

Employees' Retention Strategies and Job Satisfaction in Local Government Authorities in Tanzania: A case of Tabora Municipal Council

Abstract

The problem of Job Dissatisfaction among the employees is very common in Tabora Municipal Council that leads to poor performance among the employees. In response to the problem, the current study had the main objective that aimed to assess the impact of employees' retention strategies towards job satisfaction in Local Government Authorities in Tanzania, Tabora Municipal Council being a case study with three specific objectives namely; to identify Employees' Retention Strategies available for job Satisfaction in Tabora Municipal Council, to examine the challenges facing the implementation of Employees' Retention Strategies for Job satisfaction in Tabora Municipal Council as well as to investigate the relationship between Employees' Retention Strategies and Job Satisfaction in Tabora Municipal Council. The study was guided by the two theories namely;- Herzberg's Two-Factor Theory and Alderfer's ERG Theory to guide this study effectively. The study employed a mixed method and a case study design. The study involved a sample size of 98 respondents which was the whole entire population with the Purposive Sampling Technique. Data were collected through questionnaires and interviews. Data analysis methods were descriptive statistics and content analysis. The study findings discovered that there is a need for the organizations of today that need to enter in competitive advantage that they must invest in employees so that to create job satisfaction that in turn leads to good employee performance. The study concluded that the problem of job dissatisfaction has affected many employees particularly from public sector organizations. Thus the government must support these organizations by implementing the existing government policies related to HR Policies. The study recommends policy makers at the Ministry of Public Service and Good Governance to adhere the decentralization by devolution HR policies by allowing the stakeholders to participate fully in the policy formulation process and implementation of the HR Policies which are friendly to employees.

Key Words: Employee Retention, Job Dissatisfaction, Employee Performance

Employee, Job Satisfaction.

1. INTRODUCTION

Retention is a situation whereby an organization creates a conducive environment to motivate employees to remain for a long time in an organization (Michael, 2008). This means that the employees remain comfortable without thinking about leaving the organization on the basis of various movements from the particular organization to the other organization through quitting or transfer by their own decisions. Basically, retention involves people related issues. For example, compensation and benefits, hiring, administration, organizational development, employee motivation, wellness, benefits, safety, communication, performance management, and training are merely dealt by this strategy. The public sector has been experiencing a serious incidence of employees' turnover due to Job dissatisfaction specifically Local Government Authorities and development of the rate of turnover has been increasing day by day [72,73,74,75]. According to Mehta *et al*, (2014) argued that in business industry the employee retention strategy now days is becoming the top priority of most of organizations due to increasing competition in various businesses. Worldwide the retention of skilled employees has been a serious concern to management. The desired critical measures for retention of employees have therefore become strategic to sustainable competition among organizations in a globalizing economy. According to Samuel, (2008) stated that this development has dramatically changed human resource practice in the area of attracting skilled employees into organizations, and most importantly is the strategy for retaining them . Globally, talent is increasingly scarce in 2015; the percentage of talent shortages reported by global employers was at a seven-year peak (38%). Employers in Japan, Peru, Hong Kong, Brazil, and Romania reported the most difficulty filling open jobs.

In the United States, employee turnover is on the rise nearly 59 million employees left their jobs in 2015. In the same year, almost one quarter (33.4 million) of US employees voluntarily quit their jobs. Almost two-fifths (37%) of US employees are thinking about leaving their jobs, an increase of 33% since 2011. According to Schawbel, (2016) explains that the biggest priority, and concern, for business leaders in 2017 will be retaining employees in a competitive talent marketplace. It is said that 87% of employers said that improving retention is a critical priority for their organization. In addition, the United States (U.S.) unemployment rate has been reduced to 4.6% and employee salaries are projected to grow by 3% in 2017.

According to Shields, (2007), discusses that in United Kingdom (UK), recent years the British National Health Service (NHS) has experienced an acute shortage of qualified nurses. This has placed issues of recruitment and retention in the professional high on the political agenda. It is found that Nurses who report overall job dissatisfaction with their jobs have a 65% higher probability of intending to quit than those reporting to be satisfied with their jobs. However job dissatisfaction with promotion and training opportunities are found to have a stronger impact than work load or pay.

Tanzania specifically in Tabora Municipal Council is not an exception to the challenges in retaining workers particularly those who are newly employed. To some the working environment is not good, but also there is low morale of work due to lack of motivation. Other challenges include; lack of dedicated human resource planning, lack of incentives and retention scheme (URT, 2013).

According to URT, (2009) explains that the government through the ministry of health and social welfare came with the program known as Selective Accelerated Salary Enhancement (SASE) as the retention strategy for health workers. On that program the gross salary of some of the health workers was increased by thirty six percent (36%) in the year 2005. Thus all those health workers who were excluded from the program lacked Job satisfaction in most of health centers.

Different policies, laws and practices such as the Public Service Act, 2002, Public Service Regulations, 2003, Public Service and Incentive Policy, 2010, National Health Policy and many others were established to ensure good working environment for employees' retention in both public and private sectors in Tanzania. Despite all the efforts made by government, still there is existence of severe job dissatisfaction among the workers in most of working areas which results into high rate of turnover in most public and private organizations.

The experience has shown that these government initiatives toward retentions strategies have been in vain. Thus in the view of this observation that illustrates clearly the challenges and some sort of bottlenecks of handling and retaining workers worldwide, African context as well as in Tanzanian context, this study will mainly focus on the Impact of Employees' Retention Strategies on Job Satisfaction in Local Government Authorities in Tanzania. A Case of Tabora Municipal Council.

1.1 Statement of the Problem

Basically, employees are the most valuable resource in any organization for that matter special treatment is required to retain them. Employee retention especially of the best and most desirable ones is a key challenge in organizations today. The main purpose of retention is to prevent the loss of competent employees from leaving the organization as this could have adverse effect on productivity and profitability. There is significant economic impact when an organization loses any of its critical employees especially given the knowledge that is lost with the employee's departure. The impact of poor retention techniques on organizations often engenders far reaching consequences and at the extreme, may imperil the efforts to attain organizational objectives, for that reason the organizational leaders must develop clear strategies for attracting and retaining good employees. (Holthom et al, 2005).

The Tanzanian government has recognized the role of retaining employees by enacting various employee and labor relations laws, policies and procedures. For example the government enacted the following employee and labor relations laws; **The Constitution of**

United Republic of Tanzania, of 1977, The Fair Competition Act, (RE: 2002), Insurance Act, The Company Act, of 2002, The Law of Contract Act, (RE: 2002), Employment and Labor Relations Act, 2004 and Employment and Labor Relations (Code of Good Practice) Rules, 2007 whereby all these address number of issues including financial and non-financial incentives as motivational strategies to keep employee movement from one organization to other organizations. These laws and policies have defined other employee benefits which are imperative in increasing employee working morale at the work places. However, having such policies and regulations within organizations has not stopped movement of employees from one organization to another organization.

Despite the efforts done by government of URT, yet the government has not managed to solve the problem of employees' Job dissatisfaction leading to the shortage of workers in the public sector. Several employees continue terminating employment contracts and being employed in other sectors (URT, 2013). The job dissatisfaction has many effects in the public sector involving public organizations in the country. These side effects include; poor employees' performance, low productivity, absence of good morale among the employees as well as presence of employees' turnover. Employee turnover occurs when employees leave their jobs and must be replaced. Replacing exiting employees is costly to organizations and destructive to service delivery particularly in public sector organizations. According to URT (2013) Shortage of movement of workers from one organization to another had been stated earlier not only affects the delivery of public service in the country but also affects the achievement of the Millennium Development Goals (MDG).

Basically, many studies have been conducted on Employees' Retention Strategies (ERS) including; factors influencing employee retention in Health sector, in Geita District Organization written by Mahagura (2016), the factors influencing employee retention in Tanzania's public and private sector written by Muhoho (2014), and the strategies for employee retention in public organization in Mpanda District Council written by Nkuba (2013).

All these researches and many other studies were conducted outside and inside Tanzania but no study was conducted in Tabora Municipal Council pertaining to the impact of ERS on Job Satisfaction. Despite many studies that have been conducted, there is no study which focused much on the Impact of Employees' Retention Strategies on Job Satisfaction in Public Organizations in Tanzania, specifically Tabora Municipal Council which is among the public organizations that faces severe problem of job dissatisfaction that causes movements among the employees particularly through transfer to the other organizations at the end of each year. Therefore, there is no literature that shows that there is a research that was conducted in Tabora Municipal Council. Thus, to fill this gap the study was interested to conduct a study on this subject matter and this context.

1.2 Objectives of the Study

The main objective of this research paper was to assess the role of Employees' Retention Strategies on Job Satisfaction in Local Government Authorities in Tanzania, a case of Tabora Municipal Council. Specifically the study attempted: to identify Employees' Retention Strategies available for job Satisfaction in Tabora Municipal Council, to examine the challenges facing the implementation of Employees' Retention Strategies for Job satisfaction in Tabora Municipal Council and to investigate the relationship between Employees' Retention Strategies and Job Satisfaction in Tabora Municipal Council.

1.4 Scope of the Study

Basically, this study assessed the role of Employees' Retention Strategies on Job Satisfaction in Local Government Authorities in Tanzania, a case of Tabora Municipal Council in Tabora region. In terms of depth of investigation, this study investigated the three specific objectives as stated before. This study was guided by two theories namely, Alderfer's ERG Theory and Herzberg's Two-Factor Theory. Basically, it was difficult to conduct this study across the entire country by using the mixed research approach due to time constraints, population size, and geographical distribution.

1.3 Significance of the Study

In normal understanding, this research will always be a beneficial as illustrated below; Firstly, beneficial to Policy Makers. This study will benefit the government policy makers in policy making process and advocacy for the benefits of all stakeholders in both private and public sector organizations. These policy makers will use the findings of this study to formulate different required different employee's retention policies as well as National Public Service Policies for both public and private organizations. Secondly, beneficial to Academicians. This study is expected to make some contributions to the academicians and expanding literature on issues related to assessment of the impact of employees' retention strategies on Job satisfaction in Local Government Authorities in Tanzania. Thirdly, beneficial to Practitioners. The study can also be highly beneficial to practitioners, such as HR Managers and Directors, Executives, HR Officers and HR Practitioners who are directly involved in the implementation of employees' retention strategies in working areas in both public and private sector organizations.

Fourthly, beneficial to Researchers. The study can also be highly beneficial to researchers who are interested in exploring the impact of employees' retention strategies on Job satisfaction in Local Government Authorities in Tanzania. Lastly, beneficial to the Community. Finally, the study can also be highly beneficial to the community, as it provides insights into the best employees' retention strategies needed by the contemporary organizations in their locality. The findings of the study can inform community members

about the best strategies of reducing high turnover rate and creation of job satisfaction particularly in public sector organizations.

2. LITERATURE REVIEWS

2.1 Theoretical Framework

The current study adopted two relevant theories namely; Herzberg's Two-Factor Theory and Alderfer's ERG Theory.

2.1.1 Alderfer's ERG Theory

Alderfer (1989) ERG Theory was developed between 1961 and 1978, during which the theorist empirically tested data to hone the theory's major tenets and published scholarly material. ERG is a motivational construct concerned with understanding the factors that contribute to individual human behavior.

ERG theory groups human needs into three broad categories: Existence, Relatedness, and Growth (ERG) as illustrated well below;

a) Existence Needs

The Existence Needs normally combine the physiological and safety needs of Maslow's model such as the need for food, shelter, and safe working conditions. The existence needs are satisfied by material incentives. These needs include the basic survival needs of human beings, needs for physical and psychological safety from threats to people's existence and wellbeing.

b) Relatedness Needs

The Relatedness Needs normally include social and esteem needs, which are derived from other people that surround you and your contexts. According to Sarkar (2016) the relatedness needs include relationships with other people, receive public recognition, and feel secure around people. These needs are satisfied by personal relationships and social interactions.

c) Growth Needs

Basically, the Growth Needs consist of a person's self-esteem through personal achievement as well as the concept of self-actualization. These needs are similar to Maslow's self-actualization needs. This need involves persons making creative efforts to achieve full potential in the existing environment. More on that, these needs will be satisfied only if an individual involves himself in the activities of the organization and searches for new challenges and opportunities. Therefore, in nutshell, the ERG Theory is also suitable and relevant in understanding the impact of employees' retention strategies on Job satisfaction in Local Government Authorities in Tanzania.

2.1.2 Herzberg's Two-Factor Theory

One widely used theory about employee's retention strategies or motivation and job satisfaction is the two-factor theory developed by Herzberg (Hilmi, Ali, and Nihal, 2016). Herzberg (1959) interviewed 203 employees to determine what made them satisfied and dissatisfied on the job, and used the findings to develop the two-factor theory. Generally, this theory explains the concepts of the necessary employees' retention strategies that are supposed to be employed by various organizations so as to reach to the competitive advantage. According to Herzberg's (1959) found aspects of the job that affected employees' level of job satisfaction related to the nature of the work performed. Herzberg identified company policies, supervision, technical problems, salary, interpersonal relations on the job, and working conditions as factors that affect job satisfaction. Herzberg also found other job characteristics such as achievement, competency, status, personal worth, workplace assessments results, and self-realization all affected employees' levels of job satisfaction. Finally, Herzberg found some workers were dissatisfied because they had received a negative workplace assessment. According to Herzberg, managers need to eliminate the dissatisfaction by doing the following: fix poor and obstructive company policies, provide effective supportive and non-intrusive supervision, create and support the culture of respect and dignity for all team members, ensure that wages and salaries are competitive, provide job security as well as build job status by providing meaningful work for all positions.

Basically, Frederick Herzberg's two-factor theory has its application and relevance in understanding the essential factors that motivate the employees. The two-factor theory of motivation explains the factors that employees find satisfying and dissatisfying about their jobs. These factors are the hygiene factors and motivators.

2.2 Empirical Literature Reviews

The study by Cole (2013) on the employee retention practices in Tesco and Sainsbury organizations in United Kingdom. This particular research was conducted in order to compare the employee retention practices of Tesco and Sainsbury in United Kingdom. The study was conducted through triangulation methodology. Qualitative and quantitative data tools were employed for comparing the employee retention practices of both competitors. Primary data has been collected through a survey which is conducted through a close end questionnaire. A sample of 100 employees has been selected through convenience sampling technique. The survey generated a response rate of 93%. The findings of the research suggest that Tesco has been more effective in its employee retention practices as compared to Sainsbury. Tesco adopts long lasting and effective tools for employee retention whereas Sainsbury looks for short term gains. The research found that in Tesco, management role, high salaries, extra benefits, and good working environment has been created for influencing employees to stay with the organization for a long time.

The study by Kafyeta (2015) on the factors that influence job satisfaction in Local Government Authorities in Tanzania, using Tanzania Electric Supply Company (TANESCO) Limited as a case study. The objective of the study is to determine the factors which influence employees' job satisfaction at work places. Therefore, data were collected using questionnaires, oral interviews, and observations. Questionnaires were distributed to 210 respondents who yielded a 100 percent response rate. The findings showed that most of employees were not satisfied with their jobs. The factors observed are satisfaction from job incentives, employees training and development, working environment, leadership, the extent of employees' involvement in decision making, fairness and equality of employees in promotion, and managers' leadership. As regards to management's strategies needed to ensure employees job satisfaction at work places, most employees were not satisfied with adequacy of efforts devoted by their organizations.

The study by Mahagura (2016) on factors influencing employee Retention in Health Sector at Geita District Organization revealed a lot of things. Interview and Questionnaire were used to analyze both Qualitative and Quantitative data by using thematic technique and presented in direct quotations with respect to research objectives and through tabular forms, with frequencies and percentages respectively. The data were coded and analyzed through Statistical Package for Social Sciences (SPSS version 16.0) computer programs. The study found that good working conditions at GDH have been influencing employee retention, whereby there are enough of working equipment's, job security, job scheduling variations which facilitate a healthier balance between work and personal obligations, employee's suggestions and grievances are considered, also there are staff houses. Employees are compensated and satisfied with overtime allowance, leave allowance, health insurance, and the retirement benefits such as Pension, Provident Fund and Gratuity. Also majority of employees are satisfied with the training and development opportunities available at GDH. The GDH retains its employees to a great extent since they have high rate of retention.

The study by Ghansah, *et al* (2011) on the retention practices in Accra Brewery Limited (ABL) in Ghana. This study focused on retention practices in Accra Brewery Limited (ABL), from the point of view of its employees and what role retention plays in their job performance. The study personally administered the questionnaire. Respondents were allowed sufficient time of five working days to complete the questionnaire. The questionnaires contained a series of structured questions which were related to the research work and directed to respondents with the aim of gaining first-hand information. The questionnaire consisted of both open ended and close-ended questions. A sample population of thirty employees comprising of senior and junior level staff in the various departments was used. Eight (8) out of the thirty (30) employees, representing 26.67%,

were satisfied with the retention practices of ABL. The study confirmed that lack of advancement opportunities, work-life balance, lack of reward and recognition and salary and remuneration were more common reasons for departure among all employees.

The study by Chiboiwa, *et al* (2009) on employee retention strategy in medical laboratory companies in Zimbabwe was a case study of a major private sector in medical laboratory company in Zimbabwe. The study aimed at achieving the following objectives: identify the causes of employee turnover in the organization, examine the current retention practices in the organization, establish the effectiveness of the practices, and attempt a workable retention practice that could reduce the high rate of employee turnover in the organization. Qualitative research design was employed using structured interviews as well as administering research questionnaire to all category of employees. The total population of the organization nationwide comprised of 3820 employees with a sample size of 2240 respondents. The result of the research showed that labor turnover is higher amongst non-managerial employees. Similarly, majority of the employees would soon quit the organization and lastly, the high rate of employee turnover in the organization is largely attributed to poor reward system administration.

The study by Muhoho (2014) on the factors influencing employee retention in Tanzania's public and private sector, revealed that there is a high rate of turnover in Tanzania's work organizations and that those who stayed in the same organization were from Local Government Authorities particularly higher learning institutions. The purpose of the study was to reveal and assess the factors perceived by employees as forces influencing retention at the workplace in each sector and investigating employers' psychological factors and different methods used by the organizations in retaining their best employees in each sector. The study used semi-structured, closed and open ended questionnaires, Focus Group Discussions, Key informants as well as review of documents from various libraries and online resources. This study used a sample of 60 respondents drawn from ten (10) selected organizations. software Package for Statistical Science (SPSS) version 20.0 and excel. The study findings revealed that there is a high rate of turnover in Tanzania's work organizations and that those who stayed in the same organization were from Local Government Authorities particularly higher learning institutions. The study also revealed that, low salaries and benefits were the main reason for leaving.

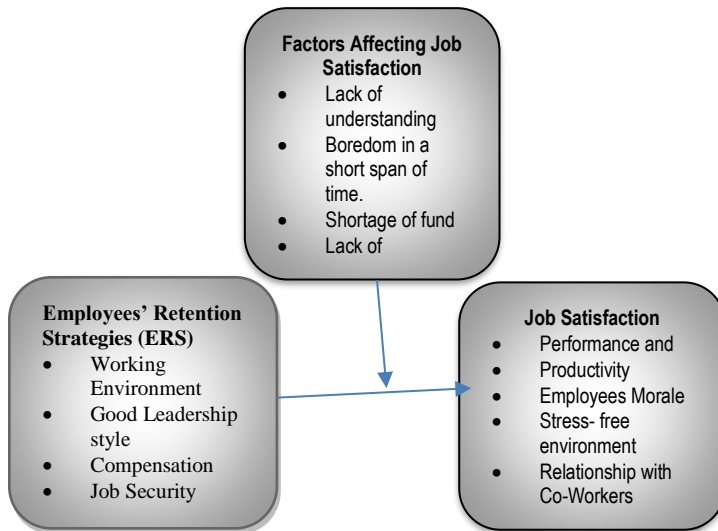
2.4 Research Gap

Generally, there is a research gap which has been identified after reviewing different literature ranging from knowledge, Contextual, theoretical and methodologies used to time as well as the nature of organization studied.

2.3 Conceptual Framework

According to Kombo and Trompo (2016) define conceptual framework as a research tool intended to assist the study to develop awareness and understanding of the situation under scrutiny and to communicate with it. Basically, conceptual framework indicates the main things to be studied such as key factors, constructs or key variables to be studied. The study developed a framework that indicates a relationship of variables based on the assumptions derived from the reviewed literature.

Figure 1: The conceptual framework showing the employees' retention strategies in relation to Job satisfaction.



Source: Researcher, 2024

3. RESEARCH METHODOLOGY

The study was conducted in Tabora Municipal Council which is located in Western zone, part of Tanzania. Basically, the researcher chooses to conduct his study in Tabora Municipal Council because it is the council that save a lot of people from different departments, sections and units around the whole city. Therefore, as far as the town encompasses different employees from both public and private sectors, it not separated

from administering employees' retention strategies in relation to job satisfaction. This study applied descriptive research design. Descriptive research design seeks to describe one or more variables. Descriptive design is used when little is known about the studied problem. The descriptive research design was suitable for this study as it allows the researchers to collect and analyze both qualitative and quantitative data from multiple sources to provide a holistic view of the topic. This study applied mixed method research approach. According to Creswell (2014) mixed method research approach uses both qualitative and quantitative methods to collect and analyze data in a single research study. According to Tashakkori and Teddlie, (2010) allows researchers to leverage strengths of both qualitative and quantitative methods, enabling the researcher to gain comprehensive understanding of the research problem.

The study based on the population 98 employees of the Tabora Municipal Council headquarters. Therefore the targeted population for this study included the following categories; Principal Staff, Heads of Department staff, Senior Staff and Junior Staff who work at the headquarters of Tabora Municipal Council. Given that the study population is small, the proposed study used the entire population as its sample totalizing 98 respondents. The justification for using the entire population is based on the suggestion provided by Zaid (2019) who asserted that the entire population can be investigated when there is as small population size.

This study collected data by using the following data collection methods namely, interviews, questionnaires, documentary, and observations as recommended by Zozus, (2020). This study used questionnaire to collect data from 67 respondents. The questionnaires were composed of closed-ended items that are coded by using 5-point Likert Scale for rating responses. The scale included the following closed ended choices: 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree. The researcher conducted 23 in-depth interviews. In this study, an observation discovered different behaviors and contexts which will enable the researcher to be more familiar with the research purpose. Observation is very important because it helps the researcher to discover the reality of the phenomenon. Basically, through Documentary reviews the researcher passed through official documents such as records, Government Policies, Different Government Guidelines, published Articles, books, Online Resources and annual reports pertaining to employee retention strategies to get the required data. This method helped the researcher to get more literature and to understand the magnitude of the problem in previous times and how it had increased (Kombo and Tromp, 2006) Both qualitative and quantitative data were analysed effectively. According to Kothari, (2004) data analysis refers to the process of editing, classifying, and tabulating collected data. The Statistical Package for Social Science Version 23 (SPSS) computer program was applied for analysis and all responses organized on the basis of the research questions. Therefore the qualitative data was analysed using thematic or content analysis

by transcribing and organise into codes, then themes developed according to the main research questions. Whereas, the quantitative data was analysed using descriptive statistics such as Numbers, Frequencies, Means, Standard Deviations, Percentages. The output was given according to the research question and presented effectively in terms of tables and figures.

Generally, this study validated data collection instrument by using content validity. Content validity assesses whether the items or questions in a questionnaire or interview guide accurately and adequately measure the construct or concept of interest in line with research questions. The questionnaires for this research was pilot- tested to the employees including the Principal staff, Heads of department staff and other normal Staff through the interview and results will be used to modify the questionnaires so as to be able to capture the required information or data pertaining to the impact of employees' retention strategies on Job satisfaction in Local Government Authorities in Tanzania.

The reliability of the instruments that was used to collect data was assessed effectively. Basically, the instruments should produce consistent results when administered multiple times, and the results should be replicable across different contexts. A pilot study was done on small sample 10 participants who were representatives. Then, the data from pilot study were entered on SPSS. Therefore after that, questionnaire were considered reliable for data collection. Basically, all ethical issues of research were adhered to in this study. These issues include; getting data collection permit from the Institute of Accountancy Arusha and Tabora Municipal Council. Furthermore, the researcher ensured that data were collected and will be used for the purpose of the study only.

Table 1. Distribution of Target Population

Categories of Population	Number	Number of Population Reached	Data Collection Methods
Principal Staff	10	10	Interview
Heads of Department staff	13	13	Interview
Senior Staff	30	30	Questionnaire
Junior Staff	45	37	Questionnaire
Total	98	90	

Source: Researcher (2024)

4. FINDINGS OF THE STUDY

The study included 90 out of 98 respondents who took an active part in both the interviews and the questionnaires administered to them. The 92.8% response rate highlights an outstanding level of participation and commitment in this study. The challenges just occurred to 8 respondents (8.2%) who were not found by the researcher during the data collection process in the field. In the same view, there is a clear concurrence with the ideas of Oscarsson, & Arkhede, (2020) who added that, high response rate in social studies reduces the chance of having bias data. This indicates that, questions used to collect information from both quantitative and qualitative data were well understood hence can be applicable for further action in Tabora Municipal Council as the case study and other areas with similar characteristics.

4.1 The Employees' Retention Strategies available for job Satisfaction in Tabora Municipal Council

Specifically, this objective in this study intended to identify various employees' retention strategies that were available and being implemented effectively by the management of Tabora Municipal Council. Thus, the responses from respondents were obtained from both questionnaires and interviews that eventually the study was able to identify the employees' retention strategies available in this organization. According to the findings the respondents were tasked to answer the questions related to the availability of the following;- Salaries, Benefits, Rewards and Recognition, Good working environment, Good leadership, Training and Development as well as Promotional opportunities. Therefore through the findings it was discovered that it true that to some extent the Tabora Municipal Council administer Employees retention strategies but the challenge is that they are not implemented effectively as they were planned. For example during the interviews held to the top management staff as the key informants stated that;-

“reviewing salary on regular basis, improving employee relations, increasing employee benefits, training and development were frequently mentioned to be methods used by the management to retain our good employees.....”

Table 2 illustrates more about these findings;-

Table 2. The Employees' Retention Strategies available for job Satisfaction in Tabora Municipal Council.

S/n	Statement	Agreement level				
		Strongly disagree	Disagree	I don't know	Agree	Strongly agree
01	You are satisfied with the Salary package provided by Tabora Municipal Council	18.9 %	47.6 %	3.9%	10%	19.6%
02		15.0 %	41.3 %	10.4 %	17.8 %	15.5%
03	Management of Tabora Municipal Council provides various Benefits to the employee	12.9 %	42.1 %	10.2 %	15.7 %	19.1%
04	Employees of Tabora Municipal Council who are performing well are given Rewards and Recognition	4.2%	45.3 %	5.6%	26.6 %	18.2%
05	Management of Tabora Municipal Council have Good Leadership to the employees	4%	48.3 %	25.5 %	14%	8.2 %
06	There is Good Working	15.6 %	18.8 %	6.8%	42.2 %	16.6%

	Environment in Tabora Municipal Council					
07	Management of Tabora Municipal Council have provides Training and Development to the employee	10%	48.3 %	11%	15%	15.7%

Source: Field Data (2024)

4.2 The challenges facing the implementation of Employees' Retention Strategies for Job satisfaction in Tabora Municipal Council.

In this objective, the study also specifically, intended to assess the factors or challenges that the management encounters in the whole process of administering and implementing the employees' retention strategies Tabora Municipal Council. According to the study findings obtained from the respondents the following are the challenges;- budget constraints, competition among the pension schemes, poor implementation of government policies on employees' retention strategies, meeting the demands of employees' expectations, competition in the labour markets as well as he presence of negative attitude among the employees towards non-monetary employees' retention strategies. Therefore, it is necessary to design a system of employees' rewards and incentives which is focused on the abilities, skills, and task achievement of an employee to upsurge their performance and commitment. Table 3 illustrates more about these findings;-

Table 3. The challenges facing the implementation of Employees' Retention Strategies for Job satisfaction in Tabora Municipal Council.

SN	Statements	Agreement level				
		Strongly disagree	Disagree	I Do Not Know	Agree	Strongly Agree
01	The competition among the pension schemes affects the implementation of Employees' Retention	15.6%	13.3%	13.5%	26.9%	22.4%

	Strategies in Tabora Municipal Council					
02	The management of Tabora Municipal Council sometimes fails to meet the demand of employees expectations	19.1%	26.6%	6.6%	35.8%	18.9%
03	The competition in the labour market affects the implementation of Employees' Retention Strategies in Tabora Municipal Council	10.9%	8.7%	15.2%	36.6%	20.3%
04	Most employees like and accept Non-Monetary Employees' Retention Strategies in Tabora Municipal Council	19.8%	48.3%	8.3%	7.7%	5.2%
05	Budget Constraints is among the challenges affecting the implementation of Employees' Retention Strategies in Tabora Municipal Council	13.6%	18.2%	14.6%	32.8%	20.6%
06	There is good implementation of Government Policies on Employees' Retention Strategies in Tabora Municipal Council	4.1%	49.1%	11.9%	18.9%	15.8%

Source: Field Data (2023)

4.2 The Relationship between Employees' Retention Strategies and Job Satisfaction in Tabora Municipal Council

Specifically, this objective in this study intended to investigate the relationship between the employees' retention strategies and job satisfaction in Tabora Municipal Council. Thus, from the responses of respondents, it shows that there is significant close relationship between the presence of employees' retention strategies and existence of job satisfaction among the employees in Tabora Municipal Council. Hence, the study findings revealed that when there is no or poor implementation of employees' retention strategies in organization results into job dissatisfaction which eventually leads to high rate of employees' turnover. The findings show that Satisfaction can be in the following ways;- satisfaction with salary package, satisfaction with rewarding system, satisfaction with working environment, satisfaction with the working facilities, as well as satisfaction with the benefits. Table 4 illustrates more.

Table 4. The Relationship between Employees' Retention Strategies and Job Satisfaction in Tabora Municipal Council

SN	Statements	Agreement level				
		Strongly disagree	Disagree	I Do Not Know	Agree	Strongly Agree
01	The Tabora Municipal Council provides good and enough working facilities to the employees	9.8 %	51. 2%	12. 5%	16. 5%	16. 7%
02	You are satisfied with the Salary package provided by Tabora Municipal Council	5.6 %	52. 6%	11. 2%	13. 3%	17. 3%
03	You are satisfied with the Rewarding System administered by the management of Tabora Municipal Council	18. 4%	53. 8%	2.1 %	6.3 %	11. 6%
04	The working environment of	8.4 %	13. 2%	20. 1%	25. 8%	32. 2%

	Tabora Municipal Council is good and hence the employees have been satisfied.					
05	The Tabora Municipal Council provides good and enough Benefits to the employees which make them comfortable without thinking about leaving the organization.	9.5 %	51.3%	14.6%	15.5%	10.8%

Source: Field Data (2024)

4.4 Discussion of the Findings

The main purpose of the study was to assess the employees' retention strategies towards job satisfaction in Local Government Authorities in Tanzania, Tabora Municipal Council being a case study. As it was illustrated earlier that the current study had three specific objectives to answer the research questions.

Firstly, the study findings show that the employees in Tabora Municipal Council were not satisfied because of poor implementation of employees' retention strategies. According to the study findings, some of the employees through the questionnaires responded that they did not recognize if at all there was any employees' retention strategy applied in Tabora Municipal Council. Some of them responded that there were some of employees' retention strategies written in various documents and kept in the offices but were not implemented effectively in the organization. Thus, the findings above concur with those by Chew (2004) who did the study findings on the influence of human resources management practices in retention of the core employees of the Australian organizations.

Secondly, on the findings of factors affecting employees' retention strategies in Tabora Municipal Council, it was interested in understanding challenges which were facing the organization in the whole process of retaining its best performing employees. The responses from the interviewed employees revealed that budget constraints is the greatest challenge that faces the management in retaining the employees, the reason behind is that enough fund is needed to ensure that the employees in the organization are provided with good salaries, all important benefits as well as enough compensation packages as well as other challenges as explained before. Lastly, the findings on the relationship between employees' retention strategies and job satisfaction in Tabora Municipal Council revealed that there is significant close relationship between employees' retention strategies and job satisfaction in the organization. According to the responses from respondents which were drawn from both questionnaires and interviews, the truth is that if there were employees' retention strategies in Tabora Municipal Council could help to attract and convince

employees to remain and work with the current employer for long time without distorting their job satisfaction. Also the presence of employees' retention strategies such as improved salaries, enough benefits, good working conditions as well as rewards and recognition could strongly improve the employee's job satisfaction and performance of employees in the organization as they feel comfortable to work with the management as results leads to maximum performance since there is good morale of work. This finding is merely supported by Omboi and Shadrack (2011) who argue that incentives such as rewards and recognition programs are used to reinforce an organization's value, promote an outstanding performance and foster continuous, learning by openly acknowledging role model and ongoing achievement.

5. CONCLUSION

Eventually, the study was able to identify the employees' retention strategies available in this organization such as presence Salaries, Benefits, Training and development, promotion opportunities and many others as elaborated clearly before. However the challenge is that all these have been stated in the organization's documents but not effectively implemented. Therefore still complaints persist among the employees as they are not satisfied with their jobs in their working area. More on that, through the findings of the study, it was discovered that the management of Tabora Municipal Council has tried to administer some Employees retention strategies. For example the findings shows that the management has established various employees retention strategies such as Salaries, Benefits, Training and development, promotion opportunities and many others as elaborated clearly before . However, it has been discovered that there are some of the challenges that affect the effectively implementation of the particular employees retentions strategies. The challenges mostly include issues like budget constraints, competition in the labour market, poor implementation of various government policies for ensuring employee job satisfaction at work places, presence of negative attitude among the employees towards non-monetary motivation and many others as illustrated more before. Lastly, the findings show that there is close relationship between employee's retention strategies and their job satisfaction in Tabora Municipal Council. The findings correspond with studies done by Lesabe and Nkosi (2007) and Ndelwa (2009) whereby all these studies underscore the importance of organizations making sure that they meet the needs and expectations of their employees by using monetary and non-monetary benefits as well as the inculcation of a corporate culture in the institution. Therefore, the organization needs to review its employees' retention strategies to increase workers' level of job satisfaction that may improve employees' performance as supported by Korantwi (2005) who stresses that positive factors such as better conditions of service, provision of means of transport, decent accommodation and attractive salary help to retain qualified employees in the organization.

6. RECOMMENDATIONS

From this study the following recommendations are made in order to bring job satisfaction and improving the working performance of employees particularly who are working in public sector organizations such as Tabora Municipal Council;-

- a) The Department of Human Resource Management of Tabora Municipal Council should formulate good Human Resource Policies and Practices by just considering a number of factors such as motivation, advancement opportunities, rewards, career development and compensation. These policies should be reviewed periodically to incorporate necessary changes due to changes in any changes affecting Human Resource Policies.
- b) More on that Pay and Promotion policies should be serious considered in Tabora Municipal Council in line with employees' expectations. Normally employees expect regular promotions and pay raise if they do the job well. Fair pay and promotions based on seniority list, job demands and employees' skills are common employees' retention strategies that result in job satisfaction which leads to employees' retention.
- c) Basically, Policy makers who are responsible people in the whole process of policy formulation should advocate for the development and enactment of legislation that supports the adoption and continuous improvement of government policies related to Human Relation and employee investments.
- d) The Management of Tabora Municipal Council should find more Stakeholders and Donors so that they can be financed and hence eventually gets enough funds for improving the employees' incentives scheme, training and development as well as working conditions such as providing employees with transport service and achieve its budgeted plans and organization objectives and goals.
- e) Also the Management of Tabora Municipal Council should make sure that On job and Off job trainings are conducted regularly at the hospital so that the employees are well equipped with various up to date technologies for the improvement of their performance at the work place. These programs are very important to both new and existing employees in the organization.
- f) More on that, the Management of Tabora Municipal Council should greatly consider the issue of Budget allocation for the better performance of employees. It should allocate at least 35% of the total annual Budget for Human Resource for employees training and development, reward and incentive scheme package to improve employees' job satisfaction and organizational performance in general.
- g) Lastly, the management style was a big issue which needs improvement as it was introduced by many respondents recommending that there is poor leadership as a factor affecting the employees working morale or job satisfaction in Tabora Municipal Council. Thus, this indicates the need for improvement in management style for the

purposes of enriching and making their work more interesting, attracting and rewarding.

- h) Finally, it would be advisable that the information presented in this study be put in good use not only for the present, but also for future human resource development in any organization in Tanzania, particularly on matters related to employees' retention strategies towards job satisfaction in general for the purpose of improving service delivery to the customers as well as development and growth of organizations in both public and private sector organizations.

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