data was collected from the field while secondary data was collected from literature review whereby review of literature was gathered by passing through various publications such as TPA Human resource Development Manual of 2005, The TPA Annual Report of 2009/2010. The study also extracts both qualitative and quantitative data. The instruments were employed in data collection are:-

#### **3.7.1 Interviews**

Interview is a method of data collection which involves presentation of oral- verbal stimuli and reply in terms of oral-verbal responses (Kothari, 2004; 97). There are two types of

interview; structured and semi-structured interviews. The study was made the use of semi-structure interviews because it allows researchers to extract in depth information as the method is flexible therefore allowing interviewers to modify questions so as to extract additional information suiting the study (Kothari 1985; 121). The researchers used the interview guide to conduct the interview but this were not limit them from asking additional questions should the need arise in the course of interviews.

### **3.7.2 Questionnaires**

Questionnaires involve a number of questions printed or typed in definite order on a form or set of norms which the respondents have to answer on their own (Manhiem, 1977). In this study researcher has formulated various questionnaires as shown in appendix of this work. Those questionnaires were distributed to the employee's at Tanzania Port Authority for the purpose data to accomplish the study. This method was employed so as to cover the respondents whose were not able to meet with them in face to face interview. This aimed to ensure reliability and validity of data collected (Morgan and Kendall 1946; Marshal, and Rossman; 1988)

### **3.7.3 Documentary Review**

In this instrument of data collection, the study were made use of documentary reviews such as annual reports, legislations, and policies, regulations the aims of getting general functioning of the TPA in national and international sphere, journal articles, government magazines, books and internet sources.

## **3.8 Reliability and Validity of the study**

### **3.8.1 Reliability**

According to (Rosenthal and Rosnow, 1991) state that Reliability is a major concern when

a psychological test is used to measure some attribute or behaviour for instance, to understand the functioning of a test, it is important that the test which is used consistently discriminates individuals at one time or over a course of time. In other words, reliability is the extents to which measurements are repeatable .when different persons perform the measurements, on different occasions, under different conditions, with supposedly alternative instruments which measure the same thing. In sum, reliability is consistency of measurement or stability of measurement over a variety of conditions in which basically the same results should be obtained. Reliability of the study was based on accurate and quality of data collection tools that will bring the reliable results. Questionnaires to be used are accurate and have a quality to bring the results expected on exploring the Influence on Motivation on Employee Performance.

### **3.8.2 Validity**

According to (Rosenthal and Rosnow, 1991) Validity is concerned with the meaningfulness of research components. When researchers measure behaviours, they are concerned with whether they are measuring what they intended to measure. Does the IQ test measure intelligence? Does the GRE actually predict successful completion of a graduate study program? These are questions of validity and even though they can never be answered with complete certainty, researchers can develop strong support for the validity of their measures.

The study used data collection tools such as, Interview, questionnaires, Documentary review and Observation. Through these data collection tools were reliable because bring reliable results about the influence of motivation on employee retention. Questionnaires distributed relate with the study of influence of motivation on employee retention. So data collection tools used was reliable with the study of influence of motivation on employee retention.

### **3.9 Data Analysis**

Kothari (2005) define data analysis as a process of editing, coding, classifying, and tabulating collected data to make them amenable. Therefore data analysis involves systematic processing of data to make them useful and be able to present and convey meaningful message to the general public. In this study qualitative data was being analysed by on basis of themes and contents of the subject under study, quantitative data was involved fact-findings from quantitative data, put in percentage after computation and calculations, tabulation of data for easy interpretation and analysis of facts or data will also be made, use of average logic analysis were also be involved (Adam and Kamuzora; 2008).

## CHAPTER FOUR

### 4.0 RESEARCH FINDINGS AND DISCUSSIONS

#### 4.1 Introduction

This chapter present finding of the study. The basis of analysis is interview and questionnaires foe qualitative and quantitative data respectively

#### 4.2 Demographic Data

The demographic information concerning the respondents is given in figure 4.1 to 4.5 which comprised of age , education level , experiences, position and department where respondents belongs.

##### 4.2.1 Age Profile of the Respondents

Table 4.1 below represent age profile of respondents TPA whose were participate in this study

**Table 4.1 Age Profile of Respondents**

	Age of respondents	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	15	19.7	19.7	19.7
	31-40	21	27.6	27.6	47.4
	41-50	27	35.5	35.5	82.9
	Above 50	13	17.1	17.1	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**

Table 4.1 shows that majority of employees in TPA are of age from 20 to 30 where by 19.7 % are of age between 20 to30 years, 27.6% are of aged of 31 to 40 , 35.5 are 41 to 50

total been 35.5% of all workers. These indicate that most of employees are youth who's characterised by mobility and too demanding of prosperities in working place. In retaining this group there is need to have clear motivations factors which are very clear and aligning their need with those of organisation. Good working conditions, responsibilities and increase salaries are factors which are most favourable to this group to compare with one of aged above 50 years. In other side workers aged above 50 most of them are focusing on retirements so their too conscious on job security and increase in salaries are major determinant motivation factor to make them continuing to work with said organisation.

#### 4.2.2 Education Distribution of Respondents

The Table below shows the number of respondents based on level of education and its percentages working at TPA.

**Table 4.2 Presents Respondents Based on Level of Education**

	Education level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Form IV with long service experience	8	10.5	10.5	10.5
	Form VI with long service experience	6	7.9	7.9	18.4
	Diploma	10	13.2	13.2	31.6
	Bachelor Degree	35	46.1	46.1	77.6
	Masters degree and above	17	22.4	22.4	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**



Table 4.2 shows that majority of respondents who represent entire working force of TPA are graduate from universities with master's degree and bachelor degrees that is to say 46.1 % of them have bachelor degree while 22.4% have master's degree from various declines respectively. In retaining this group there needs for the organisation to establish motivation factors which are different from those whose non graduates. Most of elite workers wish to stay with their organisation if there is a chance to develop their careers by expectations of taking higher responsibility, free from supervision and good working conditions while non-elites may be attracted with increase salaries and job security.

#### 4.2.3 Work Experience of Respondents

The Table below shows the number of respondents on work experience on yearly based.

**Table 4.3 Work Experience of Respondents**

<b>Work experience</b>	<b>Number of respondents</b>	<b>Percentage</b>
0 -2	10	13.2
2-4	22	28.9
5-9	7	9.2
10 – 24	8	10.5
25 -29	25	32.9
Over 30	4	5.3
<b>Total</b>	<b>76</b>	<b>100</b>

**Source: Survey Data**

Table 4.3 shows that TPA has workers with different status of working experiences, 51.3 % of respondents had 1 to 9 years in origination while 53.4 % had between 10 to 29 years in service with organisation the rest 5.3% are most experienced employee with over 30 years with TPA. In retention strategies both group need different motivation factors so as

to stay, worker with 1 to 9 years most are new comers who need assurances to stay Job security, suitable working experience are vital to them. Other group of above 10 years and above are most vital because are already familiarised with policies and organisation culture. Their existence in organisation had great impact in implementation of policies and various strategies toward Organisation needs. Good working environments, accountabilities and job security are vital motivation factor for them to stay for long.

#### 4.2.4 Position Distribution of Respondents

The explanation below shows the position distribution of the respondents between managers and non managers at TPA.

**Table 4.4 Position Distribution of Respondents**

	Position	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managers	29	38.2	38.2	38.2
	Non Manager	47	61.8	61.8	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**

Table 4.4 shows that the study manages to collect information that covers all groups of workers according to their position. Respondents from non-managers were 61.8 % whose are majority of workers in TPA the rest 38.2 % are managers. Both of them are vital in establishments of this study since managers were required to provide information based on how motivation factor are established by TPA management while non-managers are vital on provides information on their response against given motivation factors influence them to stay for a long with TPA.

#### 4.2.5 Department Distribution

The below table and explanations shows the respondents from different departments at TPA in collecting information's on influence of motivation on employee retention.

**Table 4.5 Respondents Based on their Department**

<b>Department</b>	<b>Number of Respondents</b>	<b>Percentage</b>
Human Resources	12	15.8
Marketing	20	26.3
Supply	10	11.9
Finance	11	14.5
Container	9	11.8
Operations	15	19.7
<b>Total</b>	<b>76</b>	<b>100</b>

**Source: Survey Data**

Table 4.5 shows the study managed to collect information from all departments in TPA as way to have data which are based and own by all department. Having respondents from all department means the opinions of all staff are well represented and well accommodated Beside of consult those respondents from department, researcher was meet with Director of Human resources, director of Planning and development,

#### 4.3 Findings of the Study

This part aimed to provide findings of this study based response from management of TPA and employee's whose questionnaires were distributed to them.

### 4.3.1 Influence of Job Security in Employee Retention in TPA

Table 4.6, table 4.7 and figure 4.1 represents on the essential of Job security on the employee retention in TPA. In order to find out how job security influence employees retention, researcher was point out 3 sub questions as shown in questionnaires.

**Table 4.6 Existence of Job Security Plan in TPA**

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	62	81.6	81.6	81.6
	No	0	0.0	0.0	81.6
	I don't Know	14	18.4	18.4	100.0
	Total	76	100.0	100.0	

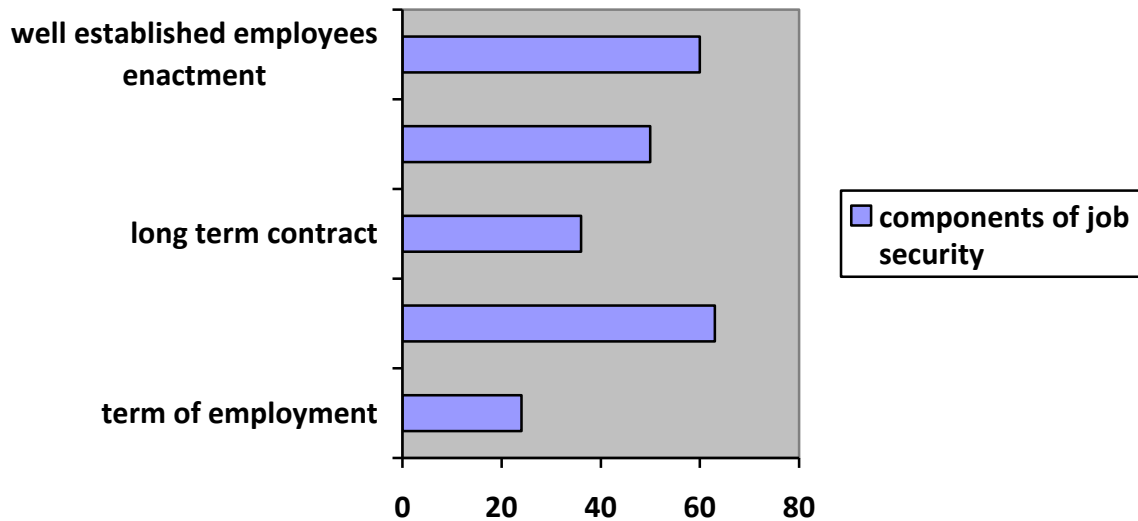
**Source: Survey Data**

Table 4.6 was reflection on said question, 81.6 % of respondents agreed with the existence of Job Security plans in TPA while 18.4% they don't know if existence of Job security plans. This indicates that most of employee are well understood about what is job security plan the rest does not know application of that plan. This result is evidence that TPA management played the big role to insure that employees could survive for a long time by intruded job security as motivation factor.

### 4.3.2 Components of Job Security in TPA

Figure 4.1 show that in TPA have different job security components. According to respondents 67 %, agreed with well established employee's enactment and workers union as vital component on job security. While 53 % show that there are assured to stay due to economic growth trend of TPA where as revenue collected increased in every year thus show ability of organisation to pay salaries and other fringes benefit to her employees.

36% of respondent mentioned long term contract as their favourite's job security component while 25% agreed with terms of employment.



**Figure 4.1 Components of Job Security**

**Source: Survey Data**

**Table 4.7 Job Security Plan on Influence of Employee Retention**

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	74	97.4	97.4	97.4
	No	0	0.0	0.0	97.4
	I don't Know	2	2.6	2.6	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**

Table 4.7 show that 97.4 % of respondents agreed that Job security plan as vital motivation factor that influence employees to stay for a long with TPA while 2.6 % of them they don't know. This indicates that employees in TPA are influenced by Job security to stay for a long time. Due to the strategies employed by TPA Management to ensure Job security, majority of employees were pleased to stay for a long. This is reveal

by 97.4% of respondents who's agreed that were impressed to stay working with TPA for a long time due to the security of tenure. Based on this fact, it's hereby established that Job security is among of motivation factors which influenced employee retention at TPA.

#### 4.3.3 Facilitation of Salaries Increase in Employee's Retention in TPA

The study aimed to find out if salary increase played a role in retaining employees. Findings given in Table 4.8 to 4.10 represent response on how salary increase facilitates employee retention in TPA. These table cover increase salary schemes, how does salary scheme done, how employee react as well as how salary increases influence employee retention.

**Table 4:8 Existence of Salary Increase Scheme in TPA**

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	72	94.7	94.7	94.7
	No	0	0.0	0.0	94.7
	I don't Know	4	5.3	5.3	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**

Table 4.8 show 94.7 % of respondent confirmed that in TPA there is salary increase scheme whereby 5.3 % don't know. Based on interview with Director of Human resource in TPA for the purpose of getting addition information show that increase in salary is done based on three dimensions. One is done in every financial year to respond to the increase of salaries done by other public institutions, secondly based with immediately effect of promotion to the said employee and thirdly as salary bonuses as where organisation revenue collections is exceed estimated amount. Also was reviled that the process of

awarding bonuses it's done with regards of equal sharing of success of organisation despite to be placed to individual employee.

**Table 4.9 Employee Reaction on Salary Increase**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	56	73.7	73.7	73.7
	Satisfied	12	15.8	15.8	89.5
	Neither satisfied nor dissatisfied	1	1.3	1.3	90.8
	Little satisfied	4	5.3	5.3	96.1
	Least satisfied	3	3.9	3.9	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**

Table 4.9 shows 73.7 % of respondents are very satisfied with salaries increase, 15.8 % satisfied, 1.3 % show neither satisfied nor dissatisfied, 5.3 % little satisfied and 3.9 % least satisfied. Based on this finding majority of workers in TPA are satisfied with increase salaries. This finding indicate that most of workers are satisfied since 89.5 % of respondent are in satisfied group only 10.5 % are below satisfied level. Level of satisfaction based on salary increase founded by this study implies employees influenced to stay for a long time while serving the company. Because TPA pays its employees better and employees satisfy with the payment.

Table 4.10 show that 93.4 % of respondents are motivated by salaries increase to stay with TPA while 6.6 % disagreed with salaries increases. This indicates that salaries increase is vital motivation factor for employees' retention.

**Table 4.10 Influence of Salary Increase in Employee Retentions in TPA**

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	71	93.4	93.4	93.4
	No	5	6.6	6.6	100.0
	I don't Know	0	0.0	0.0	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**

#### **4.3.4 The roles of Accountability in Employee's Retention**

The part aimed to find out the role of the accountabilities in employee's retention. Findings are presented and elaborated at by table 4.11 to 4.13 which covered how duties are defined, status of supervision, succession planning and how accountabilities influence employees to stay.

**Table 4.11 Duties of Employees**

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	69	90.8	90.8	90.8
	No	4	5.3	5.3	96.1
	I don't Know	3	3.9	3.9	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**

Table 4.11 shows that 90.8 % of respondents confirmed that duties and responsibilities in TPA are well defined, 5.3 % disagreed while 3.9% they don't know. These indicate that duties and responsibilities assigned to employees are well defines so it easy for them implement without confusion.



**Table 4.12 Employee's Supervision**

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	5	6.6	6.6	6.6
	No	70	92.1	92.1	98.7
	I don't Know	1	1.3	1.3	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**

Table 4.12 shows that 6.6% of respondents confirmed that there is closely supervision in during the implementation of their duties, 1.3 % of respondents they don't know while 92.1 % of respondents disagreed with close supervision. According to the supplement information gathered during the interview with employees in Containers Department, most of them are not willingly to be closely supervised. That means they need to be free so they could be free to shows their creativities and innovation toward in their place.

Most of workers especially those elite need the chance to work in minimum supervision or with zero supervision. But in other side employee without education/knowledge tends to need close supervision with them in all the time and procedure their take.

**Table 4.13 Possibilities for Subordinate Employees to Took Higher Responsibilities**

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	70	92.1	92.1	92.1
	No	1	1.3	1.3	93.4
	I don't Know	5	6.6	6.6	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**

Figure 4.13 shows that 92.1 % of respondents agreed that situation in working place allowed them to take high responsibly, while 1.3 % their even do not know about their

position take higher responsibilities in future. 6.6 % of respondents disagreed. These indicate that there is talent management in TPA.

Most of employees are expected to be in the higher responsibilities, the situation in TPA allows them to attain their needs. Based on this finding most of employees set themselves to stay for a long with TPA since there are possibilities to acquire higher achievements. This is contrary to other organisations with no expectation of achievement.

Based on this fact, it's hereby established that employees in TPA were influenced to stay for a long time due to the situation which allows them to enter to the higher responsibilities.

**Table 4:14 Relationships Between Duties and Responsibilities to Stay Employee's Retention in TPA**

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	62	81.6	81.6	81.6
	No	6	7.9	7.9	89.5
	I don't Know	8	10.5	10.5	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**

Table 4.14 above shows that 81.6 % of respondents confirmed that they are motivated by their duties and responsibilities to stay for a long with TPA, 7.9 % of respondents they disagreed while 10.5 % they don't know. This implies that as motivation factors responsibilities play the big role to influence the employees to stay for a long with TPA. Duties and responsibilities of employees are well defined and give them chance to perform independently in showing their ability, efficiency and effectiveness to their duties and

responsibilities. Hence to stay rather than running away compared to other Public Organizations.

#### **4.3.5 Influence of working Conditions in Employee Retentions in TPA**

This part aimed to shows how working conditions as among of motivation factor facilitate employee's retention in TPA. Finding given bellow in Table 4.15 to 4.16 covered components in TPA , employees satisfaction on working conditions and how its influence employees to stay for a long

**Table 4.15 Components of Working Conditions**

<b>Component of working conditions</b>	<b>Number of respondents</b>	<b>Percentage</b>
Employees compensation	55	72.4
Labour rights	49	64.5
Working environment	69	90.8
Loans benefits	75	98.7
Medical benefits and insurances	50	65.8
Interpersonal relationship	60	78.9
Training and advancement	40	52.6
Health and safety	74	97.4

**Source: Survey data**

Table 4.16 shows that TPA did the best in the matter related to working conditions, 72.4% of respondents agreed with employees compensation, 64.5 % agree with labour rights, 90.8 % agree with good working environment, 98.7 % praised loans benefits whereas 65.8% % agree with medical benefits and assurances, 78.9 % prizes interpersonal relationships among employees where 52.6 % agreed with training and development.

Employees tend to show their loyalty to the organisation if there are good working environments and hesitate if the situation is vice versa. With well-established and maintained components of working conditions TPA manage to draw attention to her employees hence most of them were set to stay for a long time.

Table 4.16 show that 72.4 % of respondents are motivates by working experience to stay for a long with TPA, 17.1% refuse to agree with situation while 10.5 % of respondent does not know if working conditions is among of motivation factor which influence employee to stay with TPA.

It is therefore indicate that majority of employee are favoured by working environment but 17.1% does not favoured while 10.5 % are not in both sides to agree or not to agree with. Based on the findings it's here by established that in TPA there is a good working conditions. In current situation most of employees choose to stay in organisation with good working conditions rather that those provide huge amount of salary.

**Table 4.16 Relationships Between Working Conditions and Employee Retention**

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	55	72.4	72.4	72.4
	No	13	17.1	17.1	89.5
	I don't Know	8	10.5	10.5	100.0
	Total	76	100.0	100.0	

**Source: Survey Data**

## **CHAPTER FIVE**

### **5.0 SUMMARY CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter aimed to provides conclusion and recommendations based on the findings of the study by aid of research questions.

#### **5.2 Summary of the Main Findings**

This part take into the consideration the objective of study and finding of the study discussed.

The purpose of the study was to examine the influence of motivation in employee's retention in public Organisation, TPA used as case study. The study was successful done due to the facts that specific objectives led researcher to extract questions which are related to what are supposed to being gathered in field area. Based on the research questions the following are observed:-

##### **5.2.1 Influence of job Security Employee Retention in TPA**

The results show that this motivation factors influence the employees to stay for a long in Organisation. TPA management has been successfully managed to introduce various schemes to ensure that employees has assurances to stay in organisation. In this instances, well established employees enactment which clear shows grievances procedures, do and not to do, as well as prohibition of unfair termination was major instruments on which most of employees are encouraged with in TPA. Most of respondents show their positive views by argues that said enactments provide maximum security of their tenure since process of their removal from an offices involves openness and strictly rule of law rather than rule of thumb.

Employee's representatives also are one of vital instrument since there is strong trade union which stands before the employees to ask Management to improve working conditions as well as representing employees in disputes against management. Others employees believe that TPA is Organisation to stay with dues to economic strength stability. Financial report of 2011/2012 shows that revenue collection during the period of time exceed of previous year by 47 %. The situated led employees to believe organisation shall be able to handle them

Terms of employments which are clear elaborated and grievances procedures employees' right and long terms contract assure them to stay. Mostly of respondents argue that long terms contract save as vital since they are assured to stay for long to compare with other ones with short term contract.

Job security as one of component of motivation employed by this study, it shows that played a big role in influencing employees retention in TPA than others. 97.4% of respondents agreed with, while remaining 2.6% they don't know. This implies that the group shall agree with if appropriate measures might take to assured them.

### **5.2.2 Influence Salaries Increase in Facilitating Employee's Retention in TPA**

Its shows that increase in salaries as another motivation factor were also played a role in influencing employee's retention. Most of workers in TPA are satisfied with the system of increasing salaries. Based on the facts that employees are satisfied where output of delivered is proportional or equal to the input gains.

As money being scarce resource, ones might tend to been scramble for them. As most of respondents as shown in 4.1 are bellow aged of 50 years which characterised by too

demand and ambitious, money is vital factor for them to stay with. TPA as one of Public organisation from which provides employees with higher amount to compare with other public organisation successful managed to retain employees by salary increases.

According to the TPA salary scale of year 2011/12 new employees with bachelor degree start with amount of gross salary 900,000/= with other benefit like transportation and housing allowances amounted to 35 % of gross salary to compare with in public service where by graduate degree stars with 420,000/= glossy salaries . TPA management played the important role to initiate salary increases to employee this is evidenced by respondents of study to point as secondly highly motivated factor of which influence them to stay for a long.

### **5.2.3 Roles of Accountabilities in Influence Employee's Retention in TPA**

The study shows that accountabilities played role in influence employee's retention. Duties and responsibilities are well defined with minimum supervision which creates room for individual employees to show their abilities to carry out their responsibilities to the maximum level since they know that Management trust them in accomplishment of given tasks. As management reduce supervision show the sense of employee's acceptance and trust which lead to high performance.

Despite of moderate supervision, also employees have the chance to acquire higher responsibilities due to the well establish talent/career managements where by subordinates were prepared to be recruited to the senior position in the internal recruitment scheme.

Employees were desire to stay for a long since they anticipate for the advancement in the future, in the circumstances where there is no bright future most of employees tend to leaves a organisation as the way to seek for green pasture anywhere else.

#### **5.2.4 Influence of working Conditions in Facilitates Employee's Retention**

Findings show that working conditions also is among of motivation factor that influence employee's retention. It confirmed by majorities of respondents that are favoured by loans schemes provided by employees by management. Despite of allows employees to apply for a long in financial institutions, TPA proved certain loans especially in religions holidays such as Maulid loans and Easter advance loans which amounted to 200,000/= Tshs to employees whose wish to apply for. Respondents agree to be favoured by components of working conditions at level of 52.6 % to 98.7 %. Despite of this improvement working conditions scored 72.4 % less to other factors.

#### **5.3 Conclusion**

The part aimed at providing conclusion of this study based by finding drawn by this study. The purpose of the study was to examine the influence of motivation in employee's retention in public Organisation, TPA used as case study.

In Methodology of study researcher was successful manage to use both primary and secondary tools of collecting information also helps to get reliable information especially those related to policies, strategies and organisation performance. In secondary sources Annual reports of 2009/2010, TPA employees grievances manual procedures, capacity building, employees strategic Plans was constructed to get supplementary information which were vital to the accomplishment of the study.

The study said to be successful done due the facts that findings show that, above of 50% of respondents were agree with motivation factors which were used.

95.4% of respondents are agreed with job security as motivation factor influence employee to stay for a long time with the organization. Recently employees were focused



on security of tenure as major motivation factor. Employees tend to shift from one organisation to another looking for the right place which could assure them about future. TPA successfully wins workers perceptions by establishing well planned job securities components.

Despite of well-established job security plans also TPA established salary increase strategies as motivation to employees. 93.4% of respondents were agrees with salary increase as motivation factors. Various bonuses schemes together with periodical increase in personal salaries were establish. With those strategies employees opt to stay with TPA for a long time.

Employees have ensured to accrue higher responsibilities in future in TPA . With this well established career development scheme employees are motivated to stay for a long time with TPA. 72.4% of respondents who reached during the study agreed that responsibilities' motivate them to stay in TPA. Most of employees were agreed that working conditions played a big role in influence then to stay with a long in TPA. Based to the finding it's here by established that the study of influence of motivations to the employee's retention in Public Organisation is done successful.

#### **5.4 Recommendations**

This part aimed to point out recommendations based on the finding of the study with assessment of research question

According to the findings of study, it is therefore management of Tanzania Ports Authority advised to establish the followings: Create employees awareness, by let them know so as to be conversant with various human resources policies and plans which are initiated. By doing so it would help employee's to be aware of them. Through the said study other

employees were not known with certain motivations which are provided to them by employer. Said situation may be solved by incorporating various strategies such as on job training, publication, staff meeting and seminars,

Management advised to conduct study in order to indentify other indicators of motivation which are in favours of employees. By doing such study will help to identifying components of motivations that shall make employees to stay for a long with TPA, Employee's involvement strategies, management advised to involve employees in formulating various human resources schemes, strategies especial those associated with Motivation in working place. By involving they help to know the real factors which are true played big role in motivation.

Revisiting of laws, rule and regulating finance and public funds so as to make possible amendments in the provisions which are controversial. Most of employees who covered in the study they mention income tax as the threat to them especial whose did not satisfied with salary increase they used to mention income. Also were not comfortable with most of allowances example overtime to be taxable.

### **5. 5 Implications of the Findings**

The main objective of this study was assessment of influence of motivation on employees retention in public Organisation, TPA employed as case study. This study may be used by various actors among of them is public and private organisation, TPA as host Organisation, and academicians.

As host Organisation, the study may be used by TPA as base line in the process of revising certain HR policies and strategies especially those which related to employee's retentions. Also may be used to establish further study to others motivations factors which influence employees to stay for a long with them.

For academician, this study may be used as in two dimensions. Firstly it may be used as reference to them who does wish to conduct the same study. Also the study will help them to those who wish to conduct further study especial to the areas which are not covered.

### **5.6 Limitations of the Findings**

During the period of accomplishing this study, several limitations were uncounted. Listed below are among of those limitations:-

Firstly, finding of this study based on situation persisting in TPA they could not been generalised as situation in all public organisation. Those findings may not used as references of influence of motivations factors in facilitating employee retentions in other organisations.

Secondly financial resources, in order to accomplish the study it was needed to travel to the several ports so as to have concrete findings which incorporate views and suggestions from employees from different stations. But according to the financial constrains, researcher could not afford to meet those expenses. Due to this facts the study was done based on Dar es salaam Port,

Thirdly reluctant from respondents, most of employees whose filed with questioners reluctant to respond timely other refuse to answer them. Most of respondents especially during the interview were looked worried hence hesitated to cooperate.

Fourthly study based only focused in academic matters, TPA management is not imposed in any situation to adopt it.

### **5.7 Area of Further Research**

The further study may be employed to examine influence of motivation factor to the employee's retention based on facts mentioned bellow

Firstly, the study was taken in Tanzania Ports Authority which is not typical service provider in business terms. Findings from this study could not generalise as facts in all public institutions in Tanzania but rather merely in TPA. Not all facts were found at TPA may bring not positive results to other organisation so it's very important to each the each public organisation to establish the same study as to testify the role of motivation in influencing employee's retention

Secondly this study incorporate only four motivation factors, job security, increase in salaries, responsibilities and working conditions. It's important for other study to be established based on other components of motivations.

Further study is required to identify the influence of motivation factors to the employees of by concentrations of special groups of employees in Public organisation. This study was too general for all groups, but it's important to know how each group respond over each components of motivation. The group may be categorised based on physical disables, age, gander, education level, experiences and department. Finding from special groups are important to identify what is needed by them.

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## **APPENDICES**

### **QUESTIONNAIRES**

This is an MBA research study on Influence of Motivation on Employee Retention in Public Organization. The questionnaire is seeking your invaluable opinion on the subject. The results of this questionnaires will help to Shade light to policy makers and implementers within TPA to have a knowledge about employee retention and how might be essential toward achievement of Organisation objectives. The result of this questionnaire will help in making some possible adjustment as well as making possible reforms toward investments in Human capital as vital resources toward advancement of Company.

Please answer the questions as full as possible. Your response will remain totally confidential and at no time be directly attributed back to you. Instead, they will be aggregated with responses from other subjects in the survey. Please do not write your name on the questionnaire.

Thank you.

Dorice Alex Mttoi (Researcher)

### **PART A: GENERAL INFORMATION:**

Please tick appropriate

1. What is your age (in Years)?
  - a) 20 to 30
  - b) b) 31 to 20
  - c) c) 41 to 50
  - d) d) above 50



2. Education

- a) Form IV with long service in TPA and on job training
- b) Form VI with long service in TPA and on job training
- c) Diploma
- d) Advanced Diploma and Bachelor degree
- e) Masters Degree and above

3. Work Experience with TPA ( in Years )

- a) 1 to 2
- b) b) 3to 4
- c) 5 to 9
- d) 10 to 24
- e) 25 to 29
- f) 30 and above

4. What is your position

- a) Non Manager
- b) Manager

5. Which department do you serve with?

- a) Human Resource
- b) Marketing
- c) Supplies
- d) Containers Terminal
- e) Finance
- f) Operations

**PART B: JOB SECURITY**

Please tick to the appropriate answer

6. Does TPA plan for employee Job Security?

- a) Yes
- b) No
- c) Don't Know

7. What are the components of Job Security Plans in TPA? ( Tick where relevant )

i.	Long term contract of employment	
ii.	Absence of unfair termination	
iii.	Economic growth trend of organization	
iv.	Employee involvement	
v.	Well established workers Union	
vi.	Well established employment statutory	
vii.	Well defined terms of employment	

8. Do Job security plans influence employees to stay?

- a) Yes
- b) No
- c) Do not know

**PART C: SALARY INCREASE**

9. Is there salary increase scheme in TPA?

- a) Yes
- b) No
- c) Do not know

10. How does TPA plans for Salary Increase? Tick relevance

i.	Annually	
ii.	Quarterly	
iii.	In every financial year	
iv.	Based on profit made by Organization	

11. What is your attitude towards salary increase

- a. Fair
- b. Not fair
- c. Some how

12. Does salary increase plans by TPA motivate employee to stay for long?

- a) Yes
- b) No

#### **PART D: ACCOUNTABILITY**

13. Does duties of every employee well defined?

- a. Yes
- b. No
- c. Do not know

14. Does employees closely supervised by their superior?

- a) Yes
- b) No
- c) Don't now

15. Does situation in TPA allow you to acquire higher responsibilities?

- a) Yes
- b) No

16. Did you motivated by duties and responsibilities to stay for a long with TPA?

- a) Yes
- b) No
- c) Do not know

**PART E: WORKING CONDITIONS**

17. What are component of working conditions practiced by TPA? please tick appropriately

i)	Occupational health and safety	
ii.	Employments compensation	
iii.	Labour right	
iv.	Training and advancement	
v.	Working environment	
vii.	Loans benefits	
viii.	Interpersonal relationship	
ix.	Pension benefits	
x.	Families Medical benefits and insurances	

18. Do you satisfy with working conditions at TPA?

- a) Yes
- b) No

19. Do you motivated by working condition to stay for a long time with TPA?

- a) Yes
- b) No

*Thanks for your cooperation.*