Factors Affecting Employee Turnover in Local Government Authorities in Tanzania: A Case of Dar es Salaam City Council

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ABSTRACT

This study assessed the factors affecting employee turnover in local government authorities (LGAs) in Dar es Salaam City Council, Tanzania. Specifically, the study sought to ascertain how motivational factors affect employee turnover in the Dar es Salaam City Council, to assess how hygiene factors affect employee turnover in the Dar es Salaam City Council, and to establish mitigation strategies to reduce employee turnover in the Dar es Salaam City Council. A combination of qualitative and quantitative research methods was employed, utilizing a case study design to gain a comprehensive understanding of the phenomena. Primary data were collected through a survey method using a questionnaire and interview guide, involving 129 respondents who were randomly and purposefully selected from the Dar es Salaam City Council. The study was guided by two theoretical frameworks: the Existence, Relatedness, and Growth (ERG) Theory and the Conservation of Resources (COR) Theory. The analysis of the questionnaire data was conducted descriptively using the Statistical Package for Social Science (SPSS), with frequencies and percentages presented in tables, while the interview data were analyzed through content analysis. The findings revealed several factors contributing to employee turnover in LGAs, including low salaries and benefits, poor leadership and supervision, limited opportunities for training and development, delayed promotions and re-categorization, a shortage of working tools and infrastructure, job dissatisfaction, lack of incentives, and late or absent payments and other monetary rewards. In conclusion, the study recommends that the management of LGAs in Tanzania, particularly the Dar es Salaam City Council, develop and implement policies aimed at improving the work environment to enhance employee retention.

Keywords: *Regulatory Framework, Factors Affecting Employee Turnover, Local Government Authorities, Tanzania*

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I. INTRODUCTION

In recent years, the issue of staff turnover has significantly impacted public and private companies worldwide (Hunde, 2019). In 2022, for example, the percentage of employee turnover for agricultural workers in European countries was 18% (European Union, 2020). According to statistics from research conducted in Asian nations, the proportion of teachers quitting their jobs after five years varies between 40% and 50%. A recent study by Wynen et al. (2019) in China found that nearly 40% of educators indicated they would be willing to leave the teaching profession if given the chance. Tang et al. (2020) also reported on this issue in Kuala Lumpur, Malaysia, identifying the country as one of the top Asian nations with respect to employee turnover. Outside of Europe and Asia, 4.25 million individuals in the United States quit their jobs in 2022, compared to 3.3 million in 2021 (Moshy, 2022). Furthermore, a significant proportion of educators are reassigned or leave their positions annually (Andrews & Mohammed, 2020). When an employee departs, it often becomes necessary to find, hire, and train a replacement, which can be both time-consuming and costly.

An employee's decision to quit a company is referred to as employee turnover (Hossin, 2017). According to Curtis (2019), it can be divided into two categories: voluntary and involuntary. The former suggests that the employee terminates the contract, while the latter presumes that the employer terminates the subordinate's working relationship (Mendis, 2017). All kinds of organisations have expressed concern about this issue. Employee turnover has a detrimental effect on an organization's costs associated with hiring and onboarding, onboarding training, and, most importantly, the loss of knowledge that an employee has acquired while working there, according to Thusi and Chauke (2023).

Moreover, it causes understaffing, which makes the remaining employees less productive and efficient (Khushk, *et al.,* 2021). There could be detrimental effects on the employee as well from staff turnover. Turnover intention frequently has a major impact on actual quitting conduct (Enamala, 2016). To stop the departure of important

personnel and maintain competitiveness, it was necessary to comprehend the variables impacting turnover intentions. In this chapter, the study's background, problem statement, research aims, research questions, significance, limitations, delimitations, scope, and organisation were all covered.

Consequently, retaining skilled employees is a modern organization's first goal since they provide stability and long-term success (Thusi & Chauke, 2023). Organisations continue to lose talented workers as they search elsewhere for better opportunities, despite their best efforts. As a result, this employee unrest has hurt government agencies as well as the overall labour market (Thusi *et al.,* 2023). Employee turnover has been demonstrated to have an effect on an organization's costs worldwide because it increases the costs of employing new staff, identifying replacements, and selecting qualified candidates for open positions (Vejsiu, 2019). Additionally, there is a noticeable improvement in service delivery once a company is able to keep its knowledgeable and competent staff members since they get accustomed to following regulations and guidelines. Consequently, they do better than people who frequently switch employment or organisations (Govindaraju, 2018; Enamala, 2016; Thusi & Chauke, 2023).

While several studies have been carried out globally to elucidate the reasons for employee attrition, little has been done to understand the determinants of employees turn over. According to reports, workers depart from an organisation for a variety of reasons, some of which are personal and some of which are organisational. Low pay, unfavourable working circumstances, inadequate leadership, the existence of bad HR policies linked to low or nonexistent incentive programmes, and the requirement for a fresh challenge on the part of the staff are among the frequently mentioned causes (Mkulu, 2018; Muhoho, 2018). In a similar vein, problems with protracted disputes and inadequate career development initiatives by a company are among the elements causing employee attrition. The expenses associated with hiring, screening, and training new hires should be better used for training, establishing a comfortable work environment for current employees, and enhancing service delivery (Alharbi *et al.,* 2022). Additionally, a company's strong culture and teamwork have been hampered by workforce churn. Due to this, the organization's competitive edge has decreased and its organisational position is weak, which could lead to the organization's collapse (Thusi and Chauke, 2023).

In Africa, there is a high turnover rate affecting both governmental and commercial institutions. As of 2019, the average staff turnover rate in Africa was approximately 12% (Statista, 2020); however, the issue is worsening daily in sub-Saharan Africa, despite the lack of precise and comprehensive data on the subject (Chukwu, 2019; Ayalew et al., 2021). A study by Gebregziabher et al. (2020) found that in 2007, .eighty-two percent of staff in ten Ethiopian state agricultural institutions expressed a desire to leave their jobs, primarily because of inadequate pay. In a similar vein, the private sector in South Africa saw a turnover rate of 12–14% by 2015 (Katembo and Masanja, 2021). Furthermore, in 2022, the average staff turnover rate for organisations increased to 13%. According to Jayathilaka's (2023) data, the employee turnover rate in Asian and American countries is quite similar, at roughly 13.4%, and is among the highest worldwide. These statistics are related to both emerging and developed economies.

Tanzania, one of the lower middle-income nations, likewise has a high intention rate of personnel turnover in the public sector (Surumbu and Kushoka, 2021). Tanzania has made a number of attempts to guarantee the retention of public servants and enhance the provision of services. For instance, this has been accomplished by ongoing changes in the public sector that seek to enhance incentives and working conditions (Muhoho, 2018). Additionally, the government pledged to establish a working environment that would draw and keep people in the public sector through the Public Service Management and Employment Policy, 2013 (PSMEP) (Jayathilaka, 2023).

Nevertheless, despite all of these initiatives, many firms continue to struggle with the issue of staff turnover. In view of the above, the subject of employee turnover has attracted the interest of numerous academics and researchers, who have directed their attention towards identifying the root causes and examining the elements that influence employee turnover, especially in public and private organisations (Hunde, 2019; Bangi and Mgeni, 2022). Therefore, employee turnover is a significant problem, especially for those working in human resource management. Employee turnover is expensive for private firms in Tanzania, according to earlier research on the subject (Surumbu and Kushoka, 2021; Masanja & Katembo, 2021; Muhoho, 2018; Magento, 2020). While various studies have been conducted in Tanzania to investigate the factors that contribute to employee turnover, the majority of these researches did not specifically focus on public sector companies, particularly those situated inside the Tanzanian mainland. It is expected that the findings of this study contribute not only to the pool of knowledge but also arouse deep thought on the employee turnover intention among business owners and leaders to understand the need to develop and implement the strategies needed to alleviate employee turnover.

1.1 Statement of the Problem

In recent years, the subject of employee turnover has attracted the interest of numerous academics and researchers not only in developed countries but in developing ones like Tanzania. Their attention has been directed towards identifying the root causes and examining the elements that influence employee turnover, especially in public

and private organisations (Hunde, 2019; Bangi and Mgeni, 2022). Therefore, employee turnover is a significant problem, especially for those working in human resource management. Employee turnover is expensive for private firms in Tanzania, according to earlier research on the subject (Surumbu and Kushoka, 2021; Masanja and Katembo, 2021; Muhoho, 2018; Magento, 2020). While various studies have been conducted in Tanzania to investigate the factors that contribute to employee turnover, the majority of these researches did not specifically focus on public sector companies, particularly those situated inside the Tanzanian mainland.

Among the studies now conducted in the public sector is one by Surumbu and Kushoka (2021), which identified variables affecting staff churn at Tanzania Telecommunication Corporation Limited's Dar es Salaam location. Payowela and Mrema (2023) carried out a second study in which they revealed the causes of employee turnover at the Tanzania Fisheries Research Institute. The Dar es Salaam City Council was chosen as a case study in this study because it evaluated factors that contribute to personnel turnover in local government agencies, taking into account the body of current literature. Because the study's conclusions provide insight into the variables influencing employee turnover, solutions to mitigate the issue can be developed for Dar es Salaam City Council LGAs and the Tanzanian public sector as a whole.

1.2 Research Objectives
   i.   To ascertain how motivational factors affect employee turnover intention in the Dar es Salaam City Council.
   ii.   To assess how hygiene factors affect employee turnover intention in the Dar es Salaam City Council.
   iii.   To establish mitigation strategies to reduce employee turnover intention in the Dar es Salaam City Council.

II LITERATURE REVIEW

2.1 Theoretical Review
This study is guided by two main theories: the Goal-Setting Theory and Frederick Herzberg's Two-Factor Theory.

2.1.1 Goal-Setting Theory
The Goal-Setting Theory, first proposed by Edwin A. Locke in the 1960s and later refined in the 1990s (Locke & Bryan, 1969), remains relevant in studying various aspects of goal-directed human behavior. This theory posits that human actions are inherently goal-oriented, suggesting that there is no specific limit to the types of actions that goal-setting can influence, provided the individual or team has control over the outcome. According to Locke and Latham (2015), goal-setting is a performance management approach that involves defining specific objectives for employees and establishing a system to track their progress. These goals are often quantitative, enabling employees to gauge their advancement toward achieving them. The theory serves as an effective strategy for enhancing employee engagement and performance across diverse fields and industries, helping managers create supportive work environments that foster successful businesses (Locke & Bryan, 1969; Locke & Latham, 2015). In the context of local government authorities (LGAs), the departments function as public entities aiming to achieve established goals, which include motivational aspects designed to enhance employee retention and improve organizational performance.

2.1.2 Frederick Herzberg's Two-Factor Theory
Frederick Herzberg's Two-Factor Theory distinguishes between intrinsic motivators and extrinsic hygiene factors affecting employee satisfaction. Intrinsic motivators, such as achievement, recognition, and the work itself, enhance job satisfaction, while extrinsic hygiene factors—like salary, company policies, and working conditions—prevent dissatisfaction but do not necessarily contribute to job satisfaction. Herzberg (1959) argued that addressing hygiene factors alone would not lead to overall employee satisfaction; instead, it is crucial to focus on intrinsic motivators to enhance performance and productivity. This theory provides a valuable framework for understanding employee satisfaction in the workplace, particularly in public sector organizations where intrinsic factors significantly influence job satisfaction and performance. The study seeks to identify both intrinsic and extrinsic factors that affect job satisfaction among employees in the Tanzanian public sector, providing a comprehensive analysis of what drives job satisfaction in this context.

2.2 Empirical Review
2.2.1 How Motivational Factors affect Employee Turnover Intention in the Dar es Salaam City Council
Research by Holck and Paunova (2021) demonstrates that motivational incentives have a positive effect on job satisfaction, which in turn reduces employee turnover. Additionally, Khushk et al. (2021) found that a good working environment and strong relationships between employees and supervisors are crucial for minimizing turnover. Furthermore, Yeo et al. (2020) highlighted that financial incentives and professional support significantly

contribute to employee retention. Moreover, Gurung and Layraman (2020) discovered that ongoing training plays a vital role in enhancing employee loyalty, thus providing a substantial contribution to reducing turnover within the Council.

2.2.2 How Hygiene Factors affect Employee Turnover Intention in the Dar es Salaam City Council.

Research by Adriano and Callaghan (2020) found that incentive schemes, such as compensation and development opportunities, significantly influence employee turnover. Chinyamurindi (2020) indicated that economic challenges and a lack of training increase employee turnover rates. Furthermore, Akwashiki and Bowo (2023) estimated employee turnover in technical colleges, concluding that a development program is necessary to mitigate turnover. Gebregziabher (2020) demonstrated that unsafe working conditions can lead to higher turnover rates.

2.2.3 Strategies for Reducing Employee Turnover in the Dar es Salaam City Council.

Shishi (2021) identified that safety policies and human resource regulations need strengthening to reduce employee turnover. Kamazima (2023) conducted a study on employee management and found that effective management strategies are essential for employee retention. Morgan (2023) examined the reasons for employee turnover and proposed strategies to improve the work environment. Additionally, Kimuganyila and Daninga (2023) noted that effective communication between employees and management can help reduce turnover. Lastly, Rorya and Isanzu (2023) explored the factors influencing employee turnover in the Rorya region of Tanzania, discovering that financial incentives are highly significant. Muhoho (2020) found that employee collaboration is crucial in enhancing job satisfaction and reducing turnover.

III. METHODOLOGY

3.1 Research Approach, Design and Area of the Study

This study employed a mixed-methods approach, integrating both qualitative and quantitative research methods to provide a comprehensive analysis of employee turnover in the Local Government Authorities (LGAs) of the Dar es Salaam City Council. While the qualitative data provided in-depth insights into the experiences and perceptions of employees, the quantitative data facilitated statistical analysis of the variables influencing turnover (Harrison et al., 2020). A cross-sectional design was utilized for this research, allowing for the simultaneous collection of data from participants (Schmidt & Kohlmann, 2008). This design effectively combined both qualitative and quantitative components to address the research questions regarding employee turnover. The study was conducted in the Dar es Salaam City Council, which serves as Tanzania's administrative, transportation, and economic hub, with a metropolitan population of nearly 6 million people. This setting provided a rich context for examining the factors influencing employee turnover within LGAs.

3.2 Population of the Study, Sample Size and Sampling Procedures

The target population of the study were the residents of Dar es Salaam City. According to Kothari (2004), a population is made up of people who have similar traits. Depending on the issue the researcher wants to investigate, the intended demographic to be studied will change. By 2022, the population of the Dar es Salaam City Council is estimated to be 5,383,728.

In terms of sampling procedures, purposive sampling was used in the qualitative component to choose the key informants who could offer in-depth details regarding identifying the variables influencing staff turnover at the Dar es Salaam City Council. A team member who was eighteen years of age or older served as the study's sampling unit. Yamane's (1967) formula was used to calculate a representative sample. 'n' represents the sample size here. The allowable error for item "e" is 5%, as stated in Yamane (1967). Therefore, the study sample size was 129 respondents, of whom 4 were the human resources officers, 115 employees from various departments, and 10 department leaders.

3.3 Data Collection Methods and Analysis

To get the necessary information for the investigation, both primary and secondary data sources were used. Using guidelines for interviews and a guide for questionnaires, surveys were used to obtain primary data directly from respondents. While employee data was managed using surveys, key informants namely, department heads and HR personnel from Dar es Salaam City Council were interviewed to obtain information Kothari, 2009). One method utilised with the secondary data was Documentary Review. In data analysis, both qualitative and quantitative, were gathered, verified, and coded for analysis after being made sure they were complete. Analysing the data involved both content analysis and descriptive analysis using the Statistical Package for Social Science (SPSS).

IV. FINDINGS & DISCUSSIONS

4.1 Demographic Characteristics

The study conducted in the Dar es Salaam City Council included 129 participants with varied demographic characteristics. Descriptive statistics, including frequency and percentage, were employed to present the respondents' demographic features, such as gender, age, education level, years of working experience, and turnover status. The diversity of the sample reflects a wide range of professional backgrounds, providing valuable insights into the factors influencing employee turnover intention in Local Government Areas (LGAs). The findings were presented in Table 1.

Table 1
Demographic Characteristics of Respondents

Characteristic	Category	Frequency	Percent (%)
Gender	Male	49	38
	Female	80	62
Age	26-45	69	53
	46-55	41	32
	55 and above	19	15
Education Level	Standard Seven	10	8
	Secondary Level	16	12
	Certificate Level	17	13
	Diploma Level	40	31
	Bachelor's Degree	32	25
	Master's Degree	9	7
	PhD	5	4
Years of Working Experience	1-3	13	10
	4-6	35	27
	7-9	21	16
	10 and above	60	47
Turnover Status (2019-2023)	2019	4	6.2
	2020	3	4.7
	2021	5	7.7
	2022	3	4.7
	2023	5	7.7
	Total	**20**	**31**

The findings illustrate that the majority of respondents were female (62%), and a significant portion (53%) fell within the 26-45 age group. The education level of participants varied, with most holding a Diploma (31%) or a Bachelor's degree (25%). Additionally, 47% of respondents reported having more than ten years of work experience. Over the past five years, a total of 20 employees left their positions within the LGAs, with the highest turnover rates recorded in 2021 and 2023, each at 7.7%.

4.2 How Motivational Factors leading to employees' turnover in the LGAs in the Dar es Salaam City

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 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 motivational factors for employee turnover intentions. These included 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 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 motivational factors are clarified in detail as per the data collected from the field in the following subsections.

4.2.1 Low Salaries and Benefits

The below Table 3 indicates that the majority of the respondents (49%) confirmed that low salaries and benefits have led to employee turnover in the LGAs of the Dar es Salaam City Council. This implies that the salaries and benefits paid by LGAs of the Dar es Salaam City Council are low compared to other organisations.

Table 2
Low Salaries and Benefits

Response	Number of respondents	Percentage of response
Strongly agree	50	39
Agree	31	14
Neutral	15	12
Strongly disagree	13	10
Disagree	20	16
Total	**129**	**100**

4.2.2 Poor Leadership and Supervision

The majority of the respondents, 41 (32%), agreed and 13 (10%) strongly agreed that poor leadership and supervision lead to employee turnover in the LGAs in the Dar es Salaam City Council, as presented in Table 4. This implies that there is a problem of leadership and supervision in the LGAs of the Dar es Salam City Council, a situation that pushes some of the employees to look for an exit door to other organisations with better leadership and supervision.

Table 3
Poor Leadership and Supervision

Response	Number of respondents	Percentage of response
Strongly agree	13	10
Agree	41	32
Neutral	19	15
Strongly disagree	15	12
Disagree	41	32
Total	**129**	**100**

These findings are consistent with the Existence, Relatedness, and Growth (ERG) Theory, which holds that leadership is one of the hygiene components that, when lacking, causes workers to become dissatisfied with their positions. As a result, it necessitates taking mitigating actions through admirable leadership and effective workplace governance.

4.2.3 Limited Opportunities for Training and Development

A significant proportion of the participants, specifically 50 (39%) and 33 (26%), strongly agreed that staff turnover in Dar es Salaam City County can be attributed to inadequate training and development opportunities. Based on Table 5, it appears that certain workers in the Dar es Salaam City County LGAs are not provided with opportunities for training and growth. The development of employees' abilities, output, and careers is hampered by a lack of training and development programmes. Since other businesses provide more prospects for training and growth, some employees choose to join them.

Table 4
Limited Opportunities for Training and Development

Response	Number of respondents	Percentage of response
Strongly agree	33	26
Agree	50	39
Neutral	13	10
Strongly disagree	18	14
Disagree	15	12
Total	**129**	**100**

These findings agree with what has been stated in Existence, Relatedness, and Growth (ERG) Theory, whereby training and development opportunities constitute the 'motivators' that, once not provided to the employees, make them demotivated to perform their jobs and consequently start looking for alternatives elsewhere..

4.3 Hygiene Factors Affecting Employee Turnover Intention in the Dar es Salaam City Council
4.3.1 Low Salaries and Benefits

The following responses explained how employee turnover intention is influenced by low salaries and benefits from their employers.

Table 5
Low Salaries and Benefits

Response	Number of respondents	Percentage of response
Strongly agree	56	43
Agree	36	28
Neutral	10	8
Strongly disagree	14	11
Disagree	13	10
Total	**129**	**100**

As shown from Table 5, 56(43%) of the employees said they are receiving low salaries and benefits from their employers, followed by 36(28%) who agree that they are usually get low salaries and benefits from their administrator. About 10 (8%) of the employees were neutral. low salaries and benefits were one of the hygiene factors contributed to the employee turnover intention in the LGAs in the Dar es Salaam City Council.

4.3.2 Late Promotion and Re-Categorization
Table 6 described how late promotion and re-categorization factor leads to employee turnover intenstion.

Table 6
Late Promotion and Re-Categorization

Response	Number of respondents	Percentage of response
Strongly agree	46	36
Agree	45	35
Neutral	11	9
Strongly disagree	15	12
Disagree	12	9
Total	**129**	**100**

From the table above, 46 (36%) of the employees said they strongly agree that the late promotion and re-categorization was one of hygiene factor increasing the rate of their turnover intention from the LGAs in Dar es Salaam City Council. While 45(35%) of the employees also said they agree that, the organization was characterized with late promotion and re-categorization hence the reason of their turnover intention. Also 12(9%) of the employees disagree that late promotion and re-categorization caused them to quit jobs. Another 15(12%) of the employees said they strongly disagree that late promotion and re-categorization as the hygiene factor for their turnover intention. Based on these findings it is clear that late promotion and re-categorization was one of the hygiene factors that caused most of employees to think on quitting their workplaces within the LGAs in the Dar es Salaam City Council.

4.3.3 Lack of Incentive Scheme
The following response explained the presence of lack of incentive scheme in the Dar es Salaam City Councils LGAs was another hyiegene factor for their turnover intention. The table below provides more response of respondents.

Table 7
Lack of Incentive Scheme

Response	Number of respondents	Percentage of response
Strongly agree	36	28
Agree	57	44
Neutral	9	7
Strongly disagree	15	12
Disagree	12	9
Total	**129**	**100**

Table 7 defines that, 36(28%) of the employees are strongly agree that the lack of incentive scheme contributed much in their intention to turnover their responsibilities in the LGAs. The majority almost 57(44%) of thee 3mployees agree that lack of incentive scheme had contributed greatly to their thoughts to leave their jobs in the LGAs. While 15(12%) of the employees strongly disagree that lack of incentive scheme had contributed their intention to turnover. Another 12(9%) of the employees disagree that lack of incentive scheme being one of the hygiene factors for their turnover intention. Thus, based on these responses, it is clear that that lack of incentive scheme had contribute contributed to the employee turnover intention within the LGAs in the Dar es Salaam City Council.

4.4 Mitigation Strategies to reduce the Employee Turnover Intention in the Dar es Salaam City Council
4.4.1 Training and Career Advancement
The following were the response on if the training and career advancement in the organization can reduce their intention to turnover and leave their jobs in the LGAs.

Table 8
Training and Career Advancement

Response	Number of respondents	Percentage of response
Strongly agree	36	28
Agree	51	40
Neutral	14	11
Strongly disagree	13	10
Disagree	15	12
Total	**129**	**100**

From Table 8 majority of employees who represent 51(40%) describe training and career advancement whereby 36 (28%) described training and career advancement. 13 (10%) said training and career advancement. 14 (11%) training and career advancement. The remaining 15 (12%) of employee training and career advancement. therefore, based on these responses it is clear that the problem of employee turnover intention can be solved through providing enough training and career advancement opportunities among employees and thus help to retain them at the workplace.

4.4.2 Employee Recognition and Reward Programmes
The following were the response on if employee recognition and reward programmes can be a mitigational strategy to reduce employee turnover intention within the LGAs.

Table 9
Employee recognition and Reward Programme

Response	Number of respondents	Percentage of response
Strongly agree	66	51
Agree	26	20
Neutral	10	8
Strongly disagree	14	11
Disagree	13	10
Total	**129**	**100**

As shown in Table 9, majority almost 66(51%) of the employees strongly agreed that employee recognition and reward programme was the mitigation towards retaining employees' turnover intention whereas 26(20%) agreed employee recognition and reward programme. 10 (8%) neither agree nor disagreed employee recognition and reward programme. 14(11%) also strongly disagreed employee recognition and reward programme and the remaining 13(10%) disagreed employee recognition and reward programme at their working place. employee recognition and reward programme.

4.5 Discussions

The previous chapter presented quantitative analysis of the findings. This chapter discusses the findings based on the study's specific objectives sought to ascertain how motivational factors, affect employee turnover intention in the Dar es Salaam City Council, to assess how hygiene factors affect employee turnover intention in the Dar es Salaam City Council and to offer mitigation strategies to reduce employee turnover intention in the Dar es Salaam City Council. The discussion in this chapter is largely based on qualitative analysis.

4.5.1 Motivational Factors Affecting Employee Turnover Intention in the Dar es Salaam City Council

In any public organisation, the motivational factors play a significant role in influencing employee turnover intention. According to Al-Qathmi and Zedan (2021), understanding these factors is crucial for designing effective retention strategies and creating a work environment that fosters employee engagement and loyalty. Therefore, this study sought to understand motivational factors for employee turnover intention in LGAs in the Dar es Salaam City Council. In this study, significant motivational factors were; career development opportunities, recognition and rewards, work-life balance, job satisfaction, Organizational culture and values. These are presented in details as follows:-

Career Development Opportunities

The findings found that employees in the LGAs were often motivated by opportunities for career growth and advancement within an organization. When employees feel that there are limited or unclear paths for career progression, they may become disengaged and more likely to seek opportunities elsewhere. According to Gebregziabher et al. (2020), providing employees with clear career development opportunities, such as training programmes, mentorship, job rotations, and promotional pathways, increases job satisfaction and retention rates. These claims are also supported by Hammond and Nyarko (2019), who argue that public organisations that invest in their employees' professional growth and offer opportunities for skill development are more likely to retain top talent and reduce turnover. In the present study, the findings from the questionnaire are supported by the findings from the interview, as it was revealed that Dar es Salaam City Council does not take initiative to train or develop its staff, particularly administrative staff. These findings concur with Muhoho's (2020) remarks when he assessed factors influencing employee retention in Tanzania's private and public sectors. The study revealed the absence of career advancement and training to be among the factors contributing to employee turnover in Tanzania.

Recognition and Rewards

The study found most of the interviewed employees were annoyed with the tendency of employees to fail to recognise their potential. According to Mwita & Author (2018), employee recognition and rewards are powerful motivational factors that can significantly impact turnover rates. Employees who feel valued and appreciated for their contributions are more likely to be engaged, motivated, and satisfied with their work. This assertion complies with that of Khushk, *et al*., (2021), who specified that recognition can take various forms, including verbal praise, awards, bonuses, promotions, or other incentives. When employees receive recognition for their hard work and achievements, they are more likely to feel a sense of belonging and loyalty to the organization.

Job Satisfaction

The findings of this study revealed that one factor that affected most of the employees in the LGAs was the absence of job satisfaction in their LGA departments. Job satisfaction is a critical motivational factor that influences employee turnover. Abebe (2019) demonstrates that when employees are satisfied with their work, they are more likely to be engaged, productive, and committed to their roles. The study uncovered various factors that seemed to be demanded by most of the intervened employees of the LGAs in Dar es Salam City Council. These included meaningful work, supportive leadership, positive relationships with colleagues, opportunities for growth, and a conducive work environment. 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 to secure better jobs following their dissatisfaction with the current ones, one respondent was quoted as saying:

> Allow me to answer your query based on my personal experience. To be honest, I didn't feel that my work at the Dar es Salaam City Council's LGAs was fulfilling my lifelong desire of living a better life, thus I wasn't happy with it. It was also quite uncommon to receive any other cash compensation throughout the year in addition to wages. My life became unbearable since I had to take out a loan in order to simply pay the rent on my residence. Consequently, I had to hunt for a better work.

From the above quotation, it is clear that organisations that prioritise creating a positive workplace culture, addressing employee concerns, and fostering a sense of purpose and fulfilment in employees' roles are more likely to retain their talent and reduce turnover rates. These remarks are consistent with the Khamis (2020). This scholar admitted in his study that most employees in Zanzibar puplic sectors were compelled to turn over due to the absence of support from Tanzania's government institutions. Generllay's absence of job satisfaction had a negative implication for Zanzibar, as he continued to claim that most employees' desire was to find a better job.

Organizational Culture and Values

Organisational culture and values play a significant role in shaping employee motivation and retention. Employees are more likely to stay with an organisation that aligns with their values, beliefs, and work ethics. A strong organisational culture that promotes transparency, inclusivity, innovation, and integrity can enhance employee engagement and loyalty. Conversely, a toxic or negative work culture characterised by poor communication, a lack of trust, or discriminatory practices can lead to increased turnover as employees seek a more positive and supportive work environment. Organisations that prioritise building a positive and values-driven culture are more likely to retain their employees and create a strong sense of belonging and commitment.

In conclusion, in the section above, only substantial motivational factors were discoursed while those seemed irrelevant were not consulted because of missing reliability as employee turnover motivational factors. These findings reveal that, increasing timely promotions is coupled with decreasing likelihood of employee turnover intention in Dar es Salaam City Council.

4.5.2 Hygiene Factors Affecting Employee Turnover Intention in the Dar es Salaam City Council

Employee turnover is a critical issue for public organisations in Tanzania. This study sought to understand how hygiene factors can affect employee turnover in the Dar es Salam City Council. This was because the problem of turnover intention can effect productivity, morale, and overall performance. In this study, hygiene factors are those characterized by the ERG theory of Alderfer (1972). This motivation-hygiene theory specifies that hygiene factors as essential aspects of the work environment that, if lacking, can lead to dissatisfaction among employees. The findings of this study found that most employees in the Dar es Salaam City Council are pushed out of their jobs because of the following hygiene factors.

Low Salaries and Benefits

The findings indicated that 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. This assertation was supported by the findings from the interview when responding to a question about whether or not low salaries and benefits led to departure from the institute.

These findings are similar to the study by Muhoho (2018), which revealed low salaries to be one of the major factors in employee turnover. The findings that low salaries and benefits lead to employee turnover in LGAs of the Dar es Salaam City Council confirm what has been stated in Relatedness, and Growth (ERG) Theory that low salaries and benefits reduce employees' satisfaction. Consequently, they become dissatisfied with their jobs and start looking for alternative organizations. These findings need observance of the current global strategies by the 17 Sustainable Development Goals (17 SDGs). Goal No. 8 on Decent Work and Economic Growth (DWEG) seeks to promote a work environment free from any form of dissatisfaction that may lead to turnover and unemployment. A persistent lack of decent work opportunities, insufficient investments, and underconsumption 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.

The majority of the respondents, 50 (39%), confirmed that low salaries and benefits have led to employee turnover in the LGAs of the Dar es Salaam City Council. This implies that the salaries and benefits paid by LGAs of the Dar es Salaam City Council are low compared to other organisations. This was also reported by Mihajlov and Mihajlov (2016 that 15.8% of employees employed in public institutions in Serbia have the intention of quitting their present jobs. A similar study by Joarder and Ashraf (2012) in Bangladesh reported the same.

Late Promotion and Re-Categorisation

The findings of this sthudy revealed that late promotion and re-categoization of emploees as another moticvational factor affected employee turnover intention in LGAs in Dar es Salaam City Council. Comparable findings were drawn from the interview, in which the participants disclosed that certain workers had suffered from delayed promotions and reclassification. The respondents contended that some employees discover their names are

absent from the promotion or reclassification lists for the relevant year, even if they timely submitted the necessary requirements.

The study's findings were consistent with Surumbu & Kushoka's (2021) who also maintained that late promotion leads to employee turnover at the organisation. Another comparative study by Yeo *et al*, (2020) in Thailand, found that labour turnover was due to late re-categorisation of employee, irreconcilable salaries and responsibilities, lack of salary increase and lack of compensation due to career. Additionally, employees' job satisfaction was influenced by factors such as recognition, good relationship with the colleagues. Inadequate financial and non-financial rewards dissatisfy employees hence looking for supplementary jobs.

Lack of Incentive Scheme

The findings of this study also discovered that lack of incetive scheme as one of the factors affected employee turnover intention in the LGAs in Dar es Salaam. for example, most of strong evidence for these results comes from the interviews conducted with employees who left Dar es Salaam City Council voluntarily; these interviews also disclosed that some employees left the organisation due to a lack of incentives. An interviewee was quoted as following to support this information:

> *It gets worse for the Dar es Salaam City Council when it comes to offering incentives to its workers. Nothing is provided to staff members to encourage or sustain high performance. Only the most diligent workers possess self-motivation. Therefore, I might draw the conclusion that looking for a company with a strong incentive programme is another reason I left the organization.*

Moreover, the findings of this study are consistent with a study by Alharbi, *et al.,* (2022) that found that employee turnover in semi-autonomous companies in Zanzibar is caused by a lack of incentives. Additionally, the results are consistent with Maslow's hierarchy of needs theory, which holds that physiological needs—which are the same as existence needs—are significant human needs, and Alderfer's ERG theory, which lists existence needs as one of the groups of important human needs. When incentives are offered, employees are better equipped to meet these needs; when they are not, like in the Dar es Salaam LGAs, employees become dissatisfied and may look for other employment opportunities.

Weak Leadership and Supervision

The findings of this study uncovered that employees in LGAs in the Dar es Salaam City Council were affected by the nature of supervision. The majority of informants argued that the absence of quality supervision from managers and HR officers in LGA departments played a significant role in employee turnover. It was also noted that some employees who felt unsupported or micromanaged by their supervisors, especially by their heads of department and units, including the human resources officers, afflicted their tenure and hence decided to leave their job and began to employ themselves. According to Hammond & Nyarko (2019), effective leadership and management practices bring significant impact on employee motivation and turnover. Employees look to their leaders for guidance, support, and inspiration in the workplace. Beside this assertion, the findings of this study were supported by interviewees, when responding to the question on whether the institute's leadership practices have any contribution to employees' departures, one respondent said:

It is the administration of Dar es Salaam City Council's responsibility to do a self-evaluation of its methods, as they play a significant role in employee turnover. There is nothing to conceal. To be quite honest, a few of the management team members lack consideration and have a tendency to use their decisions and actions to torment their subordinates. Since we are fallible human beings, our tolerance is limited.

The above quote and the general findings of this study conform to what has been stated in the Existence, Relatedness, and Growth (ERG) Theory, which holds that leadership constitutes the hygiene factors that, once not provided to employees, make them dissatisfied with their jobs. It therefore calls for mitigating measures through noble leadership and good governance practices at work. This suggests that good leaders can solve employee turnover intention in and outside Dar es Salaam while bad supervison will always result into negative consequences, particularly in service delivery in LGAs across Tanzania.

In conclusion, hygiene factors discussed in this section based on the findings influenced employee turnover in the LGAs in Dar es Salaam City Council. Consequently, LGAs in Dar es Salaam must address these factors to ensure job satisfaction and retention. The LGAs should also provide competitive compensation and benefits, improving working conditions, offering job security, providing effective supervision. Lastly, there must be complince with puplic services and employment policies of Tanzania to reduce turnover rates and create a more engaged workforce.

4.5.3 Mitigations to Employee Turnover Intention in the Dar es Salaam City Council

In Tanzania, mitigating employee turnover is a significant challenge faced by organisations in Tanzania, as in many other countries. Mwita, & Author, (2018). This study aims to examine the mitigation strategies used by the Dar

es Salaam City Council to retain LGAs' employees, given that implementing effective strategies to reduce turnover can help organisations retain top talent, improve employee satisfaction, and enhance overall organisational performance. Here were some mitigation strategies found to be useful for reducing employee turnover in LGAs.

Training and Career Advancement

The study exposed that employee turnover intention could be solved through ensuring career training and career advancement opportunities. This mitigation is suggested to solve the increasing employee turnover intention in LGAs in Dar es Salaam City Council. Al-Qathmi and Zedan (2021) noted that an organisation with good career development opportunities and packages enhances retention. Thus, the present study specified that in order to resolve turnover intention, there must be enough career development opportunities, including, for example, investing in employee growth and development by providing training programmes, workshops, and opportunities for career progression. Further studies also reported the same. For example, a study by Akgündüz and Eryılmaz (2018) also underlined that creating a clear career path for employees and offering opportunities for skill development and promotion can, thus, increase their productivity. Similarly, another study by Muhoho (2018) revealed that improving working conditions by increasing training opportunities would ensure a safe and comfortable workplace, thus addressing any issues related to workplace safety and promoting a healthy work-life balance. Consequently, LGAs like Dar es Salaam City Council should create a positive and supportive atmosphere for their employees in order to boost working morale.

Employee Recognition and Reward Programmes

The study findings further underscored that LGAs in the Dar es Salaam City Council must be grateful to their employees by offering them rewards and gifts to make them feel respected and boost their performance. This was because most of the interviewed employees from the LGAs were against being appreciated despite their full potential in the LGAs' departmental work. This implies that when some employees discover that they are not respected and appreciated, they begin to think of leaving their jobs. This study's observation was also in the same line as that given by Govindaraju (2018):

Recognition and reward programmes to appreciate employees for their hard work, achievements, and dedication to the ganization. In addition, Hammond and Nyarko (2019) specified that rewarding outstanding performance through bonuses, incentives, or other forms of recognition has been critical to discouraging employee turnover in most developing countries. In this regard, it can be argued that acknowledging employees' contributions and exceptional performance can boost morale and loyalty. The implication of these findings in LGAs is very positive since it will ensure that qualified employees remain working in their LGA departments.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusions

This study examined the factors contributing to employee turnover in Tanzanian public sector organizations, particularly within the Local Government Areas (LGAs) of the Dar es Salaam City Council. It found that high turnover rates negatively impact organizational performance, emphasizing the need for improved working conditions and regular evaluation of human resource policies. Both financial and non-financial factors significantly influence employee satisfaction, particularly in the context of Tanzania and other African nations.

5.2 Recommendations

To mitigate employee turnover, LGAs should enhance salary structures and benefits to stay competitive. Improving leadership and supervision through targeted development programs is crucial. Providing training and development opportunities, along with timely promotions, will empower employees. Upgrading infrastructure and introducing incentive schemes will further boost job satisfaction. Regular employee feedback through surveys will help identify areas for improvement, fostering a more stable and engaged workforce.

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