

**THE IMPACT OF LABOUR TURNOVER AND ORGANIZATION
PERFORMANCE IN THE DIRECTORATE OF INVESTMENT
AND RESOURCE MOBILIZATION (DIRM)
TANZANIA**

BY

**AGNES JACKSON
REG. NO: BPA/41920/91/DF**

**A DISSERTATION SUBMITTED TO THE COLLEGE OF
APPLIED ECONOMICS AND MANAGEMENT SCIENCES
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF BACHELORS DEGREE
IN PUBLIC ADMINISTRATION OF
KAMPALA INTERNATIONAL
UNIVERSITY**

JUNE, 2012

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DECLARATION

I AGNES JACKSON, hereby declare that this research proposal entitled, "The impact of labour turnover and performance in directorate investment and resource mobilization in Tanzania," is original and has not been published and/or submitted for any other degree award to any other University before.

Signed

.....

AGNES JACKSON

BPA/41920/91/DF

[STUDENT]

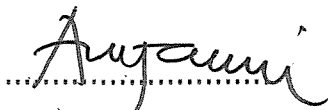
Date

.....6 JUNE 2012

APPROVAL

I approve this research proposal entitled, "*The Impact of Labour Turnover and Performance in Directorate Investment and Resource Mobilization in Tanzania*," has been submitted to the college of applied economics and management sciences for examination with my approval as a University supervisor.

Signed



DR. ANYAMA CHARLES

[SUPERVISOR]

Department of Public Administration

Faculty of Social Sciences

Date

06.06.2012

DEDICATION

I dedicate this work to my parents Mr. and Mrs. Jackson Mabago, my husband mr. Obed Mwakasege, brothers Denis, Liston and Erick , My sister, Scolastica and her husband, Rose, and my beloved children Catherine and Isaac, and all colleagues for their moral, material support and encouragement that they have given me during this period.

ACKNOWLEDGMENTS

I thank our Almighty God for the strength and good health which has enabled me to come this way and achieved the long awaited dream of accomplishment of the degree.

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ABBREVIATIONS

BLS	Bureau of Labor Statistics
COCMs	Cost Cutting Measures
DIRM	Directorate of Investment and Resource Mobilization
FCM	Faculty of Commerce and management
HRM	Human Resource Management
IGA	Income Generation activities
ITP	Institutional Transformation Program
JOLTS	Job openings and Lab turnover Survey
UDSM	University dent Accommodation Bureau
USAB	University Student Accommodation Bureau

ABSTRACT

Employee turnover can hurt the overall productivity of an organization and is often a symptom of other difficulties. Loosing key human capital in work organization operations upsets routines, makes employee/employer uncomfortable, and affects the productivity and performance of the organization. Through there is no standard account for why people choose to leave because it is typically the occasion where people choose to leave voluntary or involuntary. The study concentrated only on voluntary leaving. The main objective of the study was to find out factors that lead to employee turnover and U: their impact-on Directorate of investment and resource mobilizations (DIRM) performance in the University of Dar es salaam-MAIN CAMPUS.

In the study, various factors leading to employee turnover were found, analyzed and interpreted qualitatively and quantitatively. The individual and organization turnover effects on performance were also stated. Findings indicated that there are possibilities for employee to stay longer in the work organization if employee/employer cooperates as a strong teamwork that is committed and devoted to meet the organizational goals.

In recommendations, the research indicated that management has not realized the full implications of employee turnover. In order to comprehend this, the study suggest management to be aware of the factors that lead to employee turnover in DIRM and find mechanism on how to retain the employee or keep turnover to a minimum.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Labor turnover is one of the important concepts in the field of human resources management. The concept can be both functional and dysfunctional in an organization; this implies labor turnover is expected so as to be beneficial to an organization (Armstrong, 2003).

Labor turnover is the movement of people into and out of the firm. It is usually convenient to measure it by recording movements out of the firm on the assumption that a leaver is eventually replaced by a new employee (Graham, 1998).

(Armstrong, 2003) defines labor turnover as the analysis of number of leaving the organization. This provides data for use in supply forecasting so that calculations can be made about the number of people lost who may have to be replaced. The analysis of the number of and the reasons why they leave to provide information that will indicate whether any action is required to improve retention rates.

The analysis can prompt further investigation to establish underlying causes and identify remedies.

Labor is defined by (Schermerhorn, 2000) as "the human effort expended in the purpose of acquiring money or other compensation" since it is impossible to separate the effort from the person exerting. Labor is normally taken to involve the entire body physique of the person in question. Thus when one talks about labor turnover, one actually talks of individual worker as a unit of human effort. Labor turnover can also be defined as the relationship between the number of person joining an organization and those leaving it to the average number of payroll (Armstrong, 2006).

According to (Dowson, 1998), defined organization performance as the way in which activities accomplished, in particularly the level of standard to which a task is accomplished is adopted, carried out or achieved within the working environment.

According to (Gupta, 2006) he argues that there is a big relationship between labor turnover and performance. It is through labor turnover that an organization will be able to recruit skilled people who will be able to perform tasks effectively.

Perhaps until twenty to thirty years ago, the concept of a "job for life" was still a reality. The loyalty and trust that existed between employer and employee meant that leaving to work for a new employer was comparatively rare. In that era people stayed in the organization despite the existence of no training and development programs or even an attractive motivation and compensation program. Recently insufficient training or development is often cited as a likely contributory factor when an employee looks for another job, that is if the organization does not have a proper induction program in place, the feeling of dissatisfaction can start as soon as the employee joins and hence a high turnover rate (Pettit, 2004).

Organization related factors include incongruent organizational culture resulting into conflict between individuals and the work organization, faulty human resources policies and practices particularly those related to the compensation, promotion, training and development, poor leadership and control, poor working conditions, unrealistic job preview raising high expectations among employees (Prasad, 2004). The Directorate of Investment and Resource Mobilization (DIRM) was formed in 2004, as an elevation from the former Income Generation Unit (IGU) which was established to coordinate different activities in order to undertake the economic transformation at the University of Dar-es-Salaam (UDSM).

Since the establishment of the University of Dar-es-Salaam (UDSM) in 1970 after the breakdown of the University of East Africa, the University of Dar es Salaam was fully funded by the Republic Government of Tanzania to fulfill its mission of teaching, research and consultancy.

University of Dar-es-Salaam, like other East Africa Universities, has for the past several years been facing chronic budget deficits. In a direct response to this challenge, the University Council established the Income Generation Unit (IGU) in 1998. As may be correctly conjectured, the establishment of Income Generation Unit became necessary in order to provide the University with an institutionalized mechanism to steer changes related to management of internal resources of the University, in tandem with the Institutional Transformation Programmer (ITP), which University of Dar es Salaam has been engaged in, Income Generation Unit has remained a trouble-shooting facility coordinating Income Generation Activities (IGA's) and Cost Cutting Measures (COCMs) with a view of documenting and rationalizing the use of internally generated funds (Directorate Investment and Resource Mobilization's Report, (2005).

Currently, Directorate Investment and Resource Mobilization has different projects like Research flats accommodation facility, Insurance agency, Silver sands hotel, Central pool Transport Unit, University Student Accommodation Bureau (USAB) and photographic unit. Other projects include but not limited to promotion of investment opportunities at University of Dar es Salaam like Student hostel and Mlimani city, coordination and facilitation of cleanliness and landscaping. The main research areas were the former six projects of University of Dar es Salaam.

1.2 Statement of the Problem

Despite the increasing emphasis on objective perspective to put in place labour turnover measures to enhance the organizational performance in terms of linking issues with departments, coaching for management and change, establishing standards and change, and occasionally guiding individuals out of the organization, most organizations still face a bigger challenge regarding labour turnover hence affecting their performance (Prasad, 2004). The presence of labour turnover in Directorate Investment and Resource Mobilization has been manifested in poor working relations, poor communications, high rate of absenteeism, low morale, low motivation, lack of training which in turn has affected the organizational performance. (Directorate Investment and Resource Mobilization's Report (2005). This study therefore centred on establishing the challenges regarding labour turnover.

1.3 Objectives of the study

1.3.1 General Objective

The main objective of this study was to establish, "The Relationship between Labour Turnover and Performance in Directorate Investment and Resource Mobilization."

1.3.2 Specific Objectives

- i) To examine the major causes of labour turnover among Directorate Investment and Resource Mobilization.
- ii) To examine the effect of labour turnover on organization performance.
- iii) To examine the measures of reducing labour turnover.

1.4 Research questions

- i) What are the major causes of labour turnover among Directorate Investment and Resource mobilization
- ii) What is the effect of labour turnover on organization performance
- iii) What are the measures of reducing labour turnover?

1.5 Scope of the study

1.5.1 Geographical Scope

The study was carried out in Directorate Investment and Resource Mobilization, which is located in Tanzania University of Dar es Salam.

1.5.2 Content Scope

The study examined the effect of labour turnover in organizational performance of Directorate Investment and Resource Mobilization. The researcher chose Directorate Investment and Resource Mobilization because its location is convenient for the necessary information and it covered all administrators based in all departments at various levels of administration.

1.5.3 Time Scope

The study was carried out in a period of three months which was the required standard duration for any academic research. This was from January 2012 up to April 2012 although the major literature was obtained from the information between the years of 2007 to 2010.

1.6 Significance of the study

This study is important on the following;

To help the policy makers to learn how to design policies that reduces the rate of labour turnover. It may act as a strategy to help Human Resource Practitioners to keep turnover in an acceptable range by implementing a variety of preventive measures, tracking leading indicators and placing alerts along the way to signal when action is needed.

Based on the findings that were produced later, this field research can act as a practical paper to provide managers or manpower planners direction about pertinent issues pertaining to labour turnover.

The study can also assist other scholars and can act as the basis upon which further studies can be carried out apart from adding on the stock of knowledge that already exist about the effects of labour turnover on the organization performance.

Finally it is the researchers hope that managers at all levels can find this field research a useful tool in helping them to fully understand the key issues and problems and more importantly the cost of the turnover.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

Different sources of literature show that, employee turnover is more acute in new economic business and its cost affects both employees as well as the organization. It indicates that there is something wrong in the organization and unless this is corrected, the organization cannot flourish. In the same way unless an employee sticks to an organization for a fairly long time(s), he cannot make a significant contribution. (Prasad 2004)

2.1 Theory model

According to (Dowson, 1998), defines performance is the way in which activities accomplished, in particularly the level of standard in which a task is accomplished is adapted, carried out or achieved within the working environment.

According to (Gupta,2006),he argued that there is a big relationship between labor turnover and performance of the organization, and it through labor turnover that an organization will able to recruit skilled people who will be able to perform task effectively accordingly to (Graham and Bennet, 1998), he argues that labor turnover leads to improve performance of the organization, because labor turnover influence management to solve problems which face labor in the organization, by solving labor problems it leads to increase organization performance.

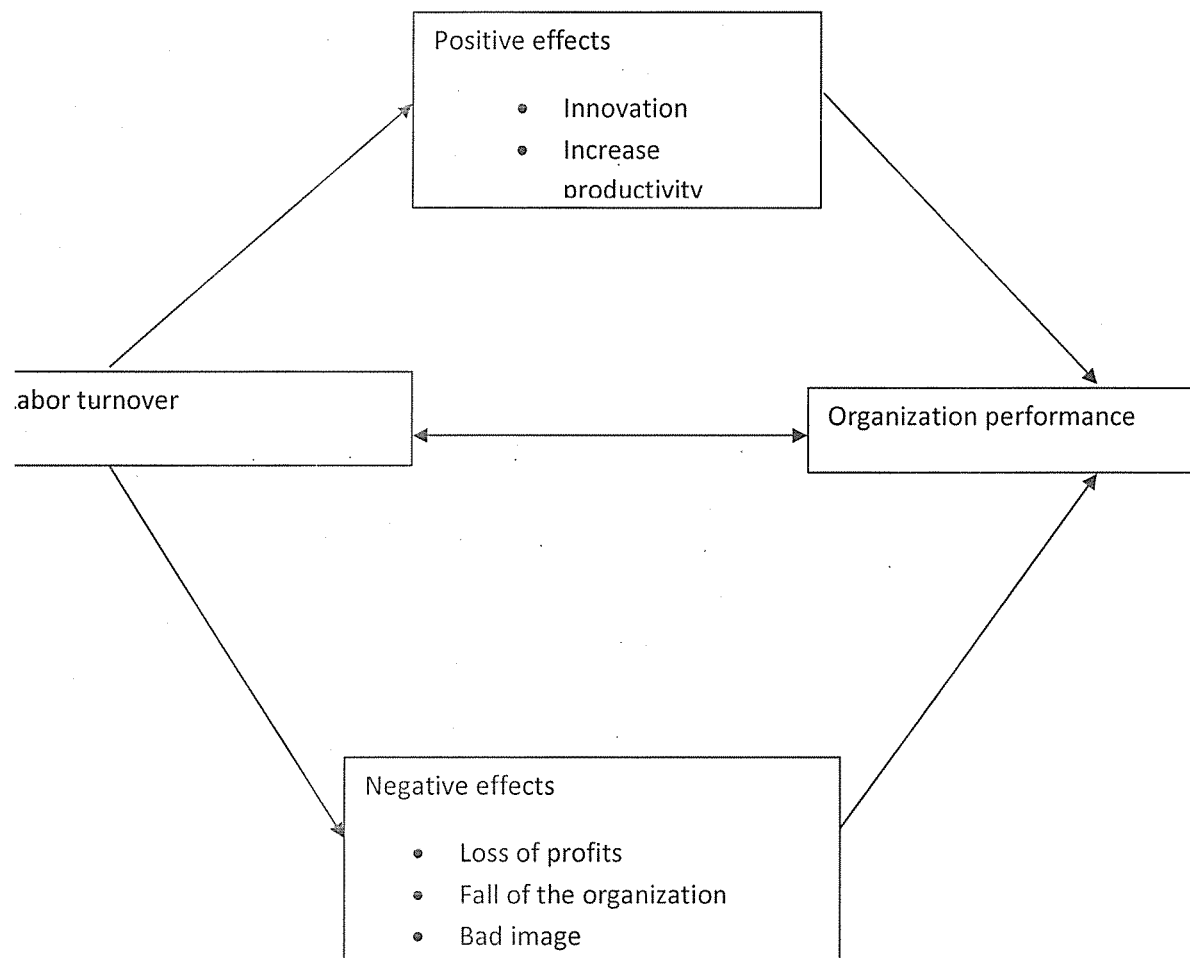
According to (Armstrong, 2003), he argues that labor turnover leads to improve performance of the organization, because through labor turnover, management can identify the areas where training is needed. Through training organization will be to perform better. Labor turnover causes absenteeism of employees at the work place, this reduce production, hence poor performance.

2.2 Conceptual Frame work

The conceptual frame work below shows the relation between frame work of the study variables between the independent and dependent variables.

Dependent variable

Independent variable



Source: (Pettit 2004)

The conceptual frame work above showed the relationship between the study. Independent variable is labor turnover, dependent turnover is organization performance. It also contains positive effects such as innovation, increase productivity and enhance creativity, negative effect such loss of profit, fall of the organization and bad image.

2.3 Causes of Employee Turnover

McBey and Karakowasky (2000) after examining the sources of influence on employee turnover in the part time work context came up with four categories.

Work-related attitude (push factors) External environmental factor (pull factor)
Individual characteristics factor and job performance factors

Organization stability; It has been shown that organization stability to have a high degree of correlation with low turnover. Employees are more likely to stay when there is a predictable work environment (Zuber, 2001). Likewise the inverse of this relationship is found to be true. The inability of organization to anticipate the need to adjust effectively to changes in the organization sometime involves hit low morale. In organization where there was a high level of inefficiency a high level of employee turnover (Alexander et al. 1994).

Employee training; There is a strong positive correlation between increased levels of employee training and decreased turnover, much training literature states that, increased training promotes high degree of job satisfaction which is in turn leads to retention (Royalty, 1996). This is also logical that low turnover of staff was strongly correlated with high customer returns and investor interest. All things being equal, managers who train their staff enjoy lower turnover (Pettit 2004, Ngirwa 2005).

Communication system; Employees have a strong need to be informed. Business with strong communication system enjoy lower turnover of employee. Employees have been shown to react favorably and therefore stay longer in position where they are involved in some level of decision making process. Again, this emphasis that the employee need to be knowledgeable about issues that affect their working atmosphere (Magner *et al*, 1996)

Unemployment; In contrast, there is a strong negative correlation between turnover rates and unemployment rates. As unemployment decrease employee turnover increase. This is well documented with several studies tracking employment period up to 31 years (Price, 1997; Bureau of Labor Statistics. 1980; Pettit 2004).

Company performance; People are less likely to leave a company that they identify with and can take pride in its positive business and community performance. This appears to

be true for both Western and Eastern cultures. A recent study in the society of personality and social Psychology indicates that the best indicator of turnover for both Britain and Japan was lack of identification of the employee organization (Hauenstein 1999).

Company culture; This has strong determinant of turnover intentions. Company culture is determined by a bunch of things, among these include poor developing skills policies, leadership problem, lack of reward/recognition, and lack of both informal and formal communication. All these may accelerate turnover. (Pettit 2004, Hauenstein 1999, Prasad 2004)

Job Characteristics; One of the most researched area is the relationship between job satisfaction and turnover. There is a well-documented board of research that suggest the following job characteristics as the most commonly associated with job satisfaction.

Variety – Jobs that offer greater variety of tasks associated with higher satisfaction levels.

Autonomy – Job that offer greater freedom and choice in execution (i.e. empowerment) are associated with higher satisfaction levels.

Identity – Jobs that offer a sense of ownership and personal accountability are associated with higher satisfaction levels.

Feedback – Jobs that offer intrinsic feedback on quality of performance are associated with higher satisfaction levels.

Significance – Jobs that are perceived as important are associated with higher job satisfaction.

The absence of the above characteristics leads to high turnover rates (Hauenstein 1999, Prasad 2004, Ngirwa 2004).

Evidence indicates that an important moderator of satisfaction turnover relationship is the employee's level of performance. Specifically, a level of satisfaction is less important in predicting turnover for superior performance (Robbins's 2004).

Work environment; Moreover the work environment can be a contributor to turnover by directly tracing to management practices. Turnover tends to be higher in environment where employees feel they are taken advantage of where they feel undervalued or ignored and where they feel helpless or unimportant. Clearly, if managers are impersonal, arbitrary, and demanding, there is greater risk of alienation and turnover. Management policies can also affect the environment in basic ways such as inability to match the rate of pay and benefits that the employee is looking for, unknown policies used for promotion as well as abruptly changes in the organization. All contribute to the way the employee feel about their work (Pettit 2004. Prasad 2004)

External or pull factors; Influences which could "pull" and individual out of his or her present employee (i.e. cause turnover) are: personal and household income levels wage earner status in the household, family commitments, as well as acceptable job alternatives (Mobley et al. 1979). With regard to income levels, the research in the full-time employment context has suggested that main household wage earners will be less likely to exhibit turnover behavior than those individuals who are not the main wage earners for their households. The rationale for this view is that main household wage earners posses relatively greater responsibility for the financial viability of their households than to secondary wage earners, will have less freedom and flexibility to explore-job alternatives (i.e. lower turnover), without incurring substantial penalties (loss of primary income) for their household units.

The prospect of getting higher pay elsewhere is one of the most obvious contributors to turnover. However, there is considerable evidence that money is often not the root cause of turnover, even when it is a factor in an employee's decision to quit. Rather, some experts believe that high turnover persists in certain jobs and companies because

they have an atmosphere in which employees look for reasons to leave, and money is a convenient and sometimes compelling justification. In one survey, for example, more than half of the respondents didn't even list pay in the top three reasons why they believed people quit their jobs. Indeed, there is a whole school of thoughts that claims pay is not a direct determinant of job satisfaction. However, in tight economy generally there are less alternative opportunities and employees are less willing to leave their current job (Pettit 2004, Hauenstein 1999, Prasad 2004, MacFarland 1974).

Individual characteristics; A large number of research studies has identified the important of individual or demographic traits as predictors of job turnover (e.g. Arnold and Feldman 1982; Cotton Tuttle, 1986; Lee and Mowday, 1987). Among the characteristics most commonly examined are education, age, tenure and marital status.

First, the research has largely supported the argument that education is positively related to employee turnover (e.g. Arnold and Feldman 1982) suggested that, while this might also hold true for part time workers, the reverse relationship might also apply. That is, more highly educated workers might work part time to keep their employment opportunities open, to keep their skills up-to-date or remain active in their professional and consequently might actually process a higher level of commitment than their less highly education counterpart in part time work.

Secondly; Age is perhaps the most consistence individual characteristics variable with its reported negative and significant relationship turnover (Mobley et al, 1979; Porter and Steers, 1973 Price, 1977). There research evidence that has been generated suggests that older workers are typically more satisfied than younger workers in the part time context. The research has also suggested that younger part timers are likely to have higher rate absenteeism and turnover (Pettit 2004)

Thirdly; There are numerals research studies suggesting that, there is negative relationship between tenure and turnover .the researcher has indicated that relatively high turnover occurs among new employees (e.gMobley,1982).it should be noted that

tenure has been considered as covariant of age and consequently its influence is similar to that of age. As an employee's tenure increases, the formal benefit promotions and informal benefits (e.g. status) also increase. Given this issues employee with higher tenure are less likely to leave their organization for fear of losing these benefits upon entry into a new organization (Hellman, 1999). Researches have attempted to explore the relationship of turnover of unemployment context.

Finally; a number of research studies have suggested that married employees are less likely to quit an organization than unmarried employees. Again, these relationship needs to be more fully assess employment context.

Also there are intrinsic individual differences that affect turnover situation factors. Risk adverse individuals with higher needs for the local ties or financial dependences are generally less likely interesting situational factor than is related to turnover. In recent study showed that, the turnover rate for recent located employees was 2.4 times.

Job performance factors; Performance is all about organization survival and to survive a firm must be profitable to compete, use its resource efficiently and must be flexible to adopt changes in its internal and external environment (Filley et al 1976).

Performance-reward contingencies have a significant and negative association with turnover, according to the research conducted among fully time employees. Monday and Spencer (1981) reported that high level autonomy and responsibility on the job were associated with low turnover. Furthermore, without high performance-reward contingencies individuals (especially above-average performers) could be expected to register high level of turnover given favorable external job alternatives. (Spencer and Steers. 1980) scale of work experience perceptions was also found to be very significant in its relationship to turnover behavior.

Woods et al (1998) conducted a study of turnover and diversified in the lodging industry. Surveying almost 5,000 general managers of whole properties. These researchers concluded that the five most cited internal causes of turnover were: Rate

of pay; communication problems, Lack of advancement opportunities, Lack of recognition for job well done; and conflicts with management.

The five most cited external causes of turnover were. Better pay elsewhere; Increases of pay in other industries; Low unemployment; A strong local or regional economy; Low quality of employees overall (Woods et al. 1998)

2.4 Impact of employee turnover

The impact of employee turnover can be associated with the cost incurred by the work organization from the time they announce the vacant post, receiving applicant letters, screening, interviewing, short listing, testing, hiring the employee and making the employee healthy, that means training and developing him or her. All these have the impact in terms of money and time to the individual employee and the organization. Employee retention and turnover are the most common measures of employee.

Satisfaction/dissatisfaction of the organization. Common estimate of turnover cost range from S 10000 to 40000 per person depending on the position. While retention actually increases decrease in cost and productivity increase from 25% to 65% (www.performance.unlimited.com)

Cost employee turnover to the work organization may be tangible or intangible. Tangible cost are those cost that one can measure i.e quantify. Intangible cost include the uncompensated increase workload that other employees assume due to vacancies, the stress and tension turnover causes, declining employee morale and decreased productivity due to loss of work group synergy (Pinkovitz et al, 2001).

Smith and Watkins (1978) identified three major cost categories; separation cost, replacement cost, and training cost. Wynne Cascio added a category to include the performance differential between the employee who leave and the replacement. Cascio (1991) added another category; vacancy cost, to account for added cost/saving realized while the position is vacant.

The cost of turnover vary in terms of type of job performed, size of the firm, structure of the firm, and its composition of employees needed. For example, in a food – processing company, showing someone how to put jars of jam into a cardboard box may take five minutes, so the cost of training someone to handle this job would not be high. If, however the tyrannical manager of the food processing line at the company kept driving food cookers and quality control workers, the cost of constantly training employees in this critical could be high.

However, true labor turnover costs are more than simply figuring out the average cost of replacement. Within voluntary turnover, there is both wanted and unwanted turnover. There are some employees, we are glad to see go even if there are replacement cost that are greater than simple replacement cost that are greater than simple replacement cost. The costs of losing a good performance are greater than the cost of losing an average performance. The cost of losing key seasoned player is hard to estimate that means he/she leaves the organization at the time when he/she is most required. There is the investment in development of the employee, the value of the knowledge and experience gained, and lost productivity that also have to be considered to arrive at a true cost figure. However, much turnover (up to 50% or more) occurs within the first six months of employment and in an early departure scenario, the bulk of the costs are replacement costs. When an organization starts to loose significant numbers of senior employees it usually indicative of even more serious organizational problem (Hauenstein. 1999)

Some research studies have found that labor turnover from transient workers has lasting effects on loyal employees who stay with a company. One study tested productivity among workers who were exposed to a management-planted person who quit in a middle of the task, citing dissatisfaction with the job and the company. And second group of employees worked with another planted person who had to leave the task because of the illness. The group exposed to employee who quit a lower productivity levels than the group exposed to the ill employee. The employees

apparently took the complainers statement to hurt while the ill employee had nothing bad to say about the company (Hauenstein 1999).

Tactics reduce employee turnover abound in the literature, but when it comes to implement these solution in the real world, managers often find themselves frustrated. After all human being do not always behave rationally. Sometimes, employees leave for no good reason in particular, and they are unwilling to negotiate them to stay (Kosloff 2006).

What's frustrating is that, employee labor turnover cost your company money. You invest resource in time and into training your staff. When someone receives all that training and then leaves to join a competitor's firm or to pursue another line of work, you are out of significant investment. Unfortunately, such are the perils of working in business. There is nothing you can do about this base attrition rate (Bliss and Associates Inc 2001).

One of the most critical components of success for the business owner, regardless of size, is the ability to keep the cost of doing business at a minimum cost. Obviously, every owner wants to ensure the best possible profit margin for the sustained growth and success of a business. What many business people fail realize is that, employee turnover can represent a very substantial cost and lead to erosion of the bottom line. This is not to say that all employee turnovers can or should be eliminated. But given the high cost involved the impact on productivity and customer service, a well thought out programme designed to retain employees can easily pay for itself in a very short period of time. Unless you are prepared to beat all of your competition on wages all of the time, it is a good idea to start taking a hard look at your benefit, your policies and the intangibles that make your company a desirable place to work (Bliss and Associates Inc 2001).

2.5 Measurement of Reducing Labour Turnover

Favorable working conditions maximize the efforts and finally achieve organization goals. Working conditions that are compatible with an employee's physical comfort and

that facilitate doing a good job influence employees' decision to stay in the organization (Armstrong, 2006).

Promotion from a pivotal role among employees as it involves change in job content, pay responsibility independent and status of employees take promotion as a ultimate achievement in his or her carrier and when it reviled his decision is to remain in the organization and when it does not his decision is to leave the organization as the environment is deemed not conducive for person aspiration (Smith 1978).

Employee training, there is a strong positive correlation between increased levels of employee training and decreased turnover, much training literature states that increased training promotes high degree of job satisfaction which is turn leads to retention (Royalty, 1996)

Effective communication system, employees have a strong need to be informed. Business with strong communication system enjoys of employees retention. Employees have been shown to react favorably and therefore stay longer, in position where they involved in some level of the decision making process. Again, this emphasized that the employee need to be knowledgeable about issues that affect their working atmosphere (Manger et al, 1996).

Company culture, This has strong determinant of turnover intentions. Company culture is determined by a bunch of things among these include norms, values, policies, leadership, reward or recognition, and both inform and formal communication they have to be effective in organization, this help to achieve organization goals (Pettit, 2004 Hauenstein, 1999 Prasad 2004).

According to (Gupta, 2006), he argued that there is measure of reducing labor turnover in an organization. It is through labor turnover that an organization will be able to recruit skilled people who will be able to perform task effectively.

According to (Graham and Bennet, 1998), he argues that labor turnover leads to improve performance of the organization. Because labor turnover influence

management to solve problems which face labor in the organization, by solving labor problems it leads to increase organization performance.

According to (Armstrong, 2003) He argues that labor turnover leads to improve performance of the organization because labor turnover management can identify the areas where good payment is needed. Through good payment of salaries employees will be able to perform better. Labor turnover causes absenteeism of employees at the work place. These reduce production, hence poor performance.

According to (Prasad, 2005), labor turnover increases instability in production process which leads to unstable performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

In this chapter, various methods were adopted by the researcher to analyze the research problem. It included research design, sampling, and sample of the study, data collection instruments and method which were to be used to analyze data.

3.2 Research Design

The research used both qualitative and quantitative research approaches.

3.2 Study area and Population

The study was conducted at the Directorate of Investment and Resource Mobilization (DIRM), a unity in the University of Dar es salaam in Tanzania. This study included; NGO'S, Women, and Government officers/Administrators.

3.3 Sample Framework

The target population for the study was to be 40 the Directorate of Investment and Resource Mobilization employees. The sample comprised of two groups, current employees and those who left job in three years. The respondent were from six unity of Directorate Investment and Resource Mobilization, University Student Accommodation Bureau,(USAB), Insurance Age, Transportation Unity, Research Flats, Photographic and Silver sand Hotel.

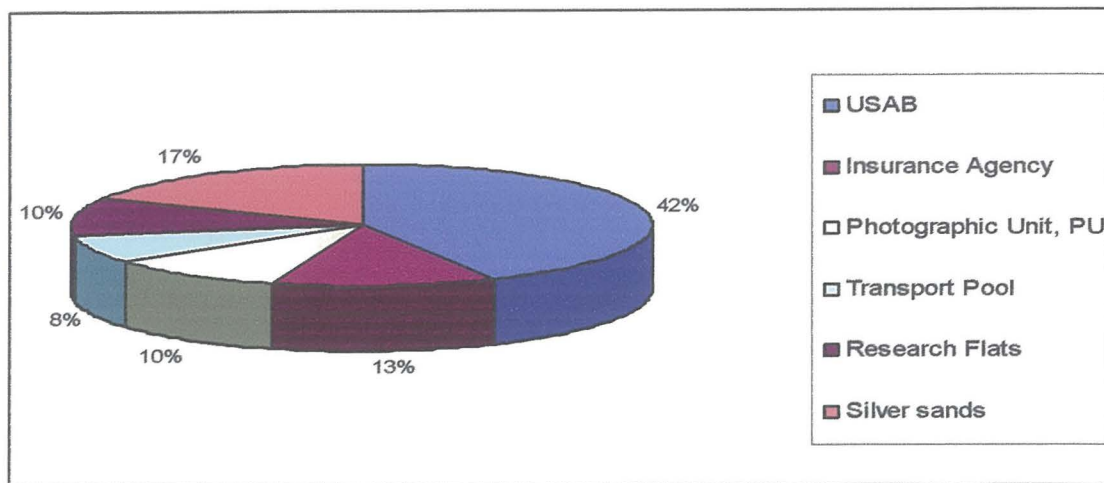
3.3.1 Sample size

Table: The sample size used in the study

Unit Department	Number of Respondents
USAB	17
Insurance Agency	5
Photographic Unit, PU	4
Transport Pool	3
Research Flats	4
Silver sands	7
Total	40

Source: Primary Source

Figure: The sample size used in the study



Source: Primary Source

3.3.2 Sample techniques

Simple random method was administered to get the sample size; this was because not all respondents were knowledgeable about the impact of labor turnover and organization performance in the directorate of Investment and Resource Mobilization [DIRM]. So only those identified to have such information were selected.

3.3.3 Sample Procedure

The researcher used quantitative selection method, where respondents were randomly selected to represent the population.

The following sampling techniques were used to select respondents who were to participate in this study.

Purposive Sampling

USAB, Insurance Agency, Photographic Unit, PU, Transport Pool, Research Flats, Silver sands, was selected purposively to participate in the study of virtue of their positions and direct involvement in the investment mobilization. At least 40 participants were considered as key informants, and they were selected because they were in administrative and policy positions, therefore with a critical observation to the study successful. Purposive sampling is suitable for selecting key informants because by virtue

of their position in the respective offices, they hold relevant, key information required for the study.

Systematic random sampling

A sample of seventeen USAB officials was systematically sampled to participate in the study. Systematic sampling was used to avoid bias in obtaining samples and a sampling interval was established by random method to select the participants consistently.

3.4 Method of Data Collection

The study applied both primary and secondary sources of information in order to make the study of findings reliable. Primary source was obtained through structured interviews, questionnaires and observation in different unity of DIRM-(Directorate Investment of Resource Mobilization).

i) Structured Interviews.

Structured interviews (face to face) were conducted to six employees who left the Directorate of Investment and Resource Mobilization (DIRM) and they are working in other places within Dar es Salaam. This method was applied in order to get peoples view on how they left the Directorate of Investment and Resource Mobilization (DIRM). The advantage of these methods was to discover people's attitudes towards a proposed product that a company is developing or to test people's political views, or to measure the changes made to people by particular events' (Turabain, 1982).This group was interviewed due to the fact that they obtain relevant information regarding employee turnover. These interviews were made with a detailed standardized questionnaire tiding both open and closed ended questions.

ii) Questionnaires

Questionnaires were administered to current employees who are still working at the Directorate of Investment and Resource Mobilization (DIRM). This method was used because it facilitates the collection of data at minimal cost and also gives respondents anonymity of the expression. The type of questionnaires to be used are structured questionnaires that consisted of both closed and open –ended questions lacked expressiveness and spontaneity, it gave an opportunity to the research to guide the

respondent's in being more objective as well consuming less time, open –ended question capture free responses in the respondent's own words(Kothari 1990).

3.4.1 Sources of Data

The data collected w comprise of both primary and secondary data

i) Primary data

The researcher was visiting the employees in the Directorate of Investment and Resource Mobilization (DIRM). The data was collected using questionnaires as a research instrument.

ii) Secondary Data

The researcher was further more implement primary data with secondary sources from existing records such as publication, books, past research, internets and other related records.

3.5 Data Analysis

The collected data was analyzed both qualitatively and quantitatively. Quantitatively information was mainly gathered through primary sources which were subjected to content analysis. Relevant information was extracted and presented descriptively. The quantitatively data was processed using statistical package for social sciences (SPSS) and the result from analysis was presented using tables, graphs and narrative models. The close –ended question and other document data was a good source of quantitative data. Percentage rates were used to present data in order to establish comparative tool

3.6 Ethical Considerations

An introductory letter from the college of applied economics and management sciences were obtained to enable the researcher access to the respondents of the study. The letter was addressed to all the officials and employees of all areas where study was commenced, who in turn wrote a recommendation letter to the other authority concerned including the respondent's heads as well.

The researcher made appointments with the respondents accordingly, and a promise of confidentiality was assured. The researcher made sure that the information provided was treated with all the confidentiality it deserves and it was used exclusively for academic research purposes.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION

4.0 Introduction

This chapter focuses on the findings obtained through different research techniques and the analysis of the results is done. Therefore data from various sources are presented, analyzed and interpreted.

4.1 Objective of the study was about cause of employee's turnover

To answer on this objective question was what the causes of employee turnover in organization are? The responses from respondents are in table I

Table 1: The causes employee turnover in the organization

Causes	Frequency	Percentage [%]
Lack of motivation	6	12
Lack of security	7	13
Low salary	3	10
Poor communication	8	14
Lack of good relationship among employees	4	11
Supervision	3	6
Job satisfaction	5	7
poor methods used in conflict resolution	4	10
Poor methods used in implementing change	6	11
Poor training scheme	2	6
	44	100

Source: Primary Data

As it is seen in the table 1, 14% of the respondents believed that the major factor was poor communication, 13% Lack of security, 12% lack of motivation, 11% Poor methods used in implementing change 10% Low salary, 11% Poor methods used in conflict resolution, 6% supervision ,6% Poor training scheme. Among the numerous responses

received by the researcher as the biggest percentage of respondent say that poor communication was highest causes of employee turnover and this was further emphasized by lack of security, followed by lack of motivation those was common causes of employee turnover. Lastly was poor training scheme and supervision. Further more the research interview the employee by asking some question. What are the causes of employee turnover in Directorate of investments and resource mobilization? To exemplify this, the research showed that the highest causes was 14% poor communication, 13% lack of security, 12% lack of motivation and lastly was 6% poor training and supervision.

4.2 The impact of labour turnover on organization performance

The second research objective was to establish the impact of labour turnover on organization performance at Directorate of investments and resource mobilization. The finding was based on the following research question from the specific objective two. What is the impact of labour turnover at Directorate of investments and resource mobilization? To achieve this objective, respondents were asked and give following responding showing table 2

Table 2: The impact of labour turnover

Impact	Frequency	Percentage [%]
Costly	17	70
Low productivity	10	20
Wasting time	3	10
	30	100

Source: Primary Data

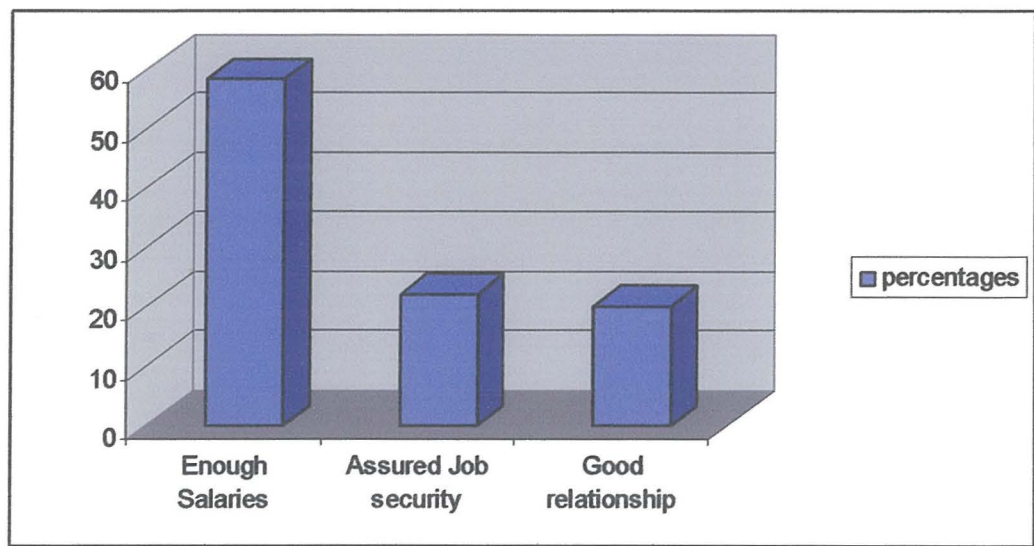
From the table 2, it was established that, the highest impact of employee turnover in Directorate of investments and resource mobilization (DIRM) was 70% the respondent believed that it lead to costly *wastage* of money in attracting applicants, entrance interviews, testing, travel/ moving expenses, employment administrative expenses, medical examinations and acquisition and dissemination of information. 20% was low productivity; the latest impact is 10% wasting time.

Further more the research used interview to ask some question to the respondent come out with following answers 70% lead to costly or wasting of money, 20% followed by low productivity, 10% wasting time.

4.3 Measures taken by the management to reduce turnover

The third research objective was measures taken to reduce turnover in Directorate of investments and resource mobilization. The based on the following question from the specific objection of the study three. What are the measures taken to reduce labour turnover? The following are the responses

Figure 4.1: Measures taken by management to rescue the turnover



Source: Primary Data

The study also revealed that immediate supervision; providing directions, equipment and supplies, effective and timely communication, express the organization’s goal and objectives and fair treatment of the employee deserve a special attention. Employees that are given adequate directions that tell them how to do their jobs and having repairs to their equipments made efficiently, safe and plenty of supplies to the job are more likely to stay longer. Therefore, employers need to scrutinize all these factors and prioritize them according to the requirements for organizational performance as well as retaining valuable and productive employees.

For further more the researcher interviewed the employees by asking them about the measure which have been taken to reduce employee turnover? To exemplify this; the research showed that 57% of the interviewed employees said that being given enough salaries would make them stay. Other (20%) said, assured job security would make them stay, 18% said good relationship among the employees and also with the management is factor for their stay, and the rest mentioned, motivation plays an important role to any work organization. If they are motivated to what good they do for the betterment of the Directorate of Investment and Resource Mobilization (DIRM) then they will stay.

CHAPTER FIVE

SUMMARY OF THE MAJOR FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter presents the Summary of the findings recommendation and conclusion related to the objective of labour turnover on organization performance in the the Directorate of Investment and Resource Mobilization (DIRM) specifically from the study finding and analysis made after caring out the study.

5.1 Summary

In summary, the research findings were presented in accordance with the research objective of study. The study research objective was measurement, findings revealed that, the biggest percentage of respondent that through enough salaries, assured job security ,good relation this lead to end of labour turnover, like was to the interviews the biggest emphasized the enough salaries.

According to (Armstrong, 2003), he argues that labour turnover leads to improved performance of the organization because through labour turnover management can identify the areas where good payment is needed. Through good payment of salaries the employee will be able to perform better. Labour turnover causes absenteeism of employees at the work place. These reduce production, hence poor performance.

The second objective was impact the field findings illustrated that, since the biggest percentage of the respondents says that turnover was lead to high costly, low productivity and wasting time.

Smith and Watkms (1978) identified three major cost categories: separation costs, replacement costs and training costs. Wayne Cascio added a category to include the performance differential between the employees who leave and the replacement. Cascio (1991) added another category; vacancy costs, to account for added cost/savings realized while the position is vacant.

5.2 Recommendations of the study

5.2.1 To the government

Recommendations on demographic traits that contribute to employee turnover from the study it is recommended that seminars, workshops, meetings promoting good employee motivation should be constituted country wide so that society can be sensitized on the importance of upholding a better working environment.

The government should formulate policies which must be applied to all workers and employees in every part of the organization and must be enforced so that it is not favoring only one side of the organization.

The government should encourage employers to work in accordance their rules and regulations and should consider the requirement specification of the employees in order for the employees to be favored in one way or the other.

5.2.2 To civil societies

There must be guidelines on which the employees and other members of the organization must follow to make a simplified work flow. However all that must be guided by managers to regularly work side by side with employees since this action demonstrates teamwork, enhances communication, and allows employees to feel needed and valued.

5.2.3 The employees

Employee should follow what is recommended in the organization as well as maintaining the working environment conducive by establishing programs as well as plans in which they can carry out their work frequently, effectively and efficiently. Employees have a strong need to be informed. Businesses with strong communication systems enjoy lower turnover of employee. Employees have been shown to react favorably, and therefore stay longer; in positions here they are involved in some level of the decision-making process. Again, this emphasizes that the employees need to be knowledgeable about issues that affect their working atmosphere.

5.2.4 The employers

Managers need to hold social events for employees to reward them for their loyalty and heighten workplace community. Managers should promote from within the organization when there is an opportunity to do so. The possibility of career potential encourages employees to stay.

Managers should be flexible in scheduling, working with the employee on logistical factors. Employees appreciate predictable schedules, and a voice in the outcome, & promoting good relationships between employees and employers because without the management output there will be no good will in promoting good employee motivation, conduct employee satisfaction surveys that will help to determine the level of satisfaction in your organization in order to retain them.

5.2.5 International organization

There is a need to improve on the laws governing international bodies especially the one concerning labor turn over and hence promotes the needed services that must be followed to create a well modified work environment.

5.2.6 General recommendations

Promotion from a pivotal role among employees as it involves change in job content, pay responsibility independent and status of employees take promotion as a ultimate achievement in his or her carrier and when it reviled his decision is to remain in the organization and when it does not his decision is to leave the organization as the environment is deemed not conducive for person aspiration (Smith 1978).

Employee training, there is a strong positive correlation between increased levels of employee training and decreased turnover, much training literature states that increased training promotes high degree of job satisfaction which is turn leads to retention (Royalty, 1996)

Effective communication system, employees have a strong need to be informed. Business with strong communication system enjoys of employees retention. Employees have been shown to react favorably and therefore stay longer, in position where they involved in some level of the decision making process. Again, this emphasized that the

employee need to be knowledgeable about issues that affect their working atmosphere (Magner et al, 1996).

5.2.7 Areas for Further Research

It has been realized that limited research has been done on the subject of Labour Turnover and its effects especially in the developing world and Tanzania in particular. Yet the impact of Labour Turnover is far much developmental. This section therefore presents some of the areas of concern for further research.

Findings of this study contribute to the understanding of impact of labour turnover and the organization performance in the directorate of investment and resource mobilization. The researcher recommends further research to be done on the impact of labour turnover.

5.4 Conclusions

The main objective of the study was to find factors leading to employee turnover in the directorate of investment and resource mobilization and their causes on the Directorates' performance. The study showed various factors leading to employees' turnover, such as lack of motivation, lack of recognition, little pay, inadequate training, all these contribute to employee turnover.

From the second objective of the study, the impact of employee turnover can be associated with the cost incurred by the work organization from the time they announce the vacant post, receiving applicants' letters, screening, interviewing, short listing, testing, hiring the employee and making the employee healthy that means training and developing him or her. All these have the impact in terms of money and time to the individual employee and the organization.

The third research objective was measurement of employee turnover; the finding showed that training your staff. When someone receives all that training and then leaves to join a competitor's firm or to pursue another line work, you're out a significant investment.

Unfortunately, such are the peril of working in business. There's nothing you can do about this base attrition rate (Bliss, 2001).

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APPENDICES

APPENDIX I: QUESTIONNAIRES TO BE USED FOR DATA COLLECTION

Dear Respondent,

I am a student of Kampala International University Pursuing a Bachelors Degree in Public Administration. I am currently carrying out a research on labor turnover and organization performance. I request you to provide accurate information that will lead to quality data for analysis. All information provides will be treated with confidence and shall be used for academic purpose only.

Title

Department

Section A: Personal Data

Please tick the appropriate answer and fill in empty spaces where necessary

1. Age of respond

- (a) Below 25 years ☐
- (b) Between 25 and 40 years ☐
- (c) Between 40 and 55 years ☐
- (d) Above 55 years ☐

2. Sex

- (a) Male ☐
- (b) Female ☐

3. How long have you working with Directorate of Investment and Resource Mobilization

- (a) Less than six months ☐
- (b) Six month to one year ☐
- (c) One year to two year ☐
- (d) two year ☐

Section B: Other Information

4. Have you experienced employee leaving their job before their contract end?

a) Yes ☐

b) No ☐

5. Explain what could be the reason for the employees leaving their job before their contract end?

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.....

.....

In your opinion what makes an employee stay with one employer until the end of the prescribe contract.

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.....

What are the effects of an employee leaving the job before the end of her /his contract?

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6. Other reason

.....

.....

.....

Below are among various factors that influence an employee leaving the job, to what extent does each of the following factors contribute to an employee leaving a job before his /her contract ends? Tick to show your answer

	Factor	Very high	High	Moderate	Low	Very low
a.	Communication and flow of information in your department					
b.	Inter-personal relationship					
C	Nature /Design of job itself					
d.	Degree of motivation of the job					
e.	Level of security					
F	Level of health and safety					
g.	Extend of your involvement and with the Directorate 'goal and image					
h.	Type of supervision					
i.	Orientation to the job					
j.	Method used in implementing changes in the Directorate					
k.	Training and development provided in your department					
l.	The method used in conflict resolution among employees					

m.	The scope of job					
	Characteristics in term of variety, autonomy, identity, feedback, and significant.					
n.	The extent of your participation in important decision about your duties					
o.	The degree to which your skills are recognized and utilized					

p.	Individual traits like age, education, tenure, marital status.					
q.	Your level of salary with respect to your experience					
R	Your general satisfaction with the organization structure and culture					
s.	The quantity and quality of work allocated to you.					

What measures does the management take to rescue the situation?

.....

.....

.....

Thank you very much for your time

APPENDIX II

INTERVIEW GUIDE FOR HEADS OF DERPARTIMENT

My name is *Agnes Jackson*, a student of KIU carrying out research as a partial fulfillment of the requirement of the award of bachelor degree of Public Administration.

1. What is role of ministry of education in empowering this organization to have a sustainable workforce?

.....
.....

2. Critically examine the effects of employee turnover towards this organization goals and objectives

.....
.....

3. Assisted with clear and sound human resource business policies and practices explain the contribution of each of those practices and policies towards retaining a committed and dynamic staff

.....
.....

4. In executing, adopting and implementing the above human resource policies what are the internal and external challenges, which are commonly composed with this university desire to have adequate staffing level?

.....
.....

Account for the mechanisms that are in place to ensure creation of a retained staff

.....
.....

God bless you"

APPENDIX III
PROPOSED BUDGET

NO	ITEM	NO OF UNITS	COST PER UNIT	TOTAL
1.	Transport	4	20000	80,000
2.	Accomodation	4	5000	20,000
3.	Subsistence	4	3500	14,000
4.	Ream of paper	1	7500	7,500
5.	Pens	5	300	1,500
6.	Research assistants	3	7000	21,000
7.	Printing & Photocopy		150,000	150,000
8.	Miscellaneous		25,000	25,000
Total			319,000	319,000

APPENDIX IV TIME FRAME

ACTIVITIES		DURATION (months)				
	Jan 2012	Jan 2012	March 2012	April 2012	May	June
proposal design						
proposal development						
Submission of proposal for approval						
Final report writing and submission						

APPENDIX V: INTRODUCTORY LETTER



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**COLLEGE OF ECONOMICS AND MANAGEMENT SCIENCES
DEPARTMENT OF PUBLIC ADMINISTRATION AND MASS COMMUNICATION**

Date 05/06/2012

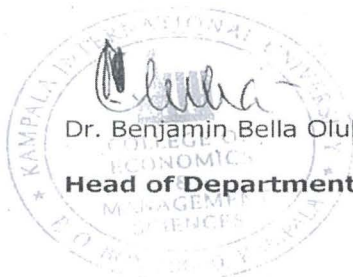
To Director, & Directorate of
Resource Mobilization, UDSM, TB

This is to introduce to you Ms Agnes Jackson

Who is a bonafide student of Kampala International University. He /She is working on a research project for a dissertation, which is a partial requirement for the award of a Degree. I here by request you, in the name of the University, to accord him/her all necessary assistance he/she may require for this work.

I have the pleasure of thanking in advance for your cooperation!

Yours sincerely,



Dr. Benjamin Bella Oluka PhD.

Head of Department Public Administration and Mass Communication.