

Factors Leading to Employee Turnover in Tanzania Public Sector Organisations: A Case of Tanzania Fisheries Research Institute, Dar es Salaam

Jackson Emmanuel Payowela ¹ and Dr James Elirehema Mrema ²

E-mail: jackson.payowela@tia.ac.tz

¹ Assistant Lecturer, Tanzania Institute of Accountancy (TIA)

² Lecturer, Tanzania Institute of Accountancy (TIA)

DOI: <https://dx.doi.org/10.4314/ajasss.v5i2.10>

Abstract

This study was conducted to determine the factors leading to employees' turnover in Tanzania Public Sector Organisations (PSOs). Specifically, the study assessed factors leading to employee turnover in Public Sector Organisations. The study was conducted at the Tanzania Fisheries Research Institute (TAFIRI-Dar es Salaam) which is a research institute constituting the public sector organisations under the Ministry of Livestock and Fisheries. A case study design was employed for a comprehensive understanding of the phenomena. Data collection was through a questionnaire and interview guide which involved 35 respondents who were randomly and purposively selected. The analysis of data from the questionnaire was done descriptively through Statistical Package for Social Science (SPSS) where frequencies and percentages were created and presented through tables while the analysis of data from the interview was done through content analysis. The study was guided by 3 theories: Maslow's Hierarchy of Needs, Existence, Relatedness, and Growth (ERG) Theory, and Herzberg's Two-factor Theory. The study revealed low salaries and benefits, poor leadership and supervision, limited opportunities for training and development, late promotion and re-categorization, shortage of working tools and infrastructure, job dissatisfaction and seeking for better jobs, lack of incentives scheme, and late or absence of payments and other monetary rewards, constitute the factors leading to employees' turnover in PSOs. In light of the findings, the study recommended the management of PSOs in Tanzania particularly TAFIRI to formulate and implement strategies aimed at improving the work environment. This study has confirmed what other studies have depicted regarding the factors leading to staff turnover and at the same time this study will help policymakers particularly in public organizations to make sure that they create policies that promote employee welfare and hence reduce turnover.

Keywords: Staff turnover, Public Sector Organisation, Staff Retention, TAFIRI

1.0 INTRODUCTION

Human resources are considered a vital resource for the existence and performance of any organization. Evidence suggests that organizations that have successfully recruited and retained key personnel have realized stable organizational competence and performance (Fatima, 2011). Once an organisation succeeds in longer retention of its skilled and experienced employees, there will be an apparent improvement in service delivery. This is because employees who have stayed in an organisation for a longer time are familiar with policies and procedures and can adjust better. As a result, their performance becomes more outstanding compared to those who change jobs or organizations regularly (Enamala, 2022; Govindaraju, 2018; Thusi & Chauke, 2023).

Despite the importance of retaining recruited employees, there have been several cases where organizations have been experiencing high turnover rates. The problem has been affecting organizations in both public and private sectors, in both developed and developing countries. In the United States of America for example, a remarkable percentage of teachers undergo re-allocation or leave organizations each year. Statistics show that after every 5 years, the percentage of teachers who quit their organisations ranges from 40 to 50. Likewise, a study conducted in China revealed that 40.4 percent of teachers showed their readiness to quit the education sector in case an alternative opportunity occurs (Khushk et al., 2021). The cost of losing an employee or a pool of employees for whatever reason is higher. Losing an employee may require recruiting, selecting, and training a new employee to fill the gap. The cost to be incurred on recruitment, selection, and training of new employees could be spent on training, and creation of a conducive working environment for existing staff and improvement of service delivery (Andrews & Mohammed, 2020). Furthermore, labor turnover has been a thorn in an organization's strong culture and teamwork. This has resulted in a weak organization position; hence, a reduction in its competitive advantage which may result in the collapse of an organization (Alharbi et al., 2022; Thusi & Chauke, 2023).

Studies have been conducted to explain the causes of employee turnover all over the world. Evidence has shown that, employees leave an organization due to many reasons whereby some are organizational and others are personal. Most of common factors include but not limited to: low salaries, poor working conditions, poor leadership, existence of poor human resources policies associated with low or absence of good incentive schemes and the need of a new challenge by an employee (Khushk et al., 2021; Muhoho, 2018; Mwita & Author, 2018). Also,

issues related to prolonged conflicts and poor career development plans by an organization are some of the factors contributing to employee turnover.

The rising problem of labor turnover has forced organizations to come up with specific strategies to ensure employee retention. Currently, organizations have been working to improve working conditions and incentive schemes to attract employee stay. Evidence shows that some organizations have embarked on a number of programs including clear succession plans, well informed and communicated career development programs, life-work balance programs and increased salaries and bonuses (Kanchana & Jayathilaka, 2023). However, despite all these efforts in place, to date, the problem of employee turnover has been affecting many organizations globally. For example, in January 2022, the U.S.A had a total of 4.25 million people who left their jobs as compared to 3.3 million people who left their jobs in March 2021 (Mwere, 2022 cited in Moshy, 2022).

The tragedy of labor turnover in developing countries is also high and is affecting both public and private organizations. Though there are no clear and well-presented statistics on the problem of labor turnover in sub-Saharan Africa as a region, the problem is increasing daily. A recent study which was conducted to assess nurses' intention to leave their jobs in sub-Saharan Africa revealed substantial evidence that turnover rate is high. From the study it was found that 50.74% of nurses intend to quit their jobs. The same problem is also witnessed in East Africa and South Africa as the rate of turnover is 58.03% and 33.04% respectively (Ayalew et. al. 2021). Moreover, ten (10) Ethiopian public agricultural colleges in 2007 indicated that 82 percent of employees had an intention to quit the job mainly due to insufficient salaries. Such a situation affects the overall performance of public universities. Likewise, in South Africa, the private sector recorded the turnover rate between 12 and 14 percent by 2015 (Katembo & Masanja, 2021; Taye & Getnet, 2020).

Tanzania as one among developing countries has never been free from the problem of labor turnover. Several efforts have been put in place by the Government of Tanzania to ensure the retention of public employees to enhance service delivery. This can be witnessed through continuous reforms in public service which aim at improving working conditions and better incentives. For example, through the Public Service Management and Employment Policy, 2008 (PSMEP), the Government of Tanzania is committed to ensure that it creates an enabling working environment which will attract and retain competent employees in public service. Despite all these efforts in place, the problem of labor turnover has been there for years. TAFIRI-Dar es Salaam is one among the

public sector organisations that have been reported to suffer high employee turnover rate as revealed by its annual internal reports for five consecutive years from 2018 to 2022 whereby almost 20 employees quit the organization.

Though there are no recent statistics on the rates of labor turnover in Tanzania, particularly in public institutions, studies have shown that Tanzania is also facing the problem of labor turnover. There are a number of studies which have established the problem of labor turnover in Tanzania but majority of these studies focused on the private sector. The problem of labor turnover in Tanzania has also affected the tourism industry whereby in 2015, almost 5% of employees in five star hotels and tour destination companies quit their jobs each year (Katembo & Masanja, 2021). Also, the rate of turnover in private higher learning institutions in Tanzania was reported to be 62.5% in 2018 (Mkulu, 2018). Also, a study by Mwita & Author (2018) which targeted commercial banks found the existence of high turnover rate in in Tanzania private sector. Among the factors identified as a cause of labor turnover in Tanzania private sector include the issues of insecurity of tenure, low salaries, absence of clear career development programs, poor working conditions and the influence of poor leadership.

Despite the fact that different studies in Tanzania have examined the factors leading to employee turnover, most of them did not target public sector organisations especially those found in Tanzania mainland. The existing studies in the public sector include a study by Muhoho (2018) which revealed the factors leading to employees turnover in Zanzibar Government Institutions. The environment of Zanzibar can be slightly different from Tanzania mainland in social, political and economic dimension. Therefore, given the existing lacuna in literature, this study seeks to determine the factors leading to staff turnover in Tanzania public sector whereby TAFIRI-Dar es Salaam has been taken as a case study. The findings from this study will be helpful to TAFIRI and Tanzania public service in general as it will shed light on the factors contributing to employee turnover; hence establishing strategies which will help to reduce the problem.

2.0 THEORETICAL LITERATURE REVIEW

There are a variety of theories underlying employee turnover. However, for the matter of our study the theories that have been employed include Maslow's Hierarchy of Needs, Existence, Relatedness and Growth (ERG) Theory and Herzberg's Two-factor Theory. The decision to use three theories was based on the need to have a wide coverage and understanding of the factors influencing the employee turnover which could have not been captured by one or two theories. Further, in this study, Herzberg's Two-factor Theory is the main guiding

theory supported with Maslow's Hierarchy of Needs and ERG theory of motivations.

2.1 Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs is one of the most known theories proposed by Abraham Maslow (1954). Maslow stated that human needs are classified into five. These are arranged and satisfied hierarchically from the lowest to highest order needs. These needs include physiological needs like food, shelter, clothes and sex; safety needs like security and protection; social needs like affection, acceptance and belongingness; esteem needs; and self-actualisation. Although there is no need that is fully satisfied, a satisfied need does not motivate anymore. Therefore, once the need becomes satisfied, the next one in hierarchy becomes motivating. According to Maslow, if you have to motivate someone, it is compulsory to be aware of the current level of that person in the hierarchy and focus on satisfying the next one (Beardwell & Thompson, 2016; Govindaraju, 2018; Judge & Robbins, 2013). The implication of Maslow's Hierarchy of Needs Theory to our study is that once a certain need in the level of hierarchy is satisfied to an employee, managers must devise programmes to satisfy their next level need. Short of that employees will become dissatisfied and demotivated, and consequently start looking for other jobs elsewhere with the focus to fulfill such unmet need in their mind.

2.2 Existence, Relatedness and Growth (ERG) Theory

ERG Theory was proposed by a psychologist known as Clayton Paul Alderfer (1972). In ERG Theory, E – represents Existence, R - represents Relatedness and G – represents Growth. This theory is an extension of Maslow's Need Theory. The theory was an attempt to improve Maslow's Need Theory through proposing flexibility of movement in satisfying human needs. Alderfer classified human needs into three groups which are Existence needs; physiological and safety needs like food and shelter, Relatedness needs; social relationships and external esteem, and Growth needs; internal esteem and self actualisation. Alderfer proposed that all human needs should be fulfilled at once and not hierarchically as proposed by Maslow (Armstrong, 2010; Govindaraju, 2018). The implication of the theory to our study is that it suggests that managers should formulate programmes to fulfil all employees' unmet needs simultaneously. Failure to fulfil one of them will lead to dissatisfaction and low motivation to employees. As a result, some employees may start looking for alternative jobs elsewhere so as to fulfil their unmet needs.

2.3 Herzberg's Two-factor Theory

Herzberg's Two-factor Theory was proposed by Frederick Herzberg and his colleagues in 1957 as a result of examination on the sources of job satisfaction and dissatisfaction among engineers and accountants. Herzberg stated that there are factors leading to job satisfaction which were identified as 'motivators' and factors leading to job dissatisfaction which were identified as 'hygiene factors. Motivators are intrinsic to the job itself while hygiene factors are extrinsic. The items found under the group of 'motivators' include degree of career achievement, recognition of success by others, intellectual challenge of work, actual value of work, opportunity for promotion and actual level of job responsibility. On the other hand, the items found in the group of hygiene factors include restriction of management policies and procedures, salary structures, technical or administrative aspects of supervision, relationship with management, job conditions, and work environment. The theory was well-received as it led to simplicity in distinguishing between the factors leading to motivation and those leading to dissatisfaction (Beardwell & Thompson, 2016; Govindaraju, 2018). The implication of the theory to our study is that it suggests that managers should formulate two kinds of programmes so as to ensure employee motivation and also prevent employee dissatisfaction with their jobs. For instance, managers may ensure motivation to employees through inclusion of motivators into their programme but still such employees are likely to be dissatisfied with jobs and attempt to quit their organisation as a result of failure to include hygiene factors into the programme.

3.0 EMPIRICAL LITERATURE REVIEW

3.1 Low salaries and benefits

Employees working in an organization expect to receive salaries and benefits which meet their daily basic needs. Evidence has shown that organizations with a high salary which is also reviewed periodically to match with the changes in the labor market and prevailing economic conditions always attract and retain potential employees as compared to organizations with low salaries (Moshy, 2022). In most cases, low benefits and salaries are among the possible factors leading to employee turnover in an organization (Muhoho, 2018; Thusi & Chauke, 2023). Payment of low salaries and benefits makes the employees fail to cater for their needs. As a result, they leave the organization for others where there are opportunities for higher salaries and benefits.

3.2 Limited opportunities for training and development

One of the most important aspects in human resources management is the issue of employee skills and career development. As stated by Aykan (2017), employees can normally stay in an organization where there is an assurance of their skills and career advancement. Absence of frequent training and education

programmes to help an employee grow is mentioned as one of the factors leading to labour turnover in many organisations (Abebe, 2019). Once the employees realize that they are not offered a chance to improve their performance through training and the chance to develop their career, they become dissatisfied with their jobs. Consequently, they may leave an organization and join other organisations which are believed to provide enough opportunities for staff training and development.

3.3 Late promotion and re-categorisation

Every employee who joins an organization expects to grow into various positions through promotions or appointments. Normally, the employees would like either to be promoted or re-categorised soon after acquiring the required qualifications. Failure of that makes the employees stressed and sometimes look for the exit door. Evidence has shown that organisations with no clear employee promotion and re-categorisation strategies face a serious problem of employee turnover (Surumbu & Kushoka, 2021). A study by Chukwu (2019) on the Influence of Staff Promotion on Employee Turnover Intention in Food and Beverage Industry in Nigeria revealed that regular promotion, transparent promotion and when employees are satisfied with promotion has significant influence on reducing employee turnover intention at 5 percent level of significance. Hammond & Nyarko (2019) conducted a study to assess turnover in Higher Education Institutions (HEIs), a case study of the University of Mines and Technology (UmaT), Ghana. The findings of the study revealed that looking for better job opportunities, lack of motivation and lack of progression are the factors affecting intention for turnover.

3.4 Job dissatisfaction and seeking for better jobs

Employee job satisfaction is considered as an important aspect in enhancing employee retention. Literature suggests that, when employees are satisfied about the job, they are not likely to quit the organisation as compared to employees who are not satisfied (Hammond & Nyarko, 2019). Once employees become dissatisfied by their jobs as the result of different surrounding uncondusive states like high risk environment and low pay, they start looking for better jobs outside their current organisations. A study conducted by Gebregziabher (2020) on the relationship between job satisfaction and turnover intention among nurses in Axum Comprehensive and Specialized Hospital Tigray, Ethiopia, revealed that nurses who were dissatisfied with their job autonomy were 2.55 (95%) and they were more likely to intend to leave their workplace than nurses who reported to be satisfied.

3.5 Poor leadership and supervision

Leadership and supervision are identified as important elements in facilitating employee attraction and retention in public and private organisations. Studies have shown that, having good leadership in an organisation influences employee retention in an organisation (Muhoho, 2018; Mwita & Author, 2018). Poor leadership and supervision are likely to mistreat employees in different ways like depriving their rights. As a result, the employees become stressed and therefore start looking for alternative organisations where they believe there will be better leadership and supervision. A study by Mwita (2018) which examined the link between leadership and staff retention in Tanzania commercial banks revealed that leadership had an important influence on employee retention and that when leadership and supervision are not of the required standards, employees are likely to quit the organisation. Alharbi et al. (2022) conducted a study to eliminate staff turnover and retain nursing staff effectively in Kuwait with reference to human resource management theory. The findings of the study indicated that leaders are important in developing a considerable retention strategy through increasing staff loyalty and satisfaction through a variety of techniques like policy and guidelines, motivation through leave and allowances, and further change of the system.

3.6 Late or absence of payment of benefits and other monetary rewards

Late or absence of benefits and other monetary rewards constitutes the possible factors leading to employee turnover (Muhoho, 2018; Thusi & Chauke, 2023). A large percentage of employees' income comes from their employment. Therefore, late or absence of payments of their due benefits and other monetary rewards reduces their ability to cater for their needs at satisfactory level. As a result, the employees start looking for alternative organisations with better system of payments of benefits and other monetary rewards. As it was found by Akgunduz and Eryilmaz (2018), a high rate of employee turnover is mostly caused by delays or absence of payments of employees' benefits. Therefore, when an organization has no any other monetary benefit paid to employees or when they are paid with some unexplained delays, it may amount to increased labour turnover.

3.7 Lack of incentive scheme

In any organisation, incentive scheme plays an important role in boosting employee morale and acts as a source of motivation. Absence of clear and well shared incentive scheme demoralizes employees and hence results into employee turnover (Muhoho, 2018). The presence and implementation of a good incentive scheme makes employees satisfied and motivated to perform their jobs. Therefore, failure to have the incentive scheme makes the organisation to have employees who are demoralized and dissatisfied with their jobs. Such employees are likely to start looking for other organisations with good staff incentive scheme

(Mehta and Dubinsky, 2015). A study by Al-Qathmi & Zedan (2021) on the Effect of Incentive Management System on Turnover Rate, Job Satisfaction and Motivation of Medical Laboratory Technologists revealed that an organisation with well-established and shared incentive schemes are likely to attract and retain their employees and that those without a good incentive scheme are likely to face high turnover rate.

3.8 Lack of employee work-life balance

Lack of employee work-life balance is also a possible factor leading to employee turnover in an organisation. Evidence shows that when employees are not in a comfortable state of stability between an employee's key priorities of their employment position and their private life, labour turnover is inevitable (Abebe, 2019). Despite the importance of their jobs, employees need time for other life issues like staying with their families and performing their hobbies. Employees become dissatisfied with their jobs when deprived of such time. As a result, they may start looking for alternative jobs elsewhere. A study conducted by Al Kabir & Tirno (2018) on the Impact of Work-Life Balance on Employees' Turnover and Turnover Intentions: An Empirical Study of Multinational Corporations in Bangladesh revealed that poor work-life balance leads to higher employee turnover. This also justifies that turnover intentions and proper work-life balance of employees have a positive contribution to the performance of the organisation.

3.9 Conceptual Framework

Figure 1 is an illustration of the conceptual framework which acts as a guide in data collection, data analysis, interpretation and recommendation. This framework shows factors which influence employee turnover. In this case, the factors are independent variables and staff turnover is the dependent variable.

Independent Variable

Factors leading to employees' turnover in Tanzania Public Sector Organisations

1. Low salaries and benefits
2. Poor leadership and supervision
3. Limited opportunities for training and development
4. Late promotions and re-categorisation
5. Job dissatisfaction and seeking for better jobs
6. Late or absence of payments of benefits and other monetary rewards
7. Lack of incentive scheme
8. Lack of employee work-life balance

Dependent Variables

Staff turnover

Figure 1: Conceptual Framework

Source: Researcher (2023)

4.0 METHODOLOGY

A case study design was employed so as to enable the researcher to acquire a comprehensive understanding of the phenomena. As it was stated by (Yin, 2003; Craswell, 2008), a case study design is employed mostly for clarity and comprehensive understanding of the phenomena in its real setting. The study was conducted at TAFIRI-Dar es Salaam which is one among the public sector organisations facing the predicament of employee turnover. Data were collected from 35 respondents whereby 30 respondents were selected through simple random sampling and the other 5 were selected through purposive sampling. Simple random sampling technique was used to select respondents who are still employees of TAFIRI and purposive sampling was used to select employees who have left the organization. The use of simple random sampling was contributed by the fact that, all elements of population (TAFIRI employees) had similar characteristics and therefore simple random sampling gave equal chances of all employees to be selected for the study. On the other hand, purposive sampling was used to select respondents who had left TAFIRI. These respondents were directly involved in turnover and therefore they were likely to have detailed and clear information on the factors which led them to quit the organisation. In using simple random sampling, the researcher firstly obtained a list of respondents from the Human Resource Office and established a sampling frame. For purposive sampling technique, the researcher decided purposively to select and contact respondents who left the organization from 2018-2022 only. The decision to use respondents from 2018-2022 was based on the fact that such respondents' memory of what happened during their presence at the office was still fresh and hence have relevant explanations than those who had left more than five years back. Moreover, the decision was also taken so as to ensure recentness of data provided.

Initially, all 20 employees who left the organization were included in the list for interviews and when the interviews were conducted, a level of saturation was reached at the fifth respondent. As it was stated by Grady (1998: p. 26) cited in (Saunders et al., 2017), saturation is reached when *new data tend to be redundant of data* already collected. It occurs when the researcher begins to hear the same comments again and again. It is then time to stop collecting information and to start analyzing what has been collected. Therefore, it was the decision of the researcher to stop interviewing after the continuation of repeated information from the third to the fifth respondent. The methods employed for data collection

were questionnaire and interview. The use of mixed methods during data collection was influenced by the desire to gain a better understanding of the phenomena. In this study, interviews helped the researcher to provide opportunities for participants to express their voice and share experiences in relation to their decision to quit the organization. This is justified by (Shorten and Smith, 2017). Questionnaire was used to capture descriptive information regarding respondents' demographic information and respondents' opinions on what was perceived to be a cause of the turnover in the organisation. In questionnaire, researcher used a five-points Likert scale (1=Strongly Agree, 2= Strongly Disagree, 3= Neutral, 4=Strongly Disagree, and 5= Disagree) whereby respondents were asked to rate. On the other hand, semi-structured interviews were used to interview respondents who had left TAFIRI. The use of mixed methods of data collection was influenced by the need to triangulate and gather enough information. Data from questionnaire were descriptively analysed through Statistical Package for Social Science (SPSS) whereby frequencies and percentages were created and presented through Tables while data from the interview were analysed through content analysis where themes were created from transcribed data. As provided by Fulk (2023), descriptive analysis in a research is important as it provides a clear and full understanding of the characteristics of the sample and the variables under study which can be used as important findings depending on the nature of the study. In this study, descriptive analysis was used to generate respondents' characteristics and frequencies were used to explain the degree to which variables (identified factors) influence turnover among employees. On the other hand content analysis presents a systematic and objective means of describing and quantifying phenomena (Downe-Wamboldt, 1992; Schreier, 2012 cited in Elo et al., 2014). In this study, content analysis was used as it helped the researcher to identify and create different themes or codes from the transcripts which were taped from recorded audio.

As it was proposed by Stahl and King (2020), in order to ensure rigor of the study, the researcher used four different criteria namely credibility, dependability, transferability and conformability. Credibility refers to the extent to which the collected information is true, credible and believable. To achieve credibility of the results, the researcher applied a number of strategies including pre-testing of the data collection tools to check their relevance. Also, another strategy deployed by the researcher was to make sure that the selection of respondents was done carefully so as to include those who are relevant to the study. On the other hand, dependability refers to the stability of data over time and under different conditions (Elo et al., 2014). To ensure dependability, we established and followed a clear line of protocols throughout the study. Also, we developed a

detailed track record of the data collection process as a means of keeping a trail of audit for all procedures. Confirmability which refers to the confidence that the results would be confirmed or corroborated by other researchers (Forero et al., 2018) was checked and ensured by applying triangulation of methods of data sources and collection methods whereby we used interviews and questionnaires. The last criterion we used to ensure the rigor of our research is transferability which refers to the extent to which the findings can be generalized to different other cases by other researchers (Nowell et al., 2017). In achieving transferability, we used a combination of sampling strategies, simple random sampling and purposive sampling. Though we deployed simple random sampling to the existing employees at TAFIRI, the researcher was firstly sure that all were employees of TAFIRI and that they met a first criterion of sharing similar characteristics of being TAFIRI employees. On the other hand, purposive sampling was used to recruit those who have already left the organization as nominated sample. Furthermore, data saturation was another technique used to check transferability. In this method we used operational method whereby we quantified a number of new codes per each interview over time as proposed by Forero et al., (2018). In this technique, most new codes were identified and listed in the first, second and third interviews and from then on, we observed a repetition of similar codes from fourth to fifth interviewee and we stopped. All these methods helped us to confidently establish the rigor of our study.

5.0 FINDINGS AND DISCUSSION

This study aimed at examining the factors leading to employees' turnover in Tanzania PSOs whereby TAFIRI-Dar es Salaam was a case study. Analysis of collected data resulted to the findings presented in the following sections.

5.1 Respondents' demographic characteristics

This section presents the demographic characteristics of respondents in terms of age, sex and years of working experience.

5.1.1 Sex

In this study out of 30 respondents, 14 (64.7%) were males and 16 (53.3%) were females as shown in Table 1 below:

Table 1: Sex of the respondents

Sex	Frequency	Percent
Male	14	46.7
Female	16	53.3
Total	30	100.0

Source (Field data, 2023)

5.1.2 Age

The age distribution of respondents is as shown in the table below. Out of 30 respondents, 16 (53.3%) fall under 26-45 age group, 11(36.7%) respondents were under the 45-55 age group and the remaining 3(10%) were found in the 55 and above age group as shown in Table 2 below:

Table 2: Age of respondents

Age	Frequency	Percent
26-45	16	53.3
46-55	11	36.7
55 and above	3	10.0
Total	30	100.0

Source (Field data, 2023)

5.1.3 Education level

In this study, respondents were asked about their level of education. Out of 30 respondents; 6 (20%) were PhD graduates, 8 (26.7%) were Master’s degree graduates, 6 (20%) were Bachelor’s degree holders, 4 (13.3%) were Diploma graduates, 3(10%) were Certificate graduates, 1 (3.3%) had attained secondary education and 2 (6.7%) had attained primary school education/Standard Seven class as shown in Table 3 below:

Table 3: Respondents level of education

Levels of education	Frequency	Percent
Standard Seven	2	6.7
Secondary level	1	3.3
Certificate level	3	10.0
Diploma level	4	13.3
Bachelor degree	6	20.0
Master's degree	8	26.7
PhD	6	20.0
Total	30	100.0

Source (Field data, 2023)

5.1.4 Respondents’ years of work experience

In this study, respondents were asked about their years of work experience and it was found that more than 19 (63.3%) respondents had more than ten years of work experience while 3 (10%) had seven to nine years, 5 (16.7%) had four to

six years and 3 (10%) had one to three years of work experience as described in Table 4 below:

Table 4: Respondents’ years of working experience

Years	Frequency	Percent
1-3	3	10.0
4-6	5	16.7
7-9	3	10.0
10 and above	19	63.3
Total	30	100.0

Source (Field data, 2023)

5.2 Turnover status at TAFIRI-Dar es Salaam for the past five years

The challenge of employee turnover at TAFIRI-Dar es Salaam has increased in recent years. In this study, the researcher was eager to determine the status of employee turnover at TAFIRI-Dar es Salaam for the past five years (2018 to 2022). The findings revealed that a total of 20 employees quit TAFIRI Dar es Salaam for the past five years. Table 5 presents the number of employees who quit TAFIRI-Dar es Salaam each year together with its percentage calculated out of the total number of employees who were present in the respective year.

Table 5: The employees’ turnover status at TAFIRI-Dar es Salaam for the past five years

Year	No of employees who quit the org	Percentage (%) of the total number of employees present in the respective year
2018	5	7.7
2019	4	6.2
2020	3	4.7
2021	5	7.7
2022	3	4.7
Total	20	31

Source: (Field Data, 2016)

5.3 Factors leading to employees’ turnover at TAFIRI-Dar es Salaam

Employee turnover rate is a measure of how many employees leave a company in a given period, usually a year. It is calculated by dividing the number of employees who left by the average number of employees, then multiplying by 100. This rate helps to assess the company's retention and overall management effectiveness. This study revealed several factors for employee turnover: low

salaries and benefits, poor leadership and supervision, limited opportunities for training and development, late promotion and re-categorisation, shortage of working tools and infrastructure, job dissatisfaction and search for better jobs, lack of an incentive scheme, late or absence of payment of benefits and other monetary rewards, and lack of employee work-life balance. These factors are clarified in detail as per the data collected from the field in the following sub-sections (6.3.1 - 6.3.8).

5.3.1 Low salaries and benefits

Table 6: Low salaries and benefits

Response	Number of respondents	Percentage of response
Strongly agree	11	36.7
Agree	7	23.3
Neutral	4	13.3
Strongly disagree	3	10.0
Disagree	5	16.7
Total	30	100

Source: Field Data (2023)

The above Table indicates that the majority of the respondents (60%) confirmed that low salaries and benefits have led to employee turnover at TAFIRI-Dar es Salaam. This implies that the salaries and benefits paid by TAFIRI-Dar es Salaam are low compared to other organisations. Low salaries and benefits make the employees fail to cater for their own needs satisfactorily since they entirely depend on income from their employment to meet personal and social needs. As a result, some employees decide to quit the organisation and join other organisations with higher salaries and benefits.

The above finding was also supported by findings from the interview when responding to a question whether or not low salaries and benefits led to departure from the institute. One respondent had the following to say:

“...It’s obvious that I left TAFIRI for a better salary. You know, at my age I have a lot to achieve in my life and therefore, it was not a matter of discussion to join any organization with shining promises, and that is what I did since it was an opportunity that I could not afford to let go...”

These findings are similar to the study by Muhoho (2018) which revealed low salaries to be one of the major factors for employee turnover.

The findings that low salaries and benefits lead to employee turnover at TAFIRI-Dar es Salaam confirm what has been stated in Maslow’s Hierarchy of Needs Theory. Low salaries and benefits reduce the ability of employees’ satisfaction

of their physiological needs like food, shelter and clothes which are the lowest needs in Maslow's hierarchy. As a result, they become dissatisfied with their jobs and start looking for alternative organizations. These findings urge for observance of the current global strategies and prospects by the UN through 17 Sustainable Development Goals (17 SDGs). Goal No. 8 on Decent Work and Economic Growth seeks to promote a work environment free from any form of dissatisfaction which may lead to turnover and back to unemployment. A persistent lack of decent work opportunities, insufficient investments and under-consumption contribute to the erosion of the basic social contract: that all must share in progress. The creation of quality jobs remains a major challenge for almost all economies.

5.3.2 Poor leadership and supervision

Majority of the respondents (23.3%) agreed and 16.7% of them strongly agreed that poor leadership and supervision lead to employee turnover at TAFIRI-Dar es Salaam as presented in Table 7. This implies that there is the problem of leadership and supervision at TAFIRI-Dar es Salaam, a situation that pushes some of the employees to look for an exit door to other organisations with better leadership and supervision.

Table 7: Poor leadership and supervision

Response	Number of respondents	Percentage of response
Strongly agree	5	16.7
Agree	7	23.3
Neutral	6	20.0
Strongly disagree	5	16.7
Disagree	7	23.3
Total	30	100

Source: (Field Data, 2023)

These findings are supported by the findings from the interview whereby the respondents did also reveal the problem of leadership and supervision at the institute. When responding to the question on whether the institute's leadership practices have any contribution on employees' departure, one respondent said:

"... There is nothing to hide; it is a matter of management of TAFIRI to take steps ahead for self-evaluation of their practices since they contribute much to employee turnover. Frankly speaking, some of the members of the management team are not considerate and tend to harass their subordinates through their actions and decisions. We are human beings and therefore we have tolerance limits...."

These findings are in line with those by Muhoho (2018) and Mwitwa & Author (2018) whereby poor leadership was also identified as one of the factors for

employees turnover. Moreover, these findings conform to what has been stated in Herzberg's Two-Factor Theory whereby leadership constitutes the hygiene factors which once not provided to employees, they become dissatisfied with their jobs. It therefore calls for mitigating measures through noble leadership and good governance practices at work places.

5.3.3 Limited opportunities for training and development

Majority of the respondents (36.7%) agreed and 23.3% of them strongly agreed limited opportunities for training and development to be a factor leading to employee turnover at TAFIRI-Dar es Salaam. This implies that some employees at TAFIRI-Dar es Salaam are not given an opportunity for training and development as shown in Table 8. Absence of training and development programmes hinders employees' growth in terms of skills, performance and career. Therefore, some employees decide to join other organisations with enough opportunities for training and development.

Table 8: Limited opportunities for training and development

Response	Number of respondents	Percentage of response
Strongly agree	7	23.3
Agree	11	36.7
Neutral	3	10.0
Strongly disagree	4	13.3
Disagree	5	16.7
Total	30	100

Source: Field Data (2023)

The findings from the questionnaire are supported by the findings from the interview as it was revealed that TAFIRI-Dar es Salaam does not take initiative to train or develop its staff particularly administrative staff. The projects which are run by the institute offer scholarships for researchers only, leaving aside administrative employees. Failure to provide opportunities for training and development forces some staff either to attend training or studies through their own resources or join other organisations with enough opportunities. When responding to a question on whether limited opportunities for training and development leads to employee turnover at the institute, one respondent said:

“....It is wastage of time to stay at TAFIRI believing that you will earn any opportunity for training or further studies. On the side of the researchers it is ok as they enjoy a variety of scholarships and sponsorships from the research projects run by the institute. However, such scholarships and sponsorships are for researchers only. If any administrative staff wants training or further studies, he/she has to use his/her own resources....”

These findings concur with the study by Abebe (2019) which revealed the absence of career advancement and training to be among the factors for employee turnover at HBF.

These findings agree with what has been stated in Herzberg's Two-Factor Theory whereby training and development opportunities constitute the 'motivators' which once not provided to the employees, they become demotivated to perform their jobs and consequently start looking for alternatives elsewhere.

5.3.4 Late promotion and re-categorisation

Majority of respondents (46.7%) strongly agreed and some of them (26.3%) agreed that late promotion and re-categorisation lead to employee turnover at TAFIRI-Dar es Salaam as presented in Table 9. This implies that despite acquiring the required qualifications, some employees are not promoted to their due higher positions or re-categorised to their due jobs timely. As a result, some of these employees decide to join other organisations once they discover the presence of vacant positions that suit their qualifications.

Table 9: Late promotion and re-categorisation

Response	Number of respondents	Percentage of response
Strongly agree	14	46.7
Agree	8	26.7
Neutral	3	10.0
Strongly disagree	2	6.7
Disagree	3	10.0
Total	30	100

Source: Field Data (2023)

Similar findings were found through the interview whereby the respondents revealed that some employees have been the victims of late promotions and re-categorisation. The respondents argued that despite timely submission of the required qualifications, some of the employees find their names missing on promotion or re-categorisation list for the respective year. One of the respondents said:

"....On my time at TAFIRI promotion and re-categorisation issues were not handled as smoothly as required. Some of the staff failed to acquire their desired position or jobs at the due dates without any justification. On the time of promotion, one could find him/herself in the promotion list while others couldn't despite meeting the required qualifications and timely submission of such qualifications...."

These findings concur with those by Surumbu & Kushoka (2021) which revealed promotion to be a factor that positively influences turnover at the company.

5.3.5 Shortage of working tools and infrastructure

Majority of the staff (50%) agreed and 16.7% of them strongly agreed shortage of working tools and infrastructure to be a factor leading to employee turnover at TAFIRI-Dar es Salaam as shown in Table 10. This implies that TAFIRI-Dar es Salaam faced shortage of working tools and infrastructure to support the performance of its employees. Such shortage creates hardship for employees to perform their duties effectively and efficiently. As a result, some employees develop a negative attitude towards the institute and seek for alternative organisations.

Table 10: Shortage of working tools and infrastructure

Response	Number of respondents	Percentage of response
Strongly agree	5	16.7
Agree	15	50
Neutral	7	23.3
Strongly disagree	1	3.3
Disagree	2	6.7
Total	30	100

Source: Field Data (2023)

These findings were supported by those from the interview as it was revealed poor working conditions in the form of shortage of working tools and infrastructure to be one of the factors leading to employee turnover at the institute. The interviewees argued that employees lack working facilities like computers, printers, and scanners; a situation that hinders effectiveness and efficiency in their performance. When responding to the question on whether the working tools and infrastructure support the employees' long stay at the institute one respondent said:

“.....The infrastructure at TAFIRI-Dar es Salaam was a problem. For instance, the offices were not enough to accommodate all staff and also poorly ventilated. Facilities like computers, printers and photocopy machines were found in offices belonging to management staff only. This led to difficulty in performance of duties...”

These findings resemble the findings by Surumbu & Kushoka, (2021) and Thusi & Chauke, (2023), which revealed poor working conditions to be a factor influencing employee turnover. Also, these findings conform to Herzberg's Two-Factor Theory as it was revealed working conditions to be a factor which once not well provided to employees like it is the case of TAFIRI-Dar es Salaam, it leads to dissatisfaction. Dissatisfied employees are likely to look for an exit door.

5.3.6 Job dissatisfaction and seeking for better jobs

Majority of respondents (36.7%) agreed and 26.7% of them strongly agreed job dissatisfaction and seeking for better jobs to be a factor leading to employee turnover at TAFIRI-Dar es Salaam as shown in Table 11. This implies that most employees at TAFIRI-Dar es Salaam are dissatisfied with their jobs due to different reasons like low salaries and benefits, and limited training and development. As a result, they seek for better alternatives elsewhere.

Table 11: Job dissatisfaction and seeking for better jobs

Response	Number of respondents	Percentage of response
Strongly agree	8	26.7
Agree	11	36.7
Neutral	4	13.3
Strongly disagree	2	6.7
Disagree	5	16.7
Total	30	100

Source: Field Data (2023)

These findings are well supported by the findings from the interview where it was also revealed that employees quit the institute so as to look for better jobs. When responding to a question on whether some of the quitting employees are doing so for securing better jobs following their dissatisfaction with the current ones, one respondent was quoted saying:

“....Let me respond to your question on the basis of my own experience. Frankly speaking, I was dissatisfied with my job at TAFIRI as I saw it was not going to make me cherish my life-time dream of living a better life. Apart from salary, it was also very rare to get any other financial reward throughout the year. Life became miserable as I could not afford even to pay for house rent without taking a loan. Therefore, I had to look for a better job.....”

These findings concur with the study by Hammond & Nyarko (2019) which also revealed looking for a better job to be a factor affecting turnover intention.

5.3.7 Lack of incentive scheme

Majority of respondents (43.35%) strongly agreed and 40% of them agreed that lack of incentive scheme for staff is a factor leading to employee turnover at TAFIRI-Dar es Salaam as shown in Table 12. This implies that the institute does not have a formal scheme document stating different kinds of incentives to be provided so as to motivate its employees. A good example of incentives that could suit the institute is provision of specific amounts of payment per

publication done by a researcher. Absence of incentives forces some employees to start looking for other organisations with good incentive schemes.

Table 12: Lack of incentive scheme for staff

Response	Number of respondents	Percentage of response
Strongly agree	13	43.3
Agree	12	40.0
Neutral	3	10.0
Strongly disagree	2	6.7
Disagree	0	0.0
Total	30	100

Source: Field Data (2023)

These findings are well supported by the findings from the interview with staff who voluntarily left TAFIRI-Dar es Salaam whereby it was also revealed that some employees leave the organisation due to absence of incentives. To confirm this reality, one interviewee was quoted saying:

“.....TAFIRI is worse when it comes to provision of incentives to its employees. There is nothing offered to employees to promote or maintain good performance. The hardworking employees are only the ones who are self-motivated. Therefore, I can conclude that seeking for an organisation with a good incentive scheme is also among the factors for my departure from the institute.....”

These findings are similar to the study by Muhoho (2018) which also revealed the lack of incentives to be a factor leading to staff turnover in semi-autonomous institutions in Zanzibar.

Moreover, the findings conform to Alderfer’s ERG Theory which states one of the groups of important human needs to be existence need, and Maslow’s Hierarchy of Needs Theory which states physiological needs which is the same as existence needs to be important human needs. Provision of incentives increases employees’ ability to cater for such needs while the absence of incentives as it is the case at TAFIRI-Dar es Salaam leads to employees’ dissatisfaction and possibly seeking for alternative jobs elsewhere.

5.3.8 Late or absence of payment of benefits and other monetary rewards

Majority of respondents (46.7%) agreed and 30.0% of them strongly agreed late or absence of payment of benefits or other monetary rewards to be a factor leading to employee turnover at TAFIRI-Dar es Salaam as shown in Table 13. This implies that the institute does not pay the benefits and other monetary rewards that are due to employees timely. Moreover, some benefits and rewards that are due to employees are not even paid at all. This situation leads to job dissatisfaction to some employees as the benefits and other monetary rewards provide additional income to them apart from salaries. As a result, some employees look for alternative organisations with better systems of payment.

Table 13: Late or absence of payments of benefits and other monetary rewards

Response	Number of respondents	Percentage of response
Strongly agree	9	30.0
Agree	14	46.7
Neutral	5	16.7
Strongly disagree	2	6.7
Disagree	0	0.0
Total	30	100

Source: Field Data (2023)

These findings are well supported by those from the interview as it was also revealed that some employees leave the institute as a result of late or absence of payment of benefits and other due monetary rewards. When responding to the question on factors that led to one’s departure from TAFIRI-Dar es Salaam, one respondent said:

“.... Another factor for my departure relates with payments. It takes too long for the institute to pay for anything due to the employees like leave and subsistence allowance on first appointment. In some cases, such payments are not effected at all....”

These findings resemble the study by Muhoho (2018) and Thusi & Chauke (2023) which revealed lack of benefits and rewards to be a factor leading to employees turnover. Moreover, the findings relate with Maslow’s Hierarchy of Needs and Herzberg’s Two-Factor Theory which stated the important human needs that should be satisfied by an employer to his/her employees so as to get them motivated which are physiological needs and existence needs respectively. Failure to satisfy such needs as it is the case in TAFIRI can make an employee lose motivation and sometimes seek for alternative jobs elsewhere.

5.3.9 Lack of employee work-life balance

Majority of respondents (33.3%) were neutral when asked to provide their opinion on whether lack of work-life balance is a factor leading to employee turnover at TAFIRI-Dar es Salaam while 30% strongly disagreed and 20% disagreed as shown in Table 14. This implies that it is not true that lack of work-life balance leads to staff turnover at the institute. Employees get enough time to involve in other life issues like spending time with their families and performing their hobbies.

Table 14: Lack of employee work-life balance

Response	Number of respondents	Percentage of response
Strongly agree	1	3.3
Agree	4	13.3
Neutral	10	33.3
Strongly disagree	9	30.0
Disagree	6	20.0
Total	30	100

Source: Field Data (2023)

These findings are well supported by the interview findings where it was revealed that employees at TAFIRI-Dar es Salaam have ample time to be involved in other issues apart from work like engaging in business and having a good time with their families. When responding to the question on whether one left TAFIRI so as to have more time to be involved in non-job-related issues, one employee said:

“No! That is not a factor for my departure at all. At TAFIRI staff have ample time to engage in other issues like running personal businesses and having fun with families especially when there are no research projects to run. There are times when you report to office for even three consecutive months without a specific task to perform, a situation that partly contributes to staff truancy....”

These findings are contrary to the study by Abebe (2019) whereby lack of work-life balance was revealed to be one among the factors leading to high labour turnover at HBF.

6.0 CONCLUSION AND RECOMMENDATION

The purpose of this study was to examine factors leading to employee turnover in Tanzania public sector organisations. The findings from this study are in line with other different empirical evidences from previous studies. The findings also confirm and support the assumptions of the three theories we used in this study. We conclude that high rate of turnover particularly voluntary turnover like the one prevailing at TAFIR-Dar es Salaam has devastating effects to the overall performance of an organisation. It is high time that public organizations improve their work environment which will attract and retain employees. The findings from this study have a number of implications to both policy makers and the existing body of knowledge. To policy makers, these findings call for the need to ensure frequent review of human resources policies so that they may reflect the current and future human resources needs in the organisations. Also, the findings call for establishment of various incentive schemes which will attract and retain potential employees. Moreover, organizations should instill the culture of high caliber leaders who maintain good governance practices for congenial work climate. We further conclude that the findings from this study have added and

expanded understanding of the factors contributing to employee turnover in public sector organizations. It also goes without saying that, achieving SDGs Goal No. 8 - Decent Work and Economic Growth, will require a wholesale reform of the financial system to tackle rising debts, economic uncertainty and trade tensions, while promoting equitable pay and decent work for young people.

As pointed out earlier, this study has a number of limitations which could be improved in future studies. In this relation, future studies may be extended to other public organisations particularly those with a large number of public servants like in health and education sectors. Also, other studies may focus on a comparative analysis by comparing the factors influencing turnover in public and private institutions and come up with lessons which can be emulated by both sides.

REFERENCES

- Abebe, A. H. (2019). *Factors Influencing Employee Turnover and its Effect on Organizational Performance: The Case of Harar Beer Factory, Oromia Regional states Management and Leadership Graduate Department of Business Administration in Partial Fulfillment of the Requirements*.
- Akgündüz, Y., & Eryılmaz, G. A. (2018). Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing? *International Journal of Hospitality Management*, 68, 41–49. <https://doi.org/10.1016/j.ijhm.2017.09.010>
- Alharbi, F. S. H. S., Mustafa, Z., & Benoy, M. (2022). *Nurses Turnover: Retention of the Staff*. 199–219. <https://doi.org/10.4236/ojn.2022.123013>
- Al-Qathmi & Zedan (2021). The Effect of Incentive Management System on Turnover Rate, Job Satisfaction and Motivation of Medical Laboratory Technologists Andrews, K. S., & Mohammed, T. (2020). *Strategies for Reducing Employee Turnover in Small- and Medium- Sized Enterprises*. 4(1).
- Armstrong, M. (2010). The Handbook of Human Resource Management Practice - By Michael Armstrong. In *International Journal of Training and Development* (Vol. 14, Issue 1).
- Beardwell, J., & Thompson, A. (2016). Human Resource Management: Personnel Human Resource Management. In *Harvard Business Review* (Vol. 13, Issue January 2019). <http://portal.belesparadisecollege.edu.et:8080/library/bitstream/123456789/253/1/242010.pdf%0Ahttps://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=71>
- Chukwu, B. (2019). The Influence of Staff Promotion on Employee Turnover Intention in Food and Beverage Industry in Nigeria. *Journal of Asian*

- Business Strategy*, 9(2), 66–81. <https://doi.org/10.18488/journal.1006.2019.92.66.81>
- Elo, S., Kääriäinen, M., Kanste, O., Pölkki, T., Utriainen, K., & Kyngäs, H. (2014). Qualitative content analysis. *SAGE Open*, 4(1), 215824401452263. <https://doi.org/10.1177/2158244014522633>
- Enamala, J. (2022). *Strategies for employee retention*. 6(March), 4586–4600.
- Forero, R., Nahidi, S., De Costa, J., Mohsin, M., FitzGerald, G., Gibson, N., McCarthy, S., & Aboagye-Sarfo, P. (2018). Application of four-dimension criteria to assess rigour of qualitative research in emergency medicine. *BMC Health Services Research*, 18(1). <https://doi.org/10.1186/s12913-018-2915-2>
- Fulk, G. (2023). Descriptive statistics, an important first step. *Journal of Neurologic Physical Therapy*, 47(2), 63. <https://doi.org/10.1097/npt.0000000000000434>
- Gebregziabher, D., Berhanie, E., Berihu, H., Belstie, A. and Teklay, G. (2020). The relationship between job satisfaction and turnover intention among nurses in Axum comprehensive and specialized hospital Tigray, Ethiopia 19:79 <https://doi.org/10.1186/s12912-020-00468-0> - -
- Govindaraju, N. (2018). The role of traditional Motivation theories on employee retention. *International Journal of Art, Humanities and Management Studies (IAHMS)*, 04(06).
- Hammond, M. F., & Nyarko, F. (2019). An Assessment of Employee Turnover in Higher Education Institutions: The Case of the University of Mines and Technology, Ghana. *The International Journal of Business & Management*, 7(12), 95–104. <https://doi.org/10.24940/theijbm/2019/v7/i12/bm1910-082>
- Judge, T., & Robbins, S. (2013). Chapter 07: Motivation concepts. *Organizational Behavior*, 201–238.
- Katembo, D. C., & Masanja, N. M. (2021). Effects of Labour Turnover on Performance of Private Sector Companies for the Hospitality Sector in Arusha City. *International Journal of Innovation and Business (IJIEB)*, 3(September), 1–10.
- Khushk, A. A., Zengtian, Z., & Aman, N. (2021). *Game of Organizational Politics Leading to Turnover Intention*. 2(3), 35–49.
- Mongi, J. (2020). *FACTORS INFLUENCING JOB SATISFACTION TO EMPLOYEES IN* *International Journal of Social Sciences and Management Review*. August, 32–44.
- Muhoho, J. E. (2018). *Factor s Leading to Employee ' s Turnover in Tanzania ' s Gover nment Institutions , the Case of Zanzibar*. 7
- Mwita, K. M., & Author, C. (2018). *The Influence of Leadership on Employee Retention in Tanzania Commercial Banks*. 8(2), 274–283.

- <https://doi.org/10.5296/ijhrs.v8i2.12922> - Sukmasari, A. (2020). *Factors That Affect Turnover Intention in Millennial*. 1(1), 1–10.
- Nowell, L., Norris, J. M., White, D., & Moules, N. J. (2017). Thematic analysis. *International Journal of Qualitative Methods*, 16(1), 160940691773384. <https://doi.org/10.1177/1609406917733847>
- Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H., & Jinks, C. (2017). Saturation in qualitative research: exploring its conceptualization and operationalization. *Quality & Quantity*, 52(4), 1893–1907. <https://doi.org/10.1007/s11135-017-0574-8>
- Shorten, A., & Smith, J. (2017). Mixed methods research: expanding the evidence base. *Evidence-Based Nursing*, 20(3), 74–75. <https://doi.org/10.1136/eb-2017-102699>
- Stahl A & King R (2020). Expanding Approaches for Research: Understanding and Using Trustworthiness in Qualitative Research; *Journal of Developmental Education*, Vol. 44, No. 1 (FALL 2020), pp. 26-28 (3 pages) <https://www.jstor.org/stable/45381095>.
- Surumbu, G. L., & Kushoka, I. (2021). *Factors Influencing the Employee Turn Over at Tanzania Telecommunication Corporation Limited, Dar es Salaam Office*. V(Xi), 799–805.-
- Taye, D., & Getnet, B. (2020). The Impact of Employee Turnover on Organizational Performance: A Case Study of Mada Walabu University, Bale Robe, Ethiopia. *American Journal of Pure and Applied Biosciences*, 2(3), 51–63. <https://doi.org/10.34104/ajpab.020.051063>
- Thusi, X., & Chauke, R. (2023). *Strategies For Retaining Scarce Skills and Reducing Turnover in The South African Public Sector*. 6(1).