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## **Understanding the Role of Employee Motivation and Human Resource Retention in Tanzanian Local Government Authorities**

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### **Abstract:**

*Employee turnover is always bad and realities of how employee turnover affects organisations involve higher costs. The human resource crisis in Tanzania local government has continued to increase than before in numerous cadres such as secondary education and health sub-sectors such that there are regular resignations occurring. The experience of Tanzania lying on Human Resource crisis for Health (HRH) shortage is at 67% respectively. Mal-motivation compounds for this shortage. Still employee motivation towards human resources management is often underestimated and least understood among employer's roles within their workplaces. This paper aimed at investigating the role employees' motivation play in promoting Human Resource retention in Tanzanian local government authorities. The study was survey research designed involving qualitative and quantitative research approaches using eighty seven subjects comprising employees and employers from Kasulu, Buhingwe and Kigoma District headquarters in Tanzania. Data were collected using questionnaires, interviews and documentary review. Statistical package for social science 16.0 version (SPSS) was used in data analysis for all closed questionnaires along with content analysis for qualitative texts. The major research findings revealed the nature of motivations is complex and that there are no simple answers to the questions on factors that do motivate employees. As a consequence, the findings indicated mixed results such that each employee had a unique motivator. Therefore, the study recommends that managers and employers should provide varieties of motivation in order to retain them and achieve the required results.*

**Key words:** Employee Motivation, Organisation, Human Resource retention, Local Government Authorities, Tanzania

## **1. Introduction**

Employee turnover has always been one of the challenges to the human resource managers and the respective employers in local government around the globe including Tanzania. Adnan & Prince (2010) describe that the shortage is at 67% respectively whereby most of the employers are not aware of why employees choose to leave their organisations. Employees who leave the organisation's request as well as those who leave on their own initiative can cause disruptions in operations, work team dynamics and unit performance. The subject on how motivation impact employee retention in the rural districts in Tanzania has not been well exhausted and solved the issue of turnover than in urban areas; hence the significance of conducting this study in rural districts. This paper examines the effects of employee motivation in reducing turnover crisis and suggests some strategies on how to reduce employee turnover within Tanzanian local government.

A study done by Breugh & Mary (2000) asserts that in order to achieve human resource retention employers in any organisation should, as a matter of policy and necessity, motivate their staff because lack of motivation in any organisation creates cost for recruitment. It costs a business quite a bit to deal with the loss of old employees and the training of new ones. He argues that rewards given to employees, who consider leaving the company, may increase employee retention statistics in workplace organisation. Allen (2008) shows that even those employees with the required knowledge, skills, and abilities will decide to leave an organisation if they are not motivated enough to devote their time and effort to work for the organisation they belong. In effort to achieve desirable work force, the management of any organisation has the duty to motivate its staffs. Again, to have organisation's retained human resources, requires the public organisations, such as district councils to have prior extraordinary abilities to reward its employees with attractive motivation packages. Kyaruzi (2017) asserts that intrinsic and extrinsic motivation may improve human resource retention in the public sector only when motivation is provided based on the needs of the individual employee whereby lack of motivation make the organisations experience scarcity of workers which affect their performance and expectations. Odukah (2016) establishes that every person has a unique motivator with regard to the retention aspect. It is therefore true that public organisations need motivated employees in order to have worth company workforce. Yet many employers seek to achieve their organisational goals while forgetting about the

dissatisfaction of their workers. The perspectives imply that it is difficult to close the gap between motivations workers turnover.

According to Kyaruzi (2017), Tanzania is among 57 Africa countries in the world which face serious human resource crisis in various cadres such as in the health sector in district councils, as reported by WHO in 2006. The shortage of personnel is not uniform in the country; rural areas are more affected than urban areas because of poor motivational packages and poor living conditions that are being offered. However, the efforts to solve human resources crisis was put in place by government through improving salaries; In spite of such effort some rural districts including Kasulu, Buhigwe and Kigoma district continue to face the same crisis. Health centers lack workers and rural secondary schools in these areas need more workers than those who left the job due to number of reasons related to motivation. For that reason it needs further and several researches.

## 2. Methodology

The study was conducted in Kigoma, Kasulu and Buhigwe districts in Tanzania covering employees in all departments. There were 676 targeted employees and employers in those three districts among of them, 87 respondents stationed at the headquarters were selected for the study. Yamane's formula (1967) and Israel (2009) formulae for sample size were used in the calculation in order to obtain the required sample size for the study:  $SS = I \div [1 + I (0.01)]$  Where Ss= Sample size and Let I= be the population of employees and employers at headquarters, where as a confidence level of 90%, and hence a margin error of 0.01 is used.

Then  $Ss = 676 \div [1 + 676 (0.01)]$

:  $Ss = 676 \div 7.76 = 87$  who participated in the study.

In conducting this research, mixed approaches were used. The approaches adopted were quantitative and qualitative methods using survey research design to gather information from employees and employers. According to Thomas (2003) and Trochim (2000) survey is a process that involves gathering of information using prepared questions about the target variable within a particular subject and reporting on the findings. The two types of survey questions by this design were employed. Closed-ended questions and open-ended questions were set and distributed to respondents as a list of predetermined responses from which to choose their answer. Using the survey approach was appropriate because it made it possible to get a large number of respondents, to standardize questions so that they are relatively free from some kind of errors. The study used telephone interviews, documentary review, discussions and questionnaires in collecting data. The obtained data through these methods were analyzed using quantitative and qualitative techniques with the support of SPSS and content analysis tools. The quantitative data were analyzed using

statistical package for social science version16. The descriptive statics such as frequencies was applied to establish patterns, trends and relationship with data, whereas qualitative data were done through content analysis. Holst (1969) establishes that content analysis entails open coding by line examination and axial coding identification of emerging pattern of narrative data as declined. Presentation of findings in the next section summarizes the obtained results in the study.

### 3. Results and Discussion

#### 3.1 The Effects of Employee Compensation in Human Resource Retention

The objective of this study was to examine the effect of employee compensation on human resource retention in Kasulu, Buhingwe and Kigoma District in Tanzania. The findings indicate that wage compensation provided to employees cannot support their lives 53(60.9%). Again they were found receiving little salaries which may not afford for basic needs including housing 75(86.2%). Many of worker rent houses than having their own. Moreover, 86.2 percent confirmed that low salaries affect their life, regarding to the finding of whether they are satisfied with bonuses and commission structures provided by their employers,51.7 percent claimed to have even not received the bonus for whole year of their employment and when they are provided always they are not enough to comparing the job done. Some respondents interviewed on this question through telephone for qualitative findings said that reasonable wage, salaries, and enough bonuses structures may encourage them to stay but with ability of the employer to provide health and security benefits. The results are presented in Table 1.

**Table 1: The Effects of Employee Compensation in Human Resource Retention**

Employee Compensation	Frequencies of Respondents					
	YES		NO		Total	
	f (x)	%	f (x)	%	No	%
I receive wage compensation that cannot retain me in this work unit	53	60.9%	34	39.1%	87	100%
I receive little salaries which may cause me to leave current organization	75	86.2%	12	13.8%	87	100%
I'm satisfied with bonuses and commission structures provided	45	51.7%	42	48.3%	87	100%

**Source: Field data**

The number of studies conducted by diverse researchers such as Kahungya (2016) and Zalwango (2014) establish that pay related incentives encourage human resource retention. For example teachers' monetary rewards are the only way to motivate employees. Further studies argue that teachers in private schools are highly motivated but poor retention exists. Along with the results in Table 1, the researcher discovered that motivation plays an important role in employee satisfaction and employee retention. Additionally, the study exposed different ideas that salaries and wages are motivators while qualitative findings showed that status is more important to them. These researchers' findings coincide with Adegbuyi, et al. (2015) and Zalwango, (2014) findings which establish that motivation improves performance and retention. It is argued that satisfied employees are generally more productive and can influence high retention capacity. The findings obtained through the district human resource officers, heads of departments and secondary education officers who were interviewed confirmed that lack of respect, democratic decisions, good communication, working environment; recognition and employee rights enable causes employees to become not part of an organisation for a long time. One of the human resource officer in Kasulu district stated that "*the problem of our Government is that employees have many rights which are stated in the employment law but very few of them are actually implemented*". This is among the strong reasons for poor retention in local government authorities in Tanzania. One of the employees in Buhigwe District added that in order to retain workers, such as teachers' motivation is important. This can be done through promotion, provision of on the job training and off job training, along with the pay of salary arrears. For those reasons, the researcher discovered that sometimes employees need different kinds of motivation in order to stay in the current workplace.

### **3.2 The Effects of Working Conditions in Human Resource Retention**

The rationale of this objective was to examine the effects of working conditions for human resource retention in the areas of Kasulu, Buhigwe and Kigoma District respectively. The results presented that employees have unique motivators such that 89.7percent Health and safety encourages affect their stay with their employers. It is advocated that in local government authorities in Kigoma, Kasulu and Buhigwe 75.9 percent of the respondents agreed that their organisations had no flexible schedule and working hours to encourage their retention while 77.0 percent said that work environment was full of stress and threats to their job security as an important factors for their decision for stay. In addition, 86.25 percent presented that work environment in Kigoma, Kasulu and Buhigwe are not free from discrimination which affect their decisions to leave. This means that improved working conditions improves Human Resource Retention and vice versa. These results are given in Table 2.

**Table 2: The Effects of Working Conditions in Human Resource Retention**

Working Conditions	Frequencies of Respondents					
	YES		NO		Total	
	f (x)	%	f (x)	%	No	%
Health and safety encourages my stay with my employer	78	89.7%	09	10.3%	87	100%
My organisation has flexible schedule and working hours	21	24.1%	66	75.9%	87	100%
My work environment is full of stress and threats to job security	67	77.0%	20	23.0%	87	100%
My work environment is free from discrimination	12	13.8%	75	86.2%	87	100%

**Source: Field Data**

The researcher found out that the research findings depicted in Table 2 are in line with the study conducted by Imbahale (2016), which in essence, originates in the fact that interesting outcomes are in consideration of the Maslow's Hierarchy of needs theory, which insists on safety and job security. This tells us that interesting work comes first followed by a physiological factor, such as good wages. The law also points out that there is a positive relationship between job security and employee retention where wage was identified as the most motivating factor in other studies. In the findings, 77.0percent said that work environment was full of stress and threats to their job security as an important factors for their decision for stay .On a similar issue, Breugh, & Mary (2000) and Allen (2008) establish that there is pluralistic view by other studies which does not recognize the wage to be an important factor in motivation, but accept that other variables like working conditions, such as flexible schedule and working hours are important in satisfying motives. We discovered that the nature of motivation is very complex and there are no simple answers to the question of what motivate employees. We, therefore, were convinced that varieties of motivation factors affect the decisions by employees at work places. The findings and literatures however suggest for varieties of motivation.

### **3.3 Effect of Communication in Human Resource Retention**

Objective two of the study was to examine the effect of communication to human resource retention in local government authorities. Results in the Table 3 indicate that 80.5 percent of the respondents agreed that communication provides insight on exactly what factors drive employee morale. Once more 72.4 percent of the

respondent approved that good communication by employer maintains credibility to workers. At the same time as 83.9 percent acknowledged that little coaching and feedback about employee's performance is major reason for their decision to stay. Moreover, 79.3percent of 69 respondents confirmed that communication offers comments and suggestions that would assist to modify their schemata, and 65.5percent of 57 respondents supported that communication informs how employees feel about working for business. Qualitative findings revealed that when employees feel devalued and unrecognized cannot continue working in that organisation even if there is paid well. This information is reflected in Table 3. The researcher discovered that motivation goes beyond pay. That is employer can increase salary but still employees may remained not motivated. The results are as follows

**Table 3: Effect of Communication in Human Resource Retention**

Effect of communication in Human Resource Retention	Frequencies of Respondents					
	YES		NO		Total	
	f (x)	%	f (x)	%	no	%
Communication maintains credibility to workers	63	72.4%	24	27.6%	87	100%
Provides coaching and feedback in local government	73	83.9%	14	16.1%	87	100%
Communication informs how employees feel about working for the business	57	65.5%	30	3.4%	87	100%
Offer comments and Suggestions	69	79.3%	18	20.7%	87	100%
Provides with insight on exactly what's driving employee morale	70	80.5%	17	19.5%	87	100%

**Source: Field data**

The researcher's findings depicted in Table 3 correspond to other studies conducted in Tanzania by Kahungya (2016), and Cascio, (2006) in America who found out that employee retention at a work place is very difficult mostly in developing countries due to several reasons which include shortage of knowledge by employers and insight on exactly what's driving employee morale. In a study, Kyaruzi (2017), Odukah (2016) and Ruck,(2010) explain that effective communication maintains credibility to workers and this kind of motivation has been considered as a significant tool for Human Resource retention because' communication informs how employees feel about working for the business such that even people with the required knowledge, skills, and abilities will plan to leave employment if they receive poor messages from the employers. Breugh & Mary (2000) concur that the perfect job for the future business person should be interesting and intrinsically motivating. This

means that when an employee lacks good communication with his or her employee it is obvious that such an employee may decide to leave his or her job to join another organisation where he can be more motivated. Comparing these studies and the results, we discovered that poor communication by the employer may make workers to leave their jobs rather than the question of pay.

#### **4. Conclusion**

According to various studies, such as Odukah, (2016) and Allen (2008), who establish that in order to foster an environment that motivates and stimulates employees' retention, managers, government, organisations and heads of human resources management need to incorporate motivation-building practices into their corporate organisational culture. In light of this available information from studies and the findings obtained, the study concludes that having a motivation strategy is a key element to retain local government employees in Tanzanian rural areas.

#### **5. Recommendations**

In order to improve human resource retention in Tanzanian Local authorities, the study recommends the following approaches:

- a) **To The Policy Makers and Government:** varieties of compensation packages should be formulated to suit Tanzania local government authorities' environment and nature of work in order to attract their employees' retention capacity.
- b) **To Employers:** The workforce leave organisations for numerous reasons; oftentimes these reasons are either known or unknown to their employers. The study proposes that employers should pay attention to employees' needs and put into practice retention strategies that will, among other things, make workers feel valued.
- c) **To the Human Resource Management Leaders:** Managements should examine the demographics of the workforce to determine where gaps may exist between current skills and the need for skills and experience that may emerge in the future, in alignment with the organisation's vision and mission. Their HR strategy should be focused on filling these gaps through strategic recruitment, retention and training efforts. In addition, the human resource department leaders must launch various incentive schemes for the top performers. In this way the employees would feel important in the organisation and therefore strive to perform even better the next time. The employees who over-perform should be rewarded with cash prizes, lucrative perks and certificates to make the individual stand apart from the crowd. A non-cash motivator could, for example, be through sending mail wishing the



employees well on their birthdays or congratulating them when they perform exceptionally well or come out with something innovative. In addition, a small bouquet for them as a gift from the organisation's side may also be a great motivator. In this way the employees would feel attached to the organisation.

- d) **To the s where Research was undertaken:** Kasulu, Buhigwe and Kigoma districts must be aligned with their organisation's strategic vision. The vision will provide an indication of where the organisation is heading and the human resources needed to help it to achieve its goals. Organisation leaders should review the current vision of the organisation in order to determine ways in which organisational activities can support human resource retention.
- e) **To the Departments:** There should be a transfer of knowledge between department workers in order to ascertain whether employees depart voluntarily or involuntarily, or due to retirement or other reasons. Secondly, a strategy for the transfer of knowledge is critical. These plans are designed to ensure that the knowledge of older workers has been captured and will be retained and transferred to younger workers as baby boomers retire and leave their organisations.

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