

DETERMINANTS OF EMPLOYEE RETENTION IN TANZANIAN LOCAL GOVERNMENT: A STUDY OF NJOMBE DISTRICT COUNCIL

¹Mwakyusa Emmanuel Godfrey and ²Nyangweso Daniel Bakari

¹Department of Development Finance and Management Studies, Institute of Rural Development Planning, Dodoma, Tanzania.

²Department of Regional Development Planning, Institute of Rural Development Planning, Lake Zone Centre, Mwanza, Tanzania.

Abstract: This paper adopted equity theory to investigate the factors of employee retention in Local Government Authorities (LGAs) with insights from Njombe District Council by using a cross-sectional research design. The study employed a mixed methods approach whereby qualitative was the major approach supported partly with quantitative approach. Data were collected from 60 randomly selected respondents and from 8 key informants. The study used survey and interview methods with questionnaires and interview guides as data collection tools respectively. The descriptive statistics was used to analyse quantitative data while the qualitative data were analysed by content analysis. The findings posit that, basic salary/pay rate, fringe benefits, training and development opportunities, existence of chances for career growth and development and adequacy of working facilities and resources are the leading factors in LGAs employees' retention. Consequently, the study achieved its objectives and determinants for employees' retention are well identified. The study therefore recommends that there should be harmonisation of salary and benefit schemes across the public sector in Tanzania as a means to mitigate the transfer of LGAs employees to other public sectors.

Keywords: Employees' Retention; Employees' Turnover; Determinants of employees' retention; Self-initiated Transfer

1.0 INTRODUCTION

This paper adopted Equity Theory to specifically document the perceived determinants of employee retention in Local Government Authorities (LGAs) of Tanzania basing on perceptions of employees. Retaining knowledgeable, skilled and experienced employees is an important ingredient into the management mix towards realizing organizational goals (Papa *et al.*, 2020). Employee retention as dependent variable for this study is significant and recognized by observing the longevity of employees to stay in the organization (Khalid, 2018). Most organisations across the developed and developing world remain the victims of high employees' turnover rate (Shah *et al.*, 2021). The experience from developed countries in Europe, Asia and America shows that lower employees' retention is a big issue of concern (Lazzari *et al.*, 2022). For example, Japan is facing the problem of retaining employees in the health sector whereby nurses' turnover issue in 2014 counted 11% with only 89% retention rate among nurses (Shah *et al.*, 2021). Over 14.84% of Chinese employees in different sectors are not satisfied with their work and are willing to leave their jobs voluntarily (Qiu, *et al.*, 2021). It is added that the problem of lower employees' retention rate increased in China among health workers especially nurses and doctors during the COVID 19 pandemic (Ding & Wu, 2023). Lower employees' retention has affected different organisations in European countries (Lazzari *et al.*, 2022). The problem in employees' retention is not a recent problem in Europe. For example, the Skill Need Britain recorded a retention rate of 84% in 1991 and 79% in 1995 while Asda, the UK's largest supermarket recorded a retention rate of 72% in 2001 and the UK's retention rate

was only 74% in 2001. Since then, the problem has not been solved in Europe as it was evidenced in over 30 European countries by 2022 (Lazzari *et al.*, 2022). Even in the Americas, particularly in the United States, it is reported that employees leaving their employers has now remained the life of the day (Huckman, 2014). An increase in contracting activity in federal agencies has constantly lowered the employee retention rate in the United States (Lee *et al.*, 2021). A number of healthcare professional teachers leave the profession within 3 years of work in the United States (Park *et al.*, 2019). Also, Indonesian organisations suffer from lower employees' retention rate and several companies lose important assets (knowledge, expertise, experience) whereby yearly employees' retention rate is only 84.2% with 15.8% of employees' turnover rate (Ferdian *et al.*, 2020).

The problem of lower employees' retention extends to most of African countries. For example, in Nigeria most employees are not satisfied with their jobs due to several factors including turbulent environment with professional rivalry leading to turnover which eventually lowers employees' retention in Nigeria (Durowade *et al.*, 2020). Ethiopia is also a vulnerable country of lower employees' retention whereby many employees are willing to leave their employers (Workineh *et al.*, 2020). It is reported that the majority of employees in Kenyan telecommunication industry are not satisfied with their jobs and are willing to leave their jobs (Syallow, 2019). The ghost of lower employees' retention has affected both the public and private sectors of Ghana especially the local government sector among healthcare professionals (Akuffo *et al.*, 2021). There is high burnout of employees in the local government sector of South Africa which is a result of job dissatisfaction caused by several economic, social and environmental factors including bullying problem (Koen *et al.*, 2020).

Similarly, lower employees' retention rate has lived for decades in Tanzanian local government sector. For example, from 2006/2007 to 2010 among 340 employed teachers in Sumbawanga District Council, 135 (39%) voluntarily left due to unfriendly working environment with poor working facilities, retirements and resignation (Kilimantinde, 2019). Over half (57.7%) of all primary school teachers in rural LGAs of Tanzania are extremely dissatisfied with their job due to large classes, large numbers of teaching subjects and inadequate in-service training (Pascal & Tangi, 2022). The lower retention rate does not only affect the education sector in LGAs; other departments are also affected and several employees leave the LGAs (Sirili & Simba, 2021).

The Government of Tanzania has put in place good conditions for LGAs to get and retain employees. For example, the Public Service Act No 8 of 2002 (URT, 2002) together with the Public Service Regulations of 2003 section 107 (1) as well as Standing Orders for the Public Service of 2009 Section J. 4 (1) (URT, 2009) allow the freedom of labour mobility in Tanzania which could allow the flow of employees from other organisations to LGAs but the LGAs have become the most vulnerable with high out migration of employees (Muhoho, 2014; Mrope, 2018). For example, the available data in five Councils of Njombe Region show that 36 employees left these LGAs to other public sectors in one-year 2018, and a total number of 119 employees left these LGAs within the five years from 2014 to 2018 while only one (1) employee was received by these LGAs from other public organisations. This is an alarming rate of LGAs to lose employees through voluntary transfer and needs retention measures (URT, 2018).

While most of researchers have studied general factors for employees' retention and turnover including Lee *et al.*, (2021) in the United States, Qiu *et al.*, (2021) in China, Mrope (2018) at Chunya District Council. Kilimantinde (2019) at Sumbawanga District Council, the studies on factors for employees' retention in local government sector particularly in Njombe District Council are scant. This study therefore assessed the factors affecting employees' retention in LGAs in Tanzania drawing experience from Njombe District Council.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

Equity Theory, created by J. Stacy Adams in the 1960s, suggests that people are driven by justice in resource allocation. One's input and outcome ratios should match those of others. For this hypothesis, the disparity in inputs and outcomes ratio makes employees to leave the organisations to other organisations with good ratios (Swarnaltha & Vasantham (2016). In this context, inputs include an employee's time, efforts, hard work, devotion, ability, tolerance, personal sacrifices, faith in superiors, skills, and more. Outcomes include work stability, esteem, compensation, perks, recognition, reputation, gratitude, and more. For this theory, Local Government Authority (LGA) workers leave for other organisations with better inputs and outcome ratios (Mousa *et al.*, 2020). The theory supports this study on the factors affecting employees' retention in local government authorities of Tanzania due to being still relevant as have been recently used in similar studies like Urme, (2023) and Mousa *et al.*, (2020) who applied it in studying employees' retention. There is a difference in inputs and outcome ratios between employees in Local Government Authorities (LGAs) and those in other organizations forcing the former to quit for other organizations with good ratios of inputs and outcomes.

2.2 Empirical Literature Review

Different organisations globally struggle to attract and retain employees but turnover is a big issue encountering the efforts (Shah *et al.*, 2021). Over 10 million employees leave their employers globally per year (Lazzari *et al.*, (2022). There are several factors affecting employees' retention documented in different countries ranging from developed to developing (Shah *et al.*, 2021). The factors affecting employees' retention vary from one country to another and from one organization to another:

Cole (2013) found that, keeping staff in UK public and commercial enterprises is a serious difficulty. This is due to need for recognition, lack of loyalty, looking for all types of benefits, career growth, work-life balance, caring environment, competitive compensation, and good reputation are the main reasons employees leave their jobs. In China Qiu *et al.*, (2021) found that over 14.84% of employees were not satisfied with their work and were struggling to leave their jobs due to job stress. Lazzari *et al.*, (2022) studied employees' turnover intention by using a sample of 18,322 employees from 30 European countries and found that employees' retention rate is not at 100% due to social, economic and environmental factors. Also, Ferdian *et al.*, (2020) examined the direct and indirect influence of work motivation and the affective commitment to the employees' intention to resign in Indonesia something which brought insight of retention of employees. The study found that lower retention rate of employees remained a harmful problem for many organizations in Indonesia. The major factor for lower retention rate was found to be looking for higher attractive remuneration. However, the findings from these Asian and European countries are closely linked to Equity theory as workers leave for other organisations with better inputs and outcome ratios. For example, from organisations with lower salaries to organisations with higher salaries as compared to energy, efforts and time used to perform duties. Therefore, there should be harmonization of the inputs and outcome ratios across different organizations. These findings were primarily from wealthy countries, thus additional research is required to understand Tanzania's workforce recruitment and retention issues specifically in LGAs.

The middle-income and developing nations particularly African countries suffer from low employees' retention due to several factors. Swarnaltha & Vasantham (2016), highlight the difficulties African nations have in recruiting and maintaining skilled workers, which may impact organisational effectiveness and survival. The longer staff remain, the better a company performs. Koen *et al.*, (2020) found that several employees are leaving

local government sector in South Africa due to several economic reasons like looking for better salaries, looking for recognition and job characteristics as some jobs are more attractive than others in different organisations. Workineh et al., (2020) conducted a study in

Ethiopia on employees' turnover by using an institutional-based cross-sectional study in West Shoa in Oromia 34 Regional State. The overall level of job satisfaction was 46% and over 50% of employees could leave their employers if they got other employment with good benefit package, work conditions and personal growth. Akuffo et al., (2021) found that poor salary and work-life balance in different organizations forced several employees to leave their employers and look for better salary and work-life balance. Namupala (2023) found that there is medium teacher job dissatisfaction in the Onankali circuit at about 50%. The study found that bad working conditions, poor management skills, and lack of resources and equipment in schools are the main factors of job dissatisfaction and lower retention rate. Durowade et al., (2020) found that turbulent work environment with professional rivalry is constantly leading to low job satisfaction among healthcare workers in Nigeria. This suggests that environmental factor remains the major factor for employees to leave some organisations in Nigeria. The findings in these African countries directly match with the general idea of Equity theory which generally suggests that people are driven by justice in resource allocation. The disparity in inputs and outcomes ratios among employees of different organisations makes employees to leave the organisations for other organisations with good ratios (Swarnalatha & Vasantham (2016).

Similarly, the retention of employees in the public sector in Tanzania is a big issue that requires public attention. Muhoho (2014) found that most employees leave one public organization for another public organization in Tanzania due to several reasons like economic reasons such as salary, psychological factors and recognition reasons. Mrope (2018) found that the major reasons for employees to leave local government authorities were co-workers relationship problem, lower pay rates, delayed promotion, long operating procedures and the bad work environment. Also, Kilimantinde (2019) found that in Sumbawanga District Council there was a high turnover of teachers due to low salaries, lack of recognition, unfriendly working environment with little working facilities, retirements, resignation and death. These are mixed factors for general turnover and not for only voluntary turnover through transfer from LGAs to other organizations. However, past researchers in Tanzania did not include the aspect of employees' retention particularly in LG sector. The factors as to why employees leave the whole government sector are not covered by these past researchers. Therefore, this current study was done to cover this gap of knowledge.

3.0 METHODOLOGY

The study was conducted at Njombe District Council in Njombe Region. The council was selected for this study because it had potential respondents due to the large number of employees who left the council with no incoming employees in one-year (2018) totaling 36 (URT, 2018). The target population for this research involved all employees of Njombe District Council main office numbering 76 and formed the sample size as the target population was smaller enough to be managed. However, only 60 respondents returned questionnaires and 8 key informants were purposively selected and interviewed: 4 heads of departments and 4 employees who transferred from Njombe District Council to other public institutions. The study adopted a cross-sectional design because, according to Spector (2019), the design facilitates the concurrent acquisition of data from several persons and groups within a certain area at a single moment as the study requires. The study mostly employed qualitative approach and partly quantitative approach. The collection of quantitative data was conducted through the use of survey method, employing questionnaires as the designated instrument for data collection. Conversely, the

interview method employed an interview guide as a data collection instrument was utilised to gather information from the key informants involved in the investigation. Regarding data analysis, the collected quantitative data were analysed using descriptive statistics with the help of Statistical Package for Social Sciences (SPSS) version 26.0. In the context of qualitative data analysis, it was crucial to identify overarching concepts and patterns that addressed the research inquiries. Subsequently, a content analysis was conducted to examine the transcribed interview responses, wherein coding was applied to categorise the data according to their semantic significance, perception, and relevance to meet the research objective. Ultimately, the findings are presented through the utilisation of tables and textual descriptions.

4.0 FINDINGS AND DISCUSSIONS

4.1 4.1 Demographic Characteristics of Respondents

During data collection, demographic characteristics of respondents were collected and the categories of demographic information include Age of respondents, Sex of respondents, Education levels of respondents and Occupation of respondents. The data are presented in Table 1:

Table 1: Respondents' Demographic Characteristics (N=60)

Variable	Frequency	Percentage (%)
Age of Respondents		
21-30	06	10.0
31-40	24	40.0
41-50	18	30.0
51-60	12	20.0
Sex of Respondents		
Male	28	46.7
Female	32	53.3
Educational Background		
Certificate	04	6.7
Diploma	20	33.3
Bachelor Degree	28	46.7
Master's Degree	08	13.3
Occupation of Respondents		
Human Resource Officers	05	8.3
Planning Officers	04	6.8
Accountants	06	10.0
Community Development Officers	07	11.7
Education Officers	05	8.3
Health Officers	03	5.0
Engineering Officers	03	5.0
Natural Resources Officers	05	8.3
Investments Officers	05	8.3
Internal Auditors	03	5.0
Legal Officers	03	5.0
Agricultural Officers	06	10.0

Source: Field Data (2023)

Table 1 illustrates that a significant proportion of the research participants were female, accounting for 52.9% of the total respondents. On the other hand, a large number of respondents, totalling 24 (40%) of all respondents were aged between 31 and 40 years old. A significant proportion of the respondents (46.7%) possessed a Bachelor's degree, whereas a smaller percentage held a certificate (6.7%), and the majority of respondents were community development officers constituting 11.7% of all respondents. Based on the demographic characteristics presented by the study, the sample adequately represents the general characteristics of the entire study population as it encompasses respondents with diverse gender, occupation, age, and education backgrounds. Spector (2019) asserts that the careful selection of a sample that accurately represents the research population is crucial in ensuring the reliability and validity of the study's findings.

4.2 Factors for Employees' Retention

The study intended to establish the major factors for employees' retention in LGAs, whereby the predetermined factors were presented to respondents for them to show their level of agreement or disagreement in the Likert scale with five levels: where 1= strongly disagree (SD), 2 = disagree (D), 3 = neutral (N), 4=Agree (A), 5= Strongly Agree (SA). The collected information on responses of respondents is as presented in Table 2:

Hezbon Mtawa, Nicholas Ngowi and Musa Ibrahimu

Table 2: Employees' Perceptions on Factors for Employees' Retention in Tanzanian LGAS (n=60)

Variables	Respondents Responses in Frequencies and Percentages					Total	Minimum	Maximum	Mean	Std. Deviation
	SD (1)	D (2)	N (3)	A (4)	SA (5)					
Pay Rate/Basic Salary	1(1.7%)	0(0%)	0(0%)	6(10%)	53(88.3%)	60(100%)	1	5	4.83	.587
Politics	5(8.3%)	11(18.3%)	4(6.7%)	16(26.7%)	24(40%)	60(100%)	1	5	3.72	1.379
Reputation	0(0%)	5(8.3%)	11(18.3%)	14(23.3%)	30(50%)	60(100%)	2	5	4.15	1.005
Recognition	2(3.3%)	5(8.3%)	6(10%)	14(23.3%)	33(55%)	60(100%)	1	5	4.18	1.127
Career Growth	1(1.7%)	0(0%)	1(1.7)	15(25%)	43(71.7%)	60(100%)	1	5	4.65	.685
Training and Development Opportunities	0(0%)	1(1.7%)	1(1.7%)	14(23.3%)	44(73.3%)	60(100%)	2	5	4.68	.596
Adequacy of Working Resources	0(0%)	0(0%)	1(1.7%)	17(28.3%)	42(70%)	60(100%)	3	5	4.68	.504
Status Level	3(5%)	4(6.7%)	3(5%)	14(23.3%)	36(60%)	60(100%)	1	5	4.27	1.148
Fringe Benefits	1(1.7%)	0(0%)	2(3.3%)	8(13.3%)	49(81%)	60(100%)	1	5	4.73	.686
Clarity of Tasks	of 2(3.3%)	11(18.3%)	2(3.3%)	17(28.3%)	28(46.7)	60(100%)	1	5	3.97	1.248

Source: Field Data (2023)

The descriptive statistics in Table 2 show that there are several factors affecting employees' retention in Local Government Authorities of Tanzania but the major and accepted ones are those with standard deviation of less than one (1) and strongly accepted and not less than 50% of all respondents. Those factors with strong acceptance

of less than 50% and those with standard deviation ≥ 1 , are neglected under this current study. The most accepted factors by respondents in their order of acceptance level are explained here:

The basic salary/pay rate; this was the most accepted factor as it was strongly agreed by 53(88.3%) of all respondents with a lower standard deviation of 0.587 and as high mean value as 4.83 as the determining factor for LGAs employees to decide whether to remain or leave the sector. The factor was only rejected by 1(1.7%) of all respondents. These results imply that most employees in LGAs decide whether to leave the local government sector or not by observing the passive equity between their basic salary at LGAs and the basic salary of others in other organizations. In the same vein, almost all key informants mentioned salary to be the factor for employees to leave LGAs as observed from one who commented that:

The basic salary we receive at LGAs is different from that received by our fellow employees at other organizations like in regulatory authorities and commissions (Interviewee, may 2023).

The results concur with the study of Kyangwe *et al.*, (2023) who found that teachers were not satisfied with their jobs in Butiama due to low salary. Also, Kilimantinde (2019) found that in Sumbawanga District Council there was high turnover of teachers due to low salaries. Similarly in South Africa Koen *et al.*, (2020) found that several employees are leaving the local government sector due to several economic reasons including better salaries. Again, the results are in line with the findings of Saimon (2018) in Coffee Management Services (CMS) Company in Mbozi District where pay rate determined the employees' retention. The results obey Equity theory of motivation as the lower the outcomes the more the demotivation and job dissatisfaction and turnover occurs.

Fringe Benefits; this was the second most accepted factor as respondents accounting to 49(81%) strongly agreed with the mean value of 4.73 and standard deviation of 0.686. Responses with disagreement counted only 1(1.7%) of all respondents. The standard deviation less than 1 and the highest percentage of strongly agree under this context imply that fringe benefit is a strong determinant of employee retention in LGAs and is in lower degree making employees to leave the LGAs sector. The results from key informants also related to the descriptive statistics reported by respondents as one key informant commented that:

"LGAs lack fringe benefits to compensate employees; most allowances are not paid and this is likely to be contributed by lack of financial resources. This is what makes most employees to leave and even myself when I get a place with fringe benefits, I will surely transfer my employment" (Interviewee, may 2023).

The results on fringe benefits from 60 respondents and key informants confirm that employees leave in LGAs to look for more fringe benefits in other organisations rather than LGAs. The results are valid as some other recent studies found the results of this direction, for example the study of Lazzari *et al.*, (2022) found that employees' retention rate is not at 100% in 30 European countries as most of employees are not satisfied with economic benefits like fringe benefits. Also, Ferdian *et al.*, (2020) found that low satisfaction of employees remained a harmful problem for many organizations in Indonesia and the major factor for low satisfaction was found to be scant financial incentives. Similarly, Koen *et al.*, (2020) found that several employees are leaving local government sector in South Africa due to several economic reasons including fringe benefits. The results align with equity theory as employees are dissatisfied with inputs and outcome ratios in LGAs and move to other organizations where the benefits are greater.

Availability of training and development opportunities; under this factor the majority of respondents accounting to 44(73.3%) strongly agreed with the acceptance standard deviation of 0.596 and high mean value of 4.68. These results imply that most employees shift from LGAs particularly from Njombe District Council to

other organizations by trading off between the level of availability of training and development opportunities. The study also conducted interviews and one of key informants responded that:

“...training and development opportunities are very scarce here at LGAs, while in other organizations it is possible for employees to be assisted in their study costs it is not the case here” (Interviewee, May 2023).

The results from both respondents and key informants relate with the study of Kyangwe *et al.*, (2023) among other factors which found that absence of teacher training programs and bad interpersonal relations in Mara region caused teachers to migrate from LGAs. Inadequate in-service training is also mentioned to have caused dissatisfaction and turnover among employees at Igunga District Council in Tabora region (Pascal & Tangi, 2022). However, this is different for Uganda where leadership styles are mentioned by Ngabonzima *et al.*, (2020) to affect employee retention. The results also obey the Equity theory as employees move from LGAs to other organizations due to uneven distribution of training and development opportunities. For this reason, retention rate of employees in LGAs can be worked out by paying dearly for training and development opportunities to be equal or more than in other organizations.

Existence of chances for career growth and development; this was strongly agreed by 43(71.7%) of all respondents with a standard deviation of 0.685 and the mean value of 4.65. This factor was only rejected by 1(1.7%) of all respondents. These results in descriptive statistics are also found the same in interview as one interviewee commented that:

“...the chance for my career growth was very low because the chance for advancing my career through pursuing a Master’s degree was very limited (Interviewee, May 2023).

In this context, the results imply that, most employees are looking for career growth and development and the observed lower employees’ retention level in LGAs is a result of lower career growth in relation to other organizations. The results are valid as have also been mentioned by past researchers including Workineh *et al.*, (2020) study in Ethiopia on employees’ turnover whereby overall level of job satisfaction was 46% and over 50% of employees could leave their employers if they got other employment opportunities with better benefits package, work conditions and personal growth. Also, Durowade *et al.*, (2020) found that turbulent work environment with poor professionalism leading to poor growth constantly led to low job satisfaction among healthcare workers in Nigeria. Finally, Koen *et al.*, (2020) found that there is substantial correlation between workers’ career advancement and employment retention. With respect to Equity theory, the standardization of career growth and development across the public service in Tanzania can help to reverse this unidirectional voluntary transfer of employees.

Presence of adequate working facilities and resources; this was strongly agreed by 42(70%) with a standard deviation of 0.504 and had a mean value of 4.68. The factor was rejected by zero (0) respondents. However, some of the respondents accounting to only 1(1.7%) of all respondents remained undecided on the point. These factors had a lower standard deviation below one (1) and the lower the standard deviation from the mean, the higher the acceptance of the factor. These results have an implication that the level of adequacy of working facilities and resources like computers, transport facilities and resources like financial, physical and technological resources depending on the nature of tasks determine the possibility of attracting and retaining an employee in LGAs. The factor was also reported by the key informants during interviews. For example, one of the key informants who left Njombe District Council commented the following:

“.... Again, working resources are inadequate for almost all the LGAs that is why I was not ready to look for another LGA. There were no reliable cars and computers, unlike where I am working now.....” (Interviewee, May, 2023).

The results from narration and data suggest working resources is among major determinants of employees' retention at LGAs. Consequently, it causes employees to transfer to alternative working organizations outside of LGAs. The results align with the findings of Namupala (2023) at Onankali circuit where bad working conditions, poor management skills, and lack of resources and equipment in schools are the main factors of job dissatisfaction and low retention rate, Chinese employees in different sectors are not satisfied with their work and willing to leave their jobs voluntarily due to job stress caused with different factors including few working resources (Qiu, *et al.*, 2021). On the other hand, Durowade *et al.*, (2020) found that turbulent work environment which includes working tools contributes to low job satisfaction among healthcare workers in Nigeria and low employees' retention. The results relate with the idea of Equity theory as employees compare the working resources at their work places and other organisations and the difference makes employees to stay or to leave. Hence Equity theory can be applied to standardise benefits and working resources across the public service of Tanzania and hire high labour stability in LGAs.

The findings of this study are consistent with Equity theory, which suggests that individuals are motivated by a sense of fairness in the distribution of resources. When there is an inequitable allocation of resources between organisations, individuals may seek to transfer from one workplace to another in order to attain better working conditions, which are often associated with increased benefits, recognition, and compensation. In this vein, based on the findings, the LGAs employees are moving to other working areas outside of LGAs, seeking for supportive working environment associated with the availability of an improved basic salary/pay rate, fringe benefits, training and development opportunities, existence of chances for career growth and development and presence of adequate working facilities and resources. The results are in line with previous research conducted by Kilimantinde (2019), Mrope (2018), Durowade *et al.*, (2020), and Workineh *et al.*, (2020). The ongoing trend of personnel from

Tanzania's LGAs transferring to other public organisations rather than to other LGAs can be seen as a contributing factor to the loss of valuable human resources, which may ultimately lead to inefficiencies in the performance and productivity of the LGAs.

5.0 CONCLUSION AND RECOMMENDATION

The objective of the study was to find out the determinants for employees' retention in Tanzanian LGAs. The findings of the study demonstrate that, basic salary/pay rate, fringe benefits, training and development opportunities, existence of chances for career growth and development and adequacy of working facilities and resources are the key determinants of LGAs employees' retention. Consequently, the study recommends that the government through the

President's Office Public Service Management should apply Equity theory to harmonize salary and benefit schemes across the public sector in Tanzania as a means to mitigate the transfer of LGAs employees to other public sectors. This should be done by increasing the salary and other benefits in LGAs over time to create equality in compensations. The implementation of this strategy would significantly and gradually enhance the retention of personnel in Tanzania's LGAs.

REFERENCES

- Akuffo, K. O., Agyei-Manu, E., Kumah, D. B., Danso-Appiah, A., Mohammed, A. S., Asare, A. K., & Addo, E. K. (2021). Job satisfaction and its associated factors among optometrists in Ghana: a cross-sectional study. *Health and Quality of Life Outcomes*, 19(1), 1-10.
- Ambukege, T. (2020). *Factors Affecting Employee Retention in Tanzania's Government Institutions: A Case of National Health Insurance Fund* (Doctoral dissertation, Mzumbe University).
- Anokye, A. (2020). Sample Size Determination in Survey Research. *Journal of Scientific Research and Reports* (June):90–97. doi: 10.9734/jsrr/2020/v26i530263.
- Daniel, S. (2020). *An assessment of the factors influencing employee retention in the Tanzanian health sector: A case of Dodoma regional referral hospital* (Doctoral dissertation, Mzumbe University)
- Ding, J., & Wu, Y. (2023). The mediating effect of job satisfaction and emotional exhaustion on the relationship between psychological empowerment and turnover intention among Chinese nurses during the COVID-19 pandemic: a cross-sectional study *BMC Nursing*, 22(1), 221.
- Durowade, K. A., Kadiri, I. B., Durowade, S. B., Sanni, T. A., Ojuolape, M. A., & Omokanye, L. O. (2020). Leadership Styles versus Health Workers' Job Satisfaction: Relationships, Correlates, and Predictors in Tertiary Hospitals in Ekiti State, Southwest Nigeria *Nigerian Journal of Clinical Practice*, 23(12), 1702–1710.
- Ferdian, A., Luturlean, B. S., Suchita, N. B., & Samsudin, A. (2020). Employees Turnover Intention in Indonesia: Do Intrinsic Motivation and Affective Commitment Can Overcome the Problem? *The Mattingley Publishing*, 83(24456), 24456-24470.
- Ibrahim, U. S., & Manda, A. N. (2023). Analysing the Effects of Professional Burnout on Procurement Performance in Tanzania
- Kalufya, F. (2022). *Implication of employee motivation on human resource retention at Higher learning Institutions in Tanzania: evidence from IAA and SAUT* (Doctoral dissertation, Institute of Accountancy Arusha).
- Kilimantinde, J. P. (2019). *The trending teachers' labour turnover in the rural councils: A case study of Sumbawanga district council at Rukwa region, Tanzania* (Doctoral dissertation, Mzumbe University).
- Koen, L., Niehaus, D. J., & Smit, I. M. (2020). Burnout and job satisfaction of nursing staff in a South African acute mental health setting *South African Journal of Psychiatry*, 26 (2020)
- Kothari, P., (2014). *Research Methodology: Methods and Techniques*. New Delhi: Wiley Eastern limited.

- Kyangwe, L., Onyango, D. O., & Alloph, J. M. (2023). Strategies to Enhance Teachers' Job Satisfaction in Secondary Schools in Butiama District, Mara, Tanzania. *East African Journal of Education Studies*, 6(1), 120-132.
- Lazzari, M., Alvarez, J. M., & Ruggieri, S. (2022). Predicting and explaining employee turnover intentions *International Journal of Data Science and Analytics*, 14(3), 279–292.
- Lee, G. R., Fernandez, S., & Lee, S. (2021). An overlooked cost of contracting out: Evidence from employee turnover intention in US Federal Agencies *Public Personnel Management*, 50(3), 381-407.
- Mousa, M., Massoud, H. K., & Ayoubi, R. M. (2020). Gender, diversity management perceptions, workplace happiness and organisational citizenship behaviour. *Employee Relations: The International Journal*, 42(6), 1249-1269.
- Mrope, G. (2017). *Job satisfaction and Labour Turnover in Local Government Authorities in Tanzania* (Doctoral dissertation, The Open University of Tanzania).
- Muhoho, J. M. (2014). Assessment of factors influencing employee retention in Tanzania's work organisations. *International journal of innovation and applied studies*, 9(2), 687.
- Namupala, E. A. (2023) *Factors causing job dissatisfaction among teachers in selected schools in the Onankali circuit in the Oshikoto region of Namibia* (Doctoral dissertation, University of Namibia).
- Nikolaou, I., & Oostrom, J. (2015). *Employee recruitment, selection, and assessment* London: Taylor & Francis Group.
- Papa, A., Dezi, L., Gregori, G. L., Mueller, J., & Miglietta, N. (2020). Improving innovation performance through knowledge acquisition: the moderating role of employee retention and human resource management practices. *Journal of Knowledge Management*, 24(3), 589-605.
- Park, K. A., & Johnson, K. R. (2019). Job Satisfaction, Work Engagement, and Turnover Intention of CTE Health Science Teachers. *International journal for research in vocational education and training*, 6(3), 224-242
- Pascal, R., & Tangi, F. (2022). Influence of School Heads' Motivational Practices on Teachers' Job Satisfaction in Public Secondary Schools in Igunga District, Tabora–Tanzania. *International Journal of Humanities and Education Development (IJHED)*, 4(2), 32-37.
- Pietersen, C., & Oni, O. A. (2014). Employee turnover in a local government department. *Mediterranean Journal of Social Sciences*, 5(2), 141-153.
- Qiu, D., Li, R., Li, Y., He, J., Ouyang, F., Luo, D., & Xiao, S. (2021). Job dissatisfaction mediated the associations between work stress and mental health problems. *Frontiers in Psychiatry*, 12, 711263.

- Saimon, E. (2018). *Assessment of Motivational Factors for Workers Retention in Mbozi District Tanzania* (Doctoral dissertation, The Open University of Tanzania).
- Shah, S. H. A., Rafiq, N., Gul, A., Sultana, A., Aziz, S., & Arshad, B. (2021). The role of job satisfaction and job stress on registered nurses' turnover intentions directly and indirectly through affective commitment in the healthcare industry of the Twin Cities of Pakistan *Ilkogretim Online*, 20(5), 7662–7680.
- Sirili, N., & Simba, D. (2021). It is beyond remuneration: bottom-up health workers' retention strategies at the primary health care system in Tanzania *PloS one*, 16(4), e0246262.
- Spector, Paul E. 2019. "Do Not Cross Me: Optimizing the Use of Cross-Sectional Designs." *Journal of Business and Psychology* 34(2):125–37. doi: 10.1007/s10869-018-09613-8.
- Swarnaltha, C., & Vasantham, T. S. (2016). *The Need and Importance of Employee Retention in Organisations Related to Human Resource Management* U.S.: Laxmi Book Publication
- Syallow, A. M. (2019). *The role of organizational communication on employee job satisfaction in telecommunication industry in Kenya*, (Doctoral dissertation, Jomo Kenyatta University of Agriculture and Technology)
- Urme, U. N. (2023). The impact of talent management strategies on employee retention. *International Journal of Science and Business*, 28(1), 127-146.
- URT (2009) Standing Orders for the Public Service, Dodoma, Tanzania
- URT, (2002) *The Public Service Act 2002*, National Assembly, Dodoma, Tanzania
- URT. (2018). *Quatary Reports to Public Service Commissions of Tanzania*. Njombe: Councils.
- Workineh, I., Dida, N., & Sileshi, T. (2020). Job Satisfaction and Its Associated Factors Among Governmental Health Workers in West Shoa Zone, Oromia, Ethiopia