

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Examining the Influence of Management Practice and Attitudes on Employee Turnover: A Case of Kibaha District Council

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Abstract:

Employee turnover is a threat behind organization development and productivity. There are several factors which influences employee turnover. Management practices and employees' attitudes are among other challenging issues in Tanzanian organization employees' turnover. This study therefore, examines the influence of management practices and attitudes on employees' turnover. The study uses a case study design of Kibaha district council and a sample size of 96 employees was drawn using purposive and random sampling techniques. Quantitative data was collected through questionnaires are summarized in tables and pie charts and analysed. Result from the study shows that cuts of incentives, allowances and per diems are management practices leading to employee turnover. However, the study observed that employees' pain resulting from several unpleasant management practices make them to have negative attitudes towards management practices. Inclusion of employees' concerns is recommended to remedy the situation. Generally, the execution of inclusive management style will work better than autocratic approaches, and lead to employees' positive attitude towards management.

Keywords: Management practice, attitudes, employee turnover and strategies

1. Background of the Study

Organization turnover is a challenge of all organizations today, be public or private due to negative consequences organizations face (Shamsuzzoha and Shumon, 2007). Likewise, a Tanzania local government authority is not exception where the decline of financial capacity is among other factors of voluntary turnover. High turnover in organization indicates dissatisfaction of employees on what the organization provides as needs and desires (Thomas, 2009). Empirical studies done in both public and private organizations have come up with similar results. Thus, the rate of employees' turnover in public and private sectors in Tanzania is increasing (Minja 2011, Magalla 2011). According to Arusha Lutheran Medical Centre annual report (ALMC) 2010, ALMC had a high turnover rate about 19% of nurses leaving the centre.

Another study by Ally (2011) done in Zanzibar has recently shown that this problem is within government ministries where employees shift between private sectors, union Government institutions and elsewhere. According to Minja (2011) and Local Government Reform Program Report (LGRP) 2005, argues that public councils Tanzania mainland have experienced high labour turnover rates and employee shortages. Supporting the same, Augustine (2011) comments that labour turnover is becoming a solemn trouble in today's business setting. This situation threatens many organizations and has been termed as one of the management and organizational challenges (UNICEF Annual Report 2011, TBA Newsletter 2007, Mrara 2010, Ernest and Young Report 2012).

Abdali (2011) argued that, labour turnover is significant because it has negative effects on the operation and largely shocks the organizational performance. In a similar way, Hedwiga (2011) affirms that Turnover costs, many organizations and radically affects financial performance of an organization. Despite employee turnover having a negative effect to any organization, voluntary turnover seem to have greater impact and is the most vulnerable than other types. Voluntary turnover incurs significant direct cost such as the process cost in replacement, recruitment and selection, hiring impermanent staff, management time and indirect costs such as the cost of arising morale, pressure on outstanding staff, costs of learning, goods and service superiority (Ongori, 2007). Therefore, if labour turnover not deal with precaution will have effects on the organization in terms of workforce and in the letter it will affect its liquidity position (ibid).

Though the rate of turnover is a cry of all organizations today, still the cause's factors vary amongst organizations and employees and from time to time. Khatri et al (2009) and Price et al. (2003) point out that, poor management practices are the major source of employee turnover in Tanzania and Asia, the idea was also supported by other researchers like Shasuzzoha & Shumon (2012).

According to Kazi (2011) employee turnover is caused by the factors that are outside of management control for instance death of an employee, chaos in the country, in fulfilment of basic needs of life and health issues and other factors experienced by an

employee in due cause of achieving personal fulfilment similar to job such that satisfaction with pay, nature of work and supervision, organizational commitment, distributive justice and procedural justice.

According to Khatri (2009) a number of factors can be associated with turnover intention, it is not only controllable and uncontrollable but also demographic variable such education level is greater and positively associated with turnover while age, tenure and income level is negatively associated with turnover intention. Therefore it should be agreed that most of employees who leave job are not satisfied with some of their engagement due to different factors as mentioned above.

In this regards, there is a need to understand management practice towards employee turnover because employee leaves the organization due to various factors including management practice (Marti et al 2009). This area is yet to be surveyed in Tanzania.

1.1. Problem Statement

Labour turnover is threat to many organizations in Tanzania (Ally 2011). Today, it has become a very serious issue for any organization due to its negative effects on operation and performance of organisations (Akuamo 2011, Abdali 2011). On the other hand labour turnover is significance because it is accompanied with direct and indirect cost to the organisation (Ongori 2007). Therefore labour turnover needs to be controlled basing to its malfunction cause factors (Kiusi 2008, Susana 2011, etc).

Marti et al (2009) shows that in Singapore poor management practice is highly contributed to employee turnover in regarding to controllable factors such as pay, nature of work, supervision, organizational commitment, distributive justice, and procedural justice. In Tanzania study carried by Hedwiga (2011) assume that, if there is poor management practices and policies on personnel matters and on motivation can contribute to labour turnover. So far, no study has been done in Tanzania to ascertain the influence of management practices and employees' attitude towards voluntary employee turnover. The main purpose of this research therefore is to examine management practices and employee attitudes behind employee turnover at Kibaha district council. This study also suggests remedy strategies to redress the situation.

2. Review of Literature

2.1. labour Turnover Definitions

Labour turnover is the rate at which people leave an organization, sometimes known as 'employee turnover, 'wastage' or 'attrition' (Hedwiga 2011). Marisoosay (2009) argued that in human resources context it refers to the relative rate at which an organization gain and losses its personnel. Kazi & Zedah, (2011) define labour turnover is the rotation of workers around the marketplace between firm, jobs and occupations and between the states of employment and unemployment. For the purpose of this study labour turnover can be defined as the percentage of the amount of organizational members missing throughout the period being considered divided by the average number of general population in that organization during the period (Price 1977).

2.2. Voluntary and Involuntary Turnover

Labour turnover within an organization can be voluntary or involuntary. According to Kazi and Zedah (2011) involuntary turnover is considered to depend on factors that are outside of management control. Marti et al (2009) name these as uncontrollable factors and mentioned perceived alternative, employee opportunity and job hopping as examples. Employee deaths, chaos in the country, in fulfillment of essential needs of life and health matters has been declared by Kazi and Zedah (2011) as examples of involuntary turnover.

On the other hand, voluntary turnover dependent on employee him/her self and can be experienced by an employee to realize individual achievement comparable to job. Marti et al (2009) name these controllable factors and mentioned satisfaction with pay, nature of work and supervision, organizational commitment, distributive justice and procedural justice are examples of voluntary turnovers. Stovel and Bontis (2002) comments that involuntary turnover refers to the discharge of employees, whereas voluntary turnover take place when employees leave the job.

2.3. Management Practices

Management practices are set of factors practice by managers in their daily routine (Sujeewa 2011). Reward practice which refers to all the extrinsic rewards that the employee obtain in exchange for their salary, any inducement or additional benefit and any other benefits, grievance handling practice which refers to be perceived as fair and justice are examples of management practices. Discipline management, career advancement that focuses on developing and inspiring workers, health and safety are also part of management practice.

According to Huselid (1995) and Tuttle (1986) concluded that perception of employee job security, and other factors such as, job satisfactions, organization tenure, demographic variables, organization commitment, whether job meets individual expectations, employee learning, good industrial relations, quality of work life, adoption of training programme are part of management practices.

In advocating issues that can improve productivity to employee, Lipman (2013) come out with the follows management practices:-

- Devising monetary incentives can be advantageous to all employees.
- Feedback should be given in a useful manner and on a normal basis.
- Respect of individual employees.
- Sufficient staffs' training is received by all employees within an organization.
- Employees support when it's authentically desirable.

- Don't be miserable. Management praise and recognition to be out when it's warranted.
- Guarantee senior to junior leadership is maintained to enhance efficiency and staff engagement matters.

2.4. Determinants of Employee Turnover

Researchers have tried to determine why people have intention to quit. There has been slight uniformity in findings, due to most of researches lack of consistency in their findings. Therefore, from those findings we can say people quit from one organisation to another due to a number of factors.

Abassi and Hollman (2000) in the study of employees voluntarily leaving the organization in United States public and private sectors, mention factors that make workers to suspend from organizations are approaches like managerial approach, and other managerial practice are the major management practices contributed to employee turnover. In India Ranjitham (2013) in the study of attrition and retention at Business Process Outsourcing (BPO) companies in Chennai found that lack of proper training on the new skills has increased stress to employees and has lead to increased turnover. Factors such that better opportunity in some other company, scramble for wages, and lack of career opportunities, uneven working hours, health problems, family challenges and job dullness are some of the recommended caused of employees' turnover.

In his study Sujewa (2011) found that in Sri Lanka grievance handling practice that refers to perceived as unfair and injustice are among of the causes of employee turnover. High grievance rates allied with conflicting situation rather than cooperative labour relations and hence associated with lower plant productivity and if not effectively resolved could lead to less productivity, lower quality of work, products and customer services, distraction from corporate goals, low job morale, loss of confidence and communication between employees, managers and supervisors, which can lead to increased absenteeism and staff turnover.

A study by Ongori (2007) in Botswana observes that among of the factors that influence employee leave the organization are inadequate information including physically powerful communication systems on effective performance, uncertain supervisors' desires and peer employees, and unconsensus on job functions. These may be termed as the basis of employees to suffer from less involved in jobs and careers and finally show a partiality to leave the organisation. Factors such that poor personnel policies, poor recruitment policies, poor supervisory practices and poor grievance procedures contribute to high labour turnover in the sense that there is improper management practices and policies on employees matters thus employees are not recruited systematically, promotions of employees are not based on spelled out policies, no grievance procedures in place and thus employees decides to quit.

Bula (2012) in the study of labour turnover in the sugar industry in Kenya found that salary is a major factor causing labour turnover followed by training, promotion, performance appraisal and work condition. Other factors like recognition, job content, participation in decision making and leadership style were also considered as immediate factors. It was also revealed that although lack of employee commitment and motivation can be major causes of labour turnover, they are dependent on all the other factors causing labour turnover.

Studies in Tanzania observed that labour turnover can be influenced by a number of controllable and uncontrollable as well as demographic factors. Kiunsi (2008) and Magalla (2011) exposes that controllable factors such as short contract, Poor working condition, poor recruitment procedure, lack of motivation, and poor or inadequate incentives and rewards are the reasons that influence voluntary labour turnover in the public organizations especially for employees living in rural areas. Managerial controllable factors such as unequal treatment of workers, lack of promotion and growth, low wages and salary, unclear compensation procedures, less recognition and lack of employees' involvement in decision making also mentioned by Susana (2011), ALMC (2010) and Minja (2011) as other factors that cause's voluntary employee's turnover in both public and private sectors including microfinance and health institutions in Tanzania.

It is further raveled that employee who leave from public institutions to other places they are looking for good pasture in-terms of competitive salaries and incentives while those who shift from private to public they are looking for security and long-term benefit (ALMC 2010). Contrary to this Assey (2009) found that employee leaves the organization due to absence or inefficient of formal and specific employee retention strategies.

2.5. Employees Attitudes

According to oxford dictionaries attitude is a settled way of thinking or feeling about something. McLeod (2014) an attitude is a fairly ongoing association of beliefs, feelings, and behavioral tendencies towards communal major objects, groups, events or symbols.

Employees have attitudes about many aspects of their jobs, their careers, and their organizations. Saari (2004) in his study refers attitude to satisfaction. He define job satisfaction by referring to Locke (1976), who defined it as “. . . an enjoyable or optimistic emotional condition resulting from the assessment of one's job or job practices”, he recommended that employees work situational influences have been asked to assess diverse aspect of job such as supervision, pay, promotion chances, and so forth, the nature of the work itself normally appear as the most significant pleasing features.

This is not to say that well designed compensation programs or effective supervision are not important factors, rather, can be done to influence job satisfaction by ensuring work as interesting and challenging as possible. On the other hand satisfaction with the nature of the work in terms of challenge, autonomy, variety, and best predicts will lead to overall job satisfaction, as well as other important outcomes like employee retention (Saari 2004).

Minja (2011) while investigating employees' attitude towards their work found that workers have different feeling towards work. Some enjoy, some hate their job. Those who hate job mentioned a numbers of reasons among others said that low salary is the main reason that makes them not satisfied with their job. Other reasons mentioned are lack of social support, unfair treatment, no

promotion, no training or career development strategy, they are not satisfied with poor working conditions, no or very little rewards and recognition, stress work and poor management relationship with staff.

2.6. Strategies to Employee Turnover

Strategies to employee turnover are the remedial to solve the problems of employee's turnover. In most of the studies turnover strategies confronted with influence factors, for instance if the labour turnover is caused by poor working environment then good working environment is emphasized to redress the situation.

In Canada, Shanghvi (2012) argued that once organization operates in an open environment where managers share information on the aspect of organization culture, positive feelings and openness and can expect thick turnover rates.

The study in a range of industries in Australia and overseas by MINTRAC (2011) argued on factors that could attract workers to stay in the organization and mentioned engaging employees through social events and community activities, review workloads and reduce administrative burdens to be among others. Key drivers to attract and retain talent employees in India are such as strong trust, caring, fairness, and respect within the organization, transparent and accessible leaders, competitive rewards, open, transparent, management with respect to guiding principles, training and development programs and structured career planning process commented by (Chhabra 2008) while studying current trends in employee retention strategies.

Nwokocha and Iheriohanma (2012) in Nigeria argued that to minimize the rate of employee turnover and catch up with the current demands of global economic needs and organizational performance, organizational should adopt critical sustainable retention trends such as establishing a strategic plan, involving employees in decision-making process, initiating personalized compensation plan, installing mechanisms for career planning, training and development and building flexible work programs especially for critical knowledge - employees.

MacLeod and Clarke (2009) said that one of the best ways to reducing turnover is to take steps to engage employees into organization jobs by showing them clear leadership, respect and appreciation, giving them power and ways to voice their views and concerns than trying to control and restrict them. On the other hand in Botswana Ongori (2007) said that, these strategies will optimize the value of its employees, and increasing employee loyalty hence would encourage them to stay in organization.

Ng'ethe (2012) in the study determinants of academic staff retention in public universities in Kenya found that leadership influence over the behaviour or action is potentials for people this is including influencing employees in decision to be committed and remain in the organization. Distributive justice the extent to which rewards and punishments are related to job performance and fairness in the allocation of outcomes such as pay and promotions. Work environment is another factor that affects employee's decision to stay with the organization. This may include issues such as office space, equipments, air conditioning, comfortable chairs just to mention but a few Productivity and efficiency are directly affected by how people work. Many people are dissatisfied if working conditions are poor.

Similarly, Said (2011), ALMC (2010) contents that in order to retain workers in Tanzania, management should be close to worker by involve them in decision making/planning and review its training policy, either special incentives, regular training with opportunities for short and long term refresher and upgrading courses were also suggested. Not only that financial incentive has also been applied, as well as interest-free loan to new hire to establish them.

In order to retain workers Kiunsi (2008) recommended that it is important to have a human resource management policy and scheme of service revised, while Ally (2011) emphasize on the review of salary as well as incentives to ensure appropriate motivation and green pasture for employees. Similarly, Said (2011) recommends that there is a need for regular review of the remunerations, in terms of retirement plans.

Though several studies have been carried out to investigate the causes of employees' turnover in Tanzania, none of them have focused on management practices and attitudes as the source of this problem. This study therefore, examines the effluence of management practices on employees' turnover and their attitudes over management practices.

3. Methodology

The study uses a case study design to gain deeper understanding of the phenomenon (Taylor et al, 2011). A total number of 96 respondents were drawn from Kibaha district using purposive and random sampling techniques. Quantitative data was collected through questionnaires. Questionnaires were supplied to all selected 96 respondents from various departments. Three sets of questionnaire were used to solicit information from respondents focusing on management practices, employees' attitudes and possible solutions to turnover predicament. To make this possible a purposive and random sampling technique was executed. In the first set of questionnaire, respondents were asked to check only one choice among the alternatives on management practices behind employee turnover, while in the second questionnaire questions with ricketts scale form used to collect data on employees attitudes/feeling behind management practices. Quantitative data was analysed using computer excel to derive tables and pie-charts. The third set of questionnaire aimed at examining possible solutions to curb the situation as preferred by respondents. The identified solutions are also the reasons which retain one to stay longer in a particular organization. However, employees' preferences on certain solutions to turnover are viable due to the fact that retention factors are more psychological (Gawel, 1997). Factors making and individual to stay in an organization are not universal, varies among individuals. Thus, inclusion of employees' feelings represents reality of employees in organization.

4. Data Analysis, Discussion and Recommendations

Table 1 and figure 1 below, shows different management practices behind employee turnover persuade from the study. Finding indicates that among the management practice behind employee turnover incentives cut and the cuts of allowances and per-diems is leading among others which is 27.1% whereas failure to creating good relationship with colleagues, under utilization of

employee skills, improper placement (Misallocation), poor grievance procedures (unfair & injustice treatment), rising false hope for growth and advancement are considered too.

Incentive cut and cuts of allowances and per diem have direct and an immediate effect to employees than other management practices. Not only that but also they are related to employees basic needs which also affects performance in organizations (Jerome, 2013). In this scenario however, other management practices are not completely insignificant but they are less significant compared to incentive cut and the cuts of allowances and per diem; for instance failure to creating good relationship with colleagues is important for organization performance, but this does not override the importance of incentive cuts due to the fact that incentive pay is used to purchase basic needs like food, water, air condition for fresh air and the like. This might be the reason as to why the percentage of incentives cut and the cuts of allowances and per diems are higher than the rest of the management practices.

Management practices number 2, 3 and 4 (see table 1) are almost related to level three of Maslow’s hierarchy of needs where employees need to be recognised and valued by others and the management. Good relationship at work improves performance since it motivates employees, whereas failure demoralises and lowers performance. This is also related to under utilization of employee’s skills either by wrong placement or assigning wrong job not related to ones skills. Eventually, employees are demotivated leading to low or/and poor performance.

S/No	Management Practice	No of response	Percentage
1	Incentives cut and the cuts of allowances and per diems	26	27.1%
2	Failure to creating good relationship with colleagues	11	11.5%
3	Under utilization of employee skills	10	10.4%
4	Improper placement (Misallocation)	8	8.3%
5	Poor grievance procedures (unfair & injustice treatment)	7	7.3%
6	Rising false hope for growth and advancement	7	7.3%
7	Less employee concern	5	5.2%
8	Lack of growth opportunity/promotion	5	5.2%
9	Lack guidance & support	4	4.2%
10	Lack of training opportunities	4	4.2%
11	Lack of appreciation and recognitions	3	3.1%
12	Lack of communication	2	2.1%
13	Lack of respect and trust	2	2.1%
14	Poor supervisory practices	1	1%
15	Lack of authority and responsibility	1	1%

Table 1: Management practices behind employee turnover
Sources: field data, 2014

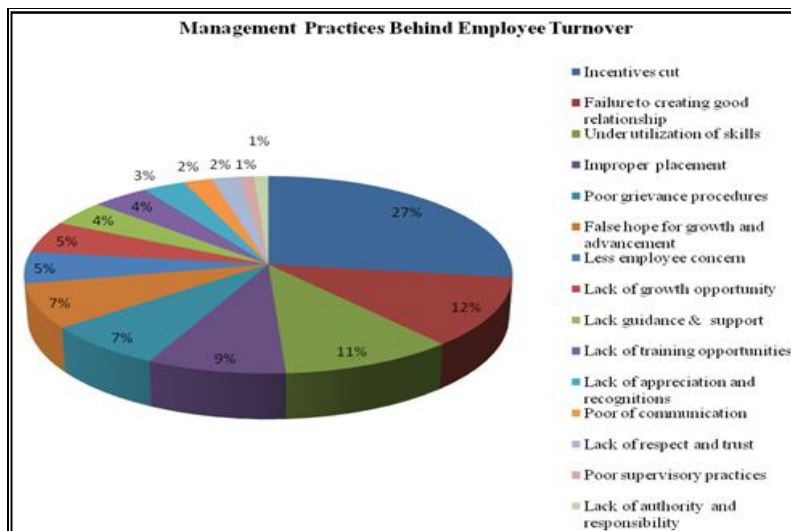


Figure 1: Management practices behind employee turnover

In table 2 and figure 2 shows a summary of variations of employee’s attitude (feeling) views behind management practices. Of all involved employees, 65 (68%) respondents indicated negative attitudes towards management practices. This implies that employees are dissatisfied with the existing management practices as they lead to bitterness, anger, sense of isolation, discrimination, segregation, harassment and the like. Moreover, result shows that 22(23%) respondents were neutral (neither satisfied nor dissatisfied) with management practices, and 9 (9%) respondents were satisfied with the prevailed management situation. It is generally learnt from the findings that more than 50% of the studied sample are dissatisfied with the management practices at Kibaha district council. It is evident that management practices are the major cause of employee’s turnover in the studied district council.

Response	No of Respondents	Percentages
Completely satisfied	9	9%
Neither satisfied nor dissatisfied	22	23%
Completely dissatisfied	65	68%
Total	96	100%

Table 2: Employees attitudes/feeling behind existing management practices
Sources: field data, 2014

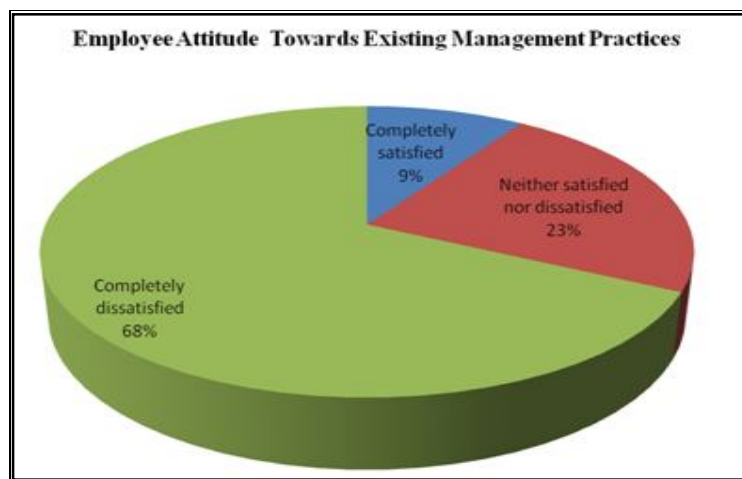


Figure 2: Employees attitudes behind management practices

Table 3 below indicates possible reasons as to why employee’s stays in an organization and with this regard it is apparent that employees mostly have a preference on good work condition which is 71.9% in overall, respondents argued that unwelcome sexual advance, harassment to co-workers or clients, intimidation and gossiping once avoided can make them stay long in the organization. Review of incentives schemes, rising good hope for growth and advancement, and expanded or improved training and development opportunities in addition occupy a significant sum of preference between employees. Therefore it is vital for management to provide good working condition as well as reviewing the incentive schemes, rising good hope for growth and advancement, and expanded training and development opportunities to reduce employee turnover. Thus, this questionnaire intended to ascertain solution for employee turnover in organization based on employees’ recommendations. This strategy was more democratic and consultative or participatory for a viable solution to the prevailing problem. Moreover, employee participation in decision making is among the most valued positive management practices which raise employee’s morale, hence reduce turnover (Horsford, 2013).

S/No	Recommended strategies behind employee turnover	No of Respondent / Total Respondent	Percentage
1	Work optimization (provide good work condition).	69/96	71.9%
2	Review of incentives schemes (allowances and per diems).	65/96	67.7%
3	Rising good hope for growth and advancement.	65/96	67.7%
4	Improve training and development opportunities.	63/96	65.6%
5	Coaching	41/96	42.7%
6	Delegating responsibility	36/96	37.5%
7	Knowledge accessibility (information sharing).	34/96	35.4%
8	Employee empowerment	33/96	34.4%
9	Employee engagement (Management support).	33/96	34.4%
10	Skills variety (Optimal valued skills utilization).	33/96	34.4%

S/No	Recommended strategies behind employee turnover	No of Respondent / Total Respondent	Percentage
11	Expansion of duties & responsibilities.	32/96	33.3%
12	Job autonomy (freedom, discretion and independent).	29/96	30.2%
13	Management loyalty	28/96	29.2%
14	Improved communication (management and employees).	27/96	28.1%
15	Job involvement	26/96	27.1%

Table 3: Possible solutions behind existing management practices
Sources: field data, 2014

5. Conclusion and Recommendations

In the light of proceeding analysis and discussion, this study concludes that management practices are main contributors of employee turnover at Kibaha district council. Not only that but also management have to realise that these practices bring to employees negative attitudes which are accompanied with bitterness, anger, sense of isolation, discrimination, segregation, harassment, frustration, chaos which are very dangerous for the future of the organization. Management has to realise that poor performance is part of their concerns because they are equipped with a lots of strategies to alleviate employee turnover to realise entire organizational performance.

Management flexibility on adherence to employees concerns is highly recommended. Extreme power exercise is not beneficial to both employees and the organization than fulfilment of management desires. Management have to change employee's attitudes by providing them good working condition, reviewing of employee's incentive policy for allowances and per-diems, rising good hope for growth and advancement as well as improving training and development programmes. Strategies like employee transfer, promotion and re-categorizations should also be considered where necessary to sharpen employee's career growth. There is a need to conduct mathematical computation because most of the work is done theoretically. Specifically, we suggest further studies to be done on the same by expanding the scope and examining other causes of employees' turnover than management practices.

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