

**LABOUR TURNOVER AND PERFORMANCE OF PUBLIC INSTITUTIONS IN
ZANZIBAR: A CASE OF MINISTRY OF EDUCATION AND
VOCATIONAL TRAINING IN ZANZIBAR**

BY

MBARAK SILIMA KHAMIS

17/A/MAHRM/003/W

**A RESEARCH DISSERTATION SUBMITTED TO THE DIRECTORATE OF
POSTGRADUATE TRAINING IN A PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF A MASTER'S DEGREE
IN HUMAN RESOURCE MANAGEMENT OF
KABALE UNIVERSITY**

JANUARY 2020

DECLARATION

I, Mbarak Silima Khamis, do hereby declare that this research dissertation titled, “**Labour Turnover and Performance of Public Institutions: A Case of Ministry of Education and Vocational Training in Zanzibar**”, is my own work, and that has not been submitted for any degree or examination in any other University for any academic award or any other award.

Signature.....

Date.....

Mbarak Silima Khamis

APPROVAL

This research dissertation, “**Labour Turnover and Performance of Public Institutions: A Case of Ministry of Education and Vocational Training in Zanzibar**”, has been carried out under my supervision and is ready for submission.

Signature.....

Date.....

MR. ALEX KANYESIME

DEDICATION

I wish to dedicate this research report to my beloved hardworking parents Mr. Silima Khamis and Mrs. Mwanakombo Yussuf, brothers, sisters and my family and friends who have been a great source of inspiration for their great contribution in times of financial crisis.

ACKNOWLEDGEMENTS

It has been a long journey during which I have managed to keep afloat because of perseverance. I pray to the almighty to bless abundantly all those that were on my side during the peripheral moments of financial hardships when life almost became useless especially during compilation of this report. I would like to acknowledge my supervisor Mr. Alex Kanyesiime for his wonderful guidance in conducting and writing up this study

I would like to thank my parents who have worked hard tirelessly to support me both financially and morally throughout my education career.

I would also like to thank my fellow students for the time and encouragement that has made this piece of work a successful reality. More thanks should go to all my lecturers who have helped build my professional career since I joined Kabale University.

TABLE OF CONTENTS

DECLARATION.....	I
APPROVAL	II
DEDICATION.....	III
ACKNOWLEDGEMENTS	IV
TABLE OF CONTENTS	V
LIST OF FIGURES	X
LIST OF ABBREVIATIONS	XI
ABSTRACT.....	XII
CHAPTER ONE:	1
INTRODUCTION.....	1
1.0 Introduction and Background of the Study	1
1.2 Problem Statement	5
1.3 Objective of the Study.....	6
1.3.1 General Objective of the Study	6
1.3.2 Specific Objectives of the Study	6
1.4 Research Questions	6
1.5 Scope of the Study.....	6
1.5.1 Geographical Scope.....	7
1.5.2 Content Scope	7
1.5.3 Time Scope.....	7
1.6 Significance of the Study	7
1.7 Conceptual Framework for the Study	8
1.8 Definitions of Key Terms.....	10
1.8.1 Labour Turnover	10
1.8.2 Performance	11

1.8.3 Public Institution	11
1.8.4 Job Satisfaction	11
CHAPTER TWO:.....	12
LITERATURE REVIEW	12
2.0 Introduction	12
2.1 Theoretical Framework of the Study.....	12
2.1.1 Hierarchy of Needs.....	12
2.1.2 Job Matching Theory	13
2.1.3 Theory X and Y.....	13
2.2 Empirical Reviews	14
2.2.1 Factors that lead to Labour Turnover in Public Institutions.....	14
2.2.3 Impact of Labour Turnover on the Performance of Public Institutions	17
2.2.3.1 Negative Impact of Labour Turnover on the Performance of Public Institutions....	17
2.2.3.2 Positive Impact of Labour Turnover on the Performance of Public Institutions	18
2.3 The Role of Institutional Management towards the Sustainability of Human Resources for the Performance of the Organization.....	19
2.3.1 Unskilled Personnel and Performance of Public Institutions.....	22
2.3.2 Limited Resource and Performance of Public Institutions.....	23
2.3.3 Knowledge Gap.....	24
CHAPTER THREE:.....	25
RESEARCH METHODOLOGY	25
3.0 Introduction	25
3.1 Research Design.....	25
3.2 Study Population and Sample Size.....	25
3.3 Sampling Techniques	26
3.3.1 Purposive Sampling.....	26

3.3.2 Stratified Sampling.....	26
3.4 Data Sources.....	28
3.4.1 Primary Data Sources.....	28
3.4.2 Secondary Data Sources.....	28
3.5 Data Collection Methods and Instruments	28
3.5.1 Questionnaires.....	28
3.5.2 Interviewing method	29
3.6 Data Analysis Technique	29
3.6.1 Qualitative Data Analysis Technique.....	29
3.6.2 Quantitative Data Analysis Technique.....	29
3.7 Validity and Reliability	30
3.8 Ethical Consideration	30
CHAPTER FOUR:	32
DATA PRESENTATION, ANALYSIS AND DISCUSSION	32
4.0 Introduction	32
4.1 Characteristics of the Respondents	32
4.1.1 Sex of Respondents	33
4.1.2 Ages of Respondents.....	33
4.1.3 Respondents' Levels of Education.....	34
4.1.4 Respondents working experience.....	35
4.1.5 Marital Status of the Respondents.....	35
4.2 Factors that lead to Labour Turnover at Ministry of Education and Vocational Training in Zanzibar.....	37
4.2.1 Impact of Staff Turnover for Public institutions to the Ministry of Education and Vocational Training in Zanzibar	39
4.3 Role of Institutional Management towards the Sustainability of Human Resources for the Performance of the Organization	41

4.4 Discussion of findings	44
4.4.1 Factors that lead to Labour Turnovers at Ministry of Education and Vocational Training in Zanzibar	44
4.4.2 Impact of Staff Turnover for Public institutions to the ministry of Education and Vocational Training in Zanzibar	46
4.4.3 Roles of Institutional Management towards the Sustainability of Human Resources for the Performance of the Organization	47
CHAPTER FIVE:	50
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	50
5.0 Introduction	50
5.1 Summary of findings	50
5.2 Conclusion	51
5.3 Recommendations of the Study	52
5.4 Suggestion Proposed for Further Studies	52
REFERENCES.....	54
APPENDICES	60
Appendix I: Questionnaires for Employees of Public schools	60
Appendix II: Interviews Guide for Secondary School Heads	66
Appendix III: Budget	68
Appendix IV: Time Frame	69
Appendix V: Permission letter from Second Vice President of Zanzibar.....	71
Appendix VI: Permission Letter from Zanzibar Research Committee	72
Appendix VII: Permission Letter from Kabale University	73
Appendix VIII: permission letter from the ministry of education and vocational training in Zanzibar.....	74

LIST OF TABLES

Table 1:1 Adopted from NECTA Result Report 2014-2017	4
Table 3.1 Population and Sample Size of Public Secondary Schools at Urban District in Zanzibar....	27
Table 3.2 Population and Sample Size of Ministry Officials from MoEVT.....	27
Table 4.1 Sex of respondents	33
Table 4.2 Age of respondents	33
Table 4.3 Level of education of respondents	34
Table 4.4 Working experience	35
Table 4.5 Respondents Extent of Labour Turnover among employees of MoEVT in Zanzibar	36
Table 4.6 Factors that lead to Labour Turnovers at Ministry of Education and Vocational Training in Zanzibar	37
Table 4.7 Impact of Staff Turnover in ministry of Education and Vocational Training in Zanzibar	40
Table 4.8 Showing the roles of Institutional Management towards the Sustainability of Human Resources for the Performance of the Organization	41

LIST OF FIGURES

Figure1.1: Conceptual Frame Work for the Study Showing Labour Turnover and the Performance of Public Institutions in Zanzibar	10
Figure 1.2: Adopted and modified from Petty (2009).....	13
Figure 4.1 Marital status of respondents.....	35
Figure 4.2 Showing the roles of Institutional Management towards the Sustainability of Human Resources for the Performance of the Organization	42

LIST OF ABBREVIATIONS

CIPP	:	Context, Input, Process, Product
Ibid	:	Ibidem (from the same source/book previously cited)
MKUZA	:	Mpango wa Kukuza Uchumi na Kupunguza Umaskini Zanzibar
MoEVT	:	Ministry of Education and Vocational Training
N	:	Number of Observation (Scores)
NECTA	:	National Examination Council of Tanzania
PD	:	Professional Development
SAS	:	Statistical Analysis System
SH	:	School Head
SPSS	:	Statistical Packages for Social Sciences
UK	:	United Kingdom
USA	:	United States of America
ZEDP	:	Zanzibar Education Development Programme
ZPRP	:	Zanzibar Poverty Reduction Plan
ZSGRP	:	Zanzibar Strategies for Growth and Reduction of Poverty

ABSTRACT

The purpose of this study was to investigate labour turnover and performance of public institutions in the Ministry of Education and Vocational Training in Zanzibar. The study was conducted at the Ministry of Education and Vocational Training which is located in Dar es Salaam. The study was guided by these objectives namely: to investigate the factors that lead to staff turnover in this ministry; to assess the impact of labour turnover for the ministry's performance and to assess the role of the Ministry of Education of Zanzibar in the sustainability of its human resources to maximize the performance of the organizations. A case study design was used because of the nature of the study. Quantitative and qualitative data analysis was also opted for in this study. The data collection methods comprised documentary sources, interviews and questionnaires which were instituted by the researcher. The results showed that there was moderate rate of staff turnover in the ministry. However, there were some challenges in maintaining and retaining maximum staff because labour movement was due to different reasons and its implications for organizations' performance were very high. Several recommendations have been made to enhance and prevent the government from having high turnovers in order to compete with other organizations. Recommendations include: improving the monetary benefits and staff development efforts; work on improving the policies, systems and procedures, interviewing candidates carefully, not just to ensure they have the right skills but also to make sure that they fit well with the company's culture, managers and core workers. The study also recommended to set the right compensation and benefits to employees and review compensation when necessary.

CHAPTER ONE:

INTRODUCTION

1.0 Introduction and Background of the Study

This chapter provides overview of the study in the basis of background, statement of the problem, specific objectives of the study as well as research questions. It also presents the significance of the study, scope, theoretical framework, conceptual framework and definition of the key terms.

Employee turnover is a critical challenge in the world among public and private organizations; however, the problem varies across countries and organizations. Different literatures reveal that many business organizations have been experiencing the high rate of employee turnover and this increases from time to time due to job-related and non-job-related factors. These factors are in the basis of organizational commitment, job satisfaction, training opportunities, poor working condition, fringe benefits and supervisor support, nature of organizational climate, job fit and clarity in job expectation (Almamun & Hasan, 2017: 67). According to Zhang (2016: 1) there are two major forms of employee turnover namely: voluntary turnover whereby the employee shifts to new organization or job type due to push factors (dissatisfaction) or pull factors (satisfaction) of the individual employee. If the employee feels a sense of ownership and worthiness by the organization, he/she is motivated to remain and become utilitarian for organizational sake. On the other hand, involuntary turnover involves termination of an employee to the advantage of organization and mainly exists in form of retirement, death, dismissal and effort in changing of organization culture and performance.

In recent times, there has been a growing interest among employees in frequent turnover in business institutions due to lack of retention strategies by the organizations' managements (Ruhnyanga, 2015: 41). The intensity of the challenge is reinforced by the increased policy of globalization, economic liberalization and privatization across the world which allows free job markets across business and profit-making organizations (Zeeshan, et al., 2016: 88). Allen (2006: 2) argues that labour turnover is a setback to the effectiveness and performance of the entire organization as it is expensive in term of time, money, and other resources. Generally, job

turnover consumes the manager's time in recruiting new employees, delays in production and customer service, hiring new skilled manpower, as well as consuming financial resources during job training. From the observed shortfalls, there has been concern over the changing needs of employees with alternative mechanisms in not only seeking for the root cause of turnover but also improve employees' benefits to prevent the organization from further loss.

According to Muhammad and Aisha (2013: 28) the level of performance of a particular organization is fulfilled if the organization's employees are satisfied with their internal work environment and comfortable with job type. Therefore, a strong organizational culture of employer-employee collaboration with high openness and transparency should be in effect to strengthen longrun labour existence within a particular organization (Haji, 2013: 57). If the company determined the most common causes of employee turnover, it would certainly be able to take the necessary steps to recruit and retain well-qualified personnel. However, labour turnover plays a significant role in the achievement of an organization as new employees may be more skilled and experienced in the pedagogy to maximize the organizational performance (Juliana & Nguso, 2015: 12).

Many studies in western countries argue that job-related factors are key determinants for employees' satisfaction, organizational commitment and turnover intentions (Boxall et al., 2003: 49). For example, in Ireland, the issue of increased employee turnover in the industrial sector is largely brought about by low level of employee motivation, inadequate wages and work-life mismatch (Jagun, 2015: 21). On top of that, organizational instability is highly attributed to increase the rate of labour turnover in many service and business institutions, with advisory given that the employees need to be treated fairly and friendly (Ongori, 2007: 51). Thus, it is a role of human resource management to ensure employee retention as it is a crucial input for the performance and survival of any organization.

Likewise, in the USA, employee turnover among the business organizations is related to the full-priced departments as more than a half of the existing employees remain in work institutions for one year or less a year due to job-related than non-job-related reasons. The problem has worse impact on the performance of organization (Hammerberg, 2012: pg 59). For example, in Georgia, there is increased turnover among novice or junior employees, especially during

propagation periods. This is due to the fact that employees are not only motivated by increase in monetary incentives but they are comfortable with the way they are treated by management including: positive human relation, work promotion, job security and recognition. Although an increase in monetary considerations is a common method of decreasing labour turnover, increasing manager support is the most appreciative factor to slow down labour turnover in the organization (Lewis, 2015: 13). A study conducted in Kenya by Ruthnyanga (2015) commented that most of organizations experience high cases of employee turnover due to lack of retention strategies. Issues of low motivation, lack of career development opportunities and poor work environment have been intensifying the magnitude of the labour turnover among public sectors which indeed lead to the collapse in performance of the organization. Given this alarming situation, human resource management needs to consider the grievances of those employees such as pleasant salaries and remuneration, recognition, open communication, improved rewarding system and promotion.

In Tanzania, various studies have been conducted about the causes of employee turnover in public and private organizations. For examples, a study by Mbwana (2013) pointed out that employee turnover is inevitable because workers always struggle for personal satisfaction including: sufficient salary, professional development opportunities, promotions and personal freedom at work. Likewise, a study by Haji (2013) that assessed the factors affecting employee promotion in the Ministry of Social Welfare, Youth, Women and Children Development in Zanzibar found that labour turnover was high due to poor concern about and care for employees by their organizational superiors. Also, the majority of the employees are not promoted by their management due to under-implementation of Performance Appraisal, Scheme of Services with poor budget allocation for the workers' payment. In most cases, employees' dissatisfaction caused by mismatching job satisfaction and working conditions such as unclear systems of promotion, favouritism, poor compensation for overtime, lack of employees' participation in decision making and unsystematic job rotation reduces work morale and commitment of the employees as well as overall performance (Kombo, 2015: 55).

With reference to Zanzibar; before 2011, there was serious labour turnover among teachers (the employees of MoEVT). The problem created an acute shortage of competent teachers in science, mathematics, and other social science subjects (Geography and History). This situation worsened

the problem of poor performance among public secondary schools which in turn, led to mass failure among secondary students. The intensity of the challenge can be vividly observed from the NECTA results obtained from the concerned schools and especially for the period 2014 to 2017 as they are displayed in the Table below:

SN	Name of School	Year and Percent of Student Failure in National Examination				Average
		2014	2015	2016	2017	
1.	Chumbuni	36%	10%	30%	41%	29
2.	Haile Selassie	39%	33%	36%	43%	38
3.	Bububu	44%	26%	45%	48%	41
4.	Mwembeladu	51%	25%	30%	39%	36
5.	Kidongochekundu	40%	25%	37%	30%	33
6.	Kwmtipura	47%	23%	42%	34%	37
7.	Mwanakwerekwe “A”	72%	16%	30%	51%	42
8.	Jan’gombe	36%	33%	34%	36%	35
9.	Kiembesamaki	49%	23%	18%	57%	37
10.	Mtopepo	83%	15%	42%	32%	43

Table 1:1 Adopted from NECTA Result Report 2014-2017

Excessive loss of teaching staffs within the public institutions (schools) was intensified by disappointment of workers with their working conditions and other non-job-related factors. In addressing this challenge, the government of Zanzibar under MoEVT has initiated some strategies for the improvement of public school teachers’ incentives so that their sustainability is much more assured. Among changes in satisfying workers’ needs included 50% salary increment particularly for graduated teachers in secondary schools. Again, in 2013 there was salary increase of 15% aiming at improving labour sustainability in public sectors, especially Ministry of Education in Zanzibar. The most recent important change in workers’ salary in public institutions took place in 2017; the government had increased salary to 100% as the minimum salary rate to all employees of public institutions including teachers especially the low-paid teachers of primary schools (MoEVT report, 2017). Other improvements for public workers in

the educational sector included: three years leave allowance, maternity leave allowance as well as in-service and pre-service training programmes to upgrade teachers' professional development in the pedagogical content knowledge. These have been deliberate efforts in reducing mass labour turnover and raising the level of performance in public institutions (schools) including: quality of the service, efficiency as well as resource sustainability.

However, the changes for the improved workers' incentives have to some extent reduced mass turnover among public school teachers under MoEVT; the problem is gradually increasing day to day. It has been reported that teaching staffs are frequently opportunistic to shift into new sectors or career in search for better salary and earnings. In regard to the teaching employees in MoEVT; for the past seven years, the trend of employee turnover has been noted to increase from time to time for 11% 2014, 18 % 2015, 14% 2016 and 15% in 2017 (MoEVT report, 2017). The increased turnover in relation to job dissatisfaction is commented on as a critical challenge among educational stakeholders for the performance of public school institutions (Mrigo, 2013: 59). This has led to the growing interest towards the present study about labour turnover and performance of public institutions in the Ministry of Education Zanzibar, especially in secondary schools department.

1.2 Problem Statement

Performance is a very important issue for every public institution. Performance of an organization is thus mostly affected by several factors including labour turnover. Labour turnover is considered to be one of the challenging issues for the performance of public institutions nowadays. Labour turnover is becoming a major problem among most public institutions in the world, especially in low-paying jobs. Labour turnover can be extremely upsetting and disturbing for any organization. It makes employees find it very difficult to maintain a stable and successful performance.

The problem of labour turnover in Tanzanian is often highlighted as significant factors having a negative consequence on performance of public sectors particularly in Zanzibar. Before 2011, there was an acute problem of turnover among teachers who work in public schools in Zanzibar. From the above threat towards the effectiveness of educational institutions, the present study

assessed labour turnover and performance of public institutions in the Ministry of Education and Vocational Training in Zanzibar, especially the secondary school department.

1.3 Objective of the Study

The study was guided by both general and specific objectives as follows:

1.3.1 General Objective of the Study

The general objective of the study was to assess labour turnover and the performance of public institutions in the Ministry of Education and Vocational Training in Zanzibar at secondary school level.

1.3.2 Specific Objectives of the Study

The study was guided by three (3) specific objectives:

- i. To examine factors that lead to labour turnover in public institutions in Zanzibar;
- ii. To investigate the impact of labour turnover on the performance of public institutions in the Ministry of Education and Vocational Training in Zanzibar;
- iii. To assess the role of the Ministry of Education of Zanzibar in the sustainability of its human resources to maximize the performance of the organizations.

1.4 Research Questions

The present study was guided by three (3) questions in regard to above objectives:

- i. What are the key factors for the increased labour turnover in public institutions in the Ministry of Education and Vocational Training in Zanzibar?
- ii. What is the impact of labour turnover on the performance of public institutions in the Ministry of Education and Vocational Training, Zanzibar?
- iii. What is the role of the Ministry of Education and Vocational Training in the sustainability of its human resources for the performance of the organization?

1.5 Scope of the Study

The scope of this study was divided into the following three sections – geographical, content and time.

1.5.1 Geographical Scope

This study was carried out in urban district, Zanzibar, for the employees of Ministry of Education and Vocational Training. The secondary schools that were involved in this study included: Muembeladu, Kwamtipura, Chumbuni, Mwanakwerekewe “A”, Jang’ombe, Kidongochekundu, Haille Selassie, Bububu, Mtopepo and Kiembesamaki. These schools were selected because they met the requirements of the study of labour turnover in relation to the performance of public organizations. On the other hand, the study involved ministry officials from different divisions including: Secondary Education Department, Data Base Division, Salary Division (KALAMAZOO), Employment Division and Human Resource Management Division. Therefore, the location enabled the researcher to collect relevant information. Zanzibar is an island located in the Indian Ocean about 40 kilometres off the coast of Mainland Tanzania longitude 39° 17' and 39° 50' East of Greenwich and latitude 4° 80' and 6° 87' South of Equator. Zanzibar has a total area of about 2,654 square kilometres (MoEVT, 2011).

1.5.2 Content Scope

The study focused only on the labour turnover and performance of public institutions in the Ministry of Education and Vocational Training in Zanzibar. The study content was attained in the line of study, and the objectives were: To identify factors for the increased labour turnover in public institutions in Zanzibar; to investigate the impacts of labour turnover on the performance of public institutions in the Ministry of Education and Vocational Training in Zanzibar; as well as, to determine the role of the Ministry of Education of Zanzibar in the sustainability of its human resources to maximize the performance of the organizations.

1.5.3 Time Scope

This study on labour turnover and performance of public institutions in Zanzibar was based on the MoEVT survey data recorded from 2011 to 2017. Also, the relevant data was collected about labour turnover and performance of school institutions under the Ministry of Education and Vocational Training.

1.6 Significance of the Study

The study would contribute to the improved satisfaction of low-income members of staff in public institutions which ultimately reduce labour turnover and lead to maximizing the level of

performance for the sustainability of their organizations. In regard to human resource management, the theories and models which were used in the study would add theoretical knowledge in the literature in respect of human relations, motivation and human needs theories.

Furthermore, the study report would encourage the organization managers to incorporate their subordinates into a system of decisions and communication at micro, meso and macro levels of management. In a broad sense, the study results were expected to fill the knowledge gap and open room for further study. Thus, this acted as a baseline to invite further studies on the same topic.

1.7 Conceptual Framework for the Study

This study was guided by the Conceptual framework of the current model of evaluation proposed by Stufflebeam (2000) that involves four aspects: Context, Input, Process and Product (CIPP). Context evaluation tends to assess needs, problems, and opportunities based on defining goals and priorities and judging the significance of the outcomes. Input evaluation assesses the alternative approaches to meet the needs as means of planning programme and allocating resources. Process evaluation assesses the implementation of plans guiding the activities and later explaining the outcomes. Product evaluation identifies instructional and nurturing outcomes both of which help the process on track to determine the impact of labour turnover on the performance of public institutions in the MoEVT.

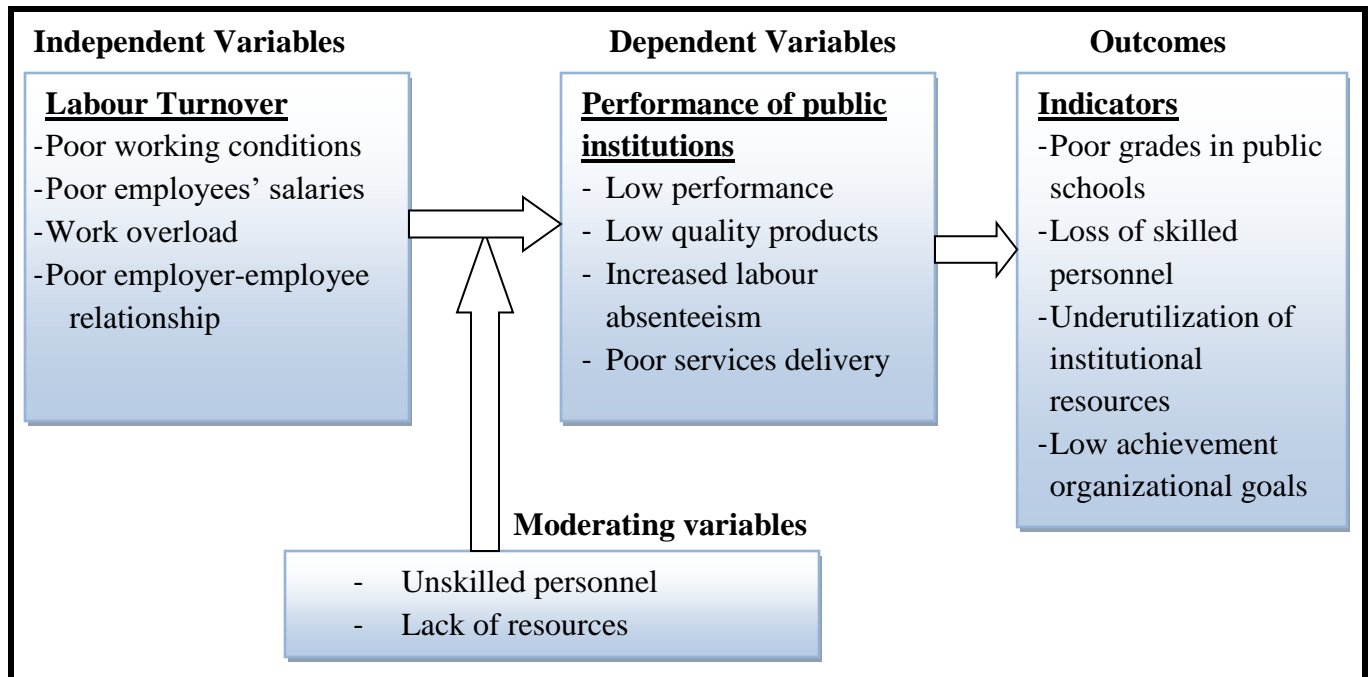
Stufflebeam's (2000) Model is relevant in studying labour turnover and performance of public institutions because any achievement of service offering institutions is determined by inputs, process and output variables. The independent variables are the attributes or determinants which influence the outcome/dependent variables (Creswell, 2012: 65). In this study, independent variables were factors which determine the rate of labour turnover and performance of public institutions including: unpleasant working conditions, unsatisfactory salary, work overload, improper employer-employees relationship, low level of motivation and unreliable job security.

Dependent variables involved attributes which are influenced by the independent variable to denote some effects or outcomes of the study. They refer to the output factors presumed to be the results of the independent variables. These probably increase or decrease the performance of

organization, satisfaction or dissatisfaction of the customers in relation to service provision, and achievement of organizational goals. The proposed conceptual framework is an open system approach based on Inputs, Process and Outputs interaction. The inputs (which mean satisfactory or dissatisfactory factors) have influential role to the outcomes of employee performance of public organizations. The process is a mutual bridge linking the effectiveness or ineffectiveness of the organization. Process may play intervening factors in the interrelationship between inputs and outputs.

Therefore, if there is strong policy with achievable inputs (reduced voluntary turnover due to high satisfaction of employees' needs), and well organized process (serious implementation of the practice), this will result into good performance of the public organization including productivity, labour sustainability as well as clients' satisfaction regarding the services. On the other hand, failure in consideration of appropriate inputs with poor process acts as a root cause of labour turnover with under-efficiency and productivity of organization which in turn, leads to disappointment of the clients. The conceptual framework implies that the positive interaction between Inputs, Process and Outputs leads to long-term employee retention and the successful performance of public organizations. In contrast to this, negative interaction among Inputs, Process and Outputs increases labour turnover leading to lower performance of public institutions (schools). The negative relation between inputs and outputs in the bases of the study results into ineffectiveness of the organizational performance. The outputs involve under performance, low productivity, and poor services delivery, mass failure of students and dissatisfaction of clients. The conceptual framework of the present study is summarized below:

Figure1.1: Conceptual Frame Work for the Study Showing Labour Turnover and the Performance of Public Institutions in Zanzibar



Adopted from Stufflebeam model (2000) and modified by the researcher, 2019

1.8 Definitions of Key Terms

1.8.1 Labour Turnover

According to Allen (2006: 2) labour turnover is a voluntary or involuntary decision that involves not only an employee leaving the organization but also terminations of members from organizations. Labour turnover is the proportion of staff leaving the organization in a given period of time and being replaced by others. Gupta (2009) defined employee turnover as the time-to-time changes in the composition of the workforce. Therefore, employee turnover is the rotation of workers around the labour market, between firms, jobs and occupations, and between the states of employment and unemployment (Arokiasamy, 2013). Turnover can be classified into voluntary turnover (avoidable turnover) and involuntary turnover (unavoidable turnover) depending on nature and cause of such turnover (Alkahtani1&AbdulAziz, 2015).

1.8.2 Performance

Byars and Rue (2006: 22) define performance as the degree to which an employee accomplishes the tasks that makes his or her job and can be measured. Organization performance depends on degree of inputs.

1.8.3 Public Institution

According to Gupta (2006: 98) public institution is an autonomous undertaking created by law to carry on the activities assigned to it which has defined objectives, power and functions. The main function of a public organization is to offer quality services or goods to the public at reasonable rate.

1.8.4 Job Satisfaction

Job satisfaction according to Ali (2008: 26) is positive consideration of employee's happiness within a job with admirable feedback and retention. This is much more enhanced by physiological, interpersonal, psychological and economic factors that the employee gains from the institution.

CHAPTER TWO:

LITERATURE REVIEW

2.0 Introduction

This part reviews relevant literature to form a basis for the study in assessing labour turnover towards the performance of public institutions as an attempt to understand the root cause of labour turnover and its impact on the performance of public institutions so as to maximize the effectiveness and employee retention. Hence, empirical studies of both foreign and local studies are comprehensively presented on the basis of the study objectives.

2.1 Theoretical Framework of the Study

2.1.1 Hierarchy of Needs

Maslow's (1943) hierarchy of needs theory places employees' needs into five progressive categories, beginning with basic physical needs and progressing up to needs for personal growth and career development. According to this theory, one will have to pass the lower level of satisfaction before entering the higher level. The theory is strong as it claims that employers must motivate the employees through meeting each level of employees' needs. According to this theory, failure to meet the employees' needs at any level in the hierarchy can create a lack of fulfilment in employees' professional lives, causing them to eventually try to fulfil these needs on their own, possibly by finding a new employer who provides better opportunities.

This theory does not consider that human needs are endless and in actual facts the organization cannot meet every need of its employees. In some organizations, there are employees from the better rewarded positions who are still quitting their jobs. This means human needs are endless and there is no clear point showing that this is the highest level of satisfaction. Therefore, this theory is relevant to guide the present study because it presents lower and higher needs labour to satisfy the physiological and psychological needs of the employees of any organization including public institutions such as schools.



Figure 1.2: Adopted and modified from Petty (2009)

2.1.2 Job Matching Theory

The job matching theory was established by Burdett (1978) and Jovanovich (1979). The key insight of this theory is that firms will search for employees and job seekers will search for firms until there is a good match for both parties. However, the conditions for an optimal matching may change over time, leading to continuous reallocation of labour. In regard to the study, the theory has input in the sense that it builds a firm belief that always human resources are in the struggle to match their social and economic needs to the kind of employment they are involved in. Therefore, the issue of labour turnover and organization are inseparable in finding the balance and achievement of two sides between employees and employers.

2.1.3 Theory X and Y

The theory X and Y was proposed by McGregor in the 1960s in explaining the human resource motivation and management in the organization. According to McGregor, theory X considers that on the whole, human labour dislikes work with little inherent motivation to perform well. Workers try any effort to avoid or delay their duties and this is an account for wastage of organization. Therefore, if organizational goals are to be met, the managers must rely heavily on detailed rules and instructions, close monitoring, and threat of punishment to gain employee compliance. The theory stresses the importance of strict supervision and external rewards and penalties. The practical implementation of the theory can lead to mistrust, highly restrictive

supervision and a punitive atmosphere which are unpleasant to majority of workers. This managerial style is more effective to motivate a workforce that is not inherently motivated to perform their duties as well as restoration of workers' discipline.

In contrast is theory Y which believes in appropriate working conditions for the workers' performance. According to theory Y, workers are considered as the most important asset of the company. It is believed that workers can derive satisfaction from their physical and mental work, viewing it as a game or as something to be enjoyed. Workers can take responsibility and can solve problems in a creative way, so that they do not need to be shadowed constantly; workers will commit to objectives in proportion to the satisfaction they get from achieving them. Thus, under Theory Y, managers consider that to achieve the objectives of the company, they must treat each worker as a mature and responsible individual, and adopt a style of participatory, democratic leadership, based on self-direction and self-control and requiring little external control because human beings like work and seek responsibilities on their own with little or no supervision.

Based on the fundamental assumptions of theory X and Y, it is right to be incorporated with present study because the theory focuses on positive and negative relationship between management (super ordinates) and employees (subordinates) in the public institutions. The theory implies that good worker-boss relation (Theory X) is admired by the majority of human resources as it provides workers with a vast opportunity in creativity, team work building, self-efficacy and self-commitment, thus, there is low rate of labour turnover due to increased employee satisfaction which consequently tends to raise the performance and the production. This is unlike the application of theory X which is a threat to many employees in the sense that workers work under the pressure, coercion, undemocratic circumstance and no balance between work and interpersonal life .In regard to the study, the theory X increases labour turnover and leads to poor performance of the organization due to high labour dissatisfaction.

2.2 Empirical Reviews

2.2.1 Factors that lead to Labour Turnover in Public Institutions

Lewis (2014: 14) found that high rate of employee turnover maximizes poor performance of service provision an organization which consequently leads to ineffective performance;

inadequate incentives to the employees discourage their labour retention in most of organization. The most valuable incentives according to his findings are recognition and appreciation (such as an employee-of-the-month programme or just saying “thank you” more often). On the other hand, monetary incentives such as increases in payment or benefits to the labour in terms of salary, retirement pension, prizes for exceptional work, cash bonuses, or holiday pay).

According Matlala and Westhuizen (2012: 1-3) labour turnover is caused by either voluntary or involuntary factors. Voluntary turnover involves retirement at employee’s request, poor pay, and voluntary severance package and generally job dissatisfaction. On the other hand, involuntary turnover occurs in form of retirement, incapacity, misconduct and poor performance. This becomes important in maintaining acceptable standard and performance of organization achieving the large-scale completion of market and production. Therefore, the employees are forced to leave the institution and the action is normally initiated by the employer.

Nyaga (2015: 41) argued that the high rate of employee turnover is a contradictory issue in Kenya simply because workers feel misfortunes with a number of job-related and non-job related factors. The most credited factors for the turnover among the employees are lack of employee retention strategies, low level of employee motivation, lack of career development opportunities and poor work environment; these have been contributing to slowdown of the productivity of organizations.

Jagun (2015: 47) assessed factors for the high employee turnover rates particularly in Irish hospitality industry and the findings reveal that most of the employees are disappointed with poor motivation at work place such as reward to boost employee morale. Also, inadequacy in worker’s salary to earn a living and, lastly, mismatching working hours to the social life which prevent employees from time appropriateness to participate in social life. These challenges encourage the employees to continue seeking for better places to work for pleasant materials, relationship and social life. It is dissatisfaction among the employees in reaching their economic, social or intrinsic goals in life. Turnover is the consequence of work dissatisfaction caused by the combination of factors which include pay, recognition and career development opportunities, among others. These factors are related to labour’s expectations and preferences, which vary between generations, the stage of life they are in and the type of work they do (Leeleu, 2014: 1).

Also, Guyo (2011: 29) concluded that lack of effective retention strategies such as competitive reward programmes and unfriendly work environment have negative influence on turnover rate.

A study in Tanzania by Kombo (2015) who assessed the factors for labour turnover using a case study of the Immigration Department in Zanzibar, the results show that the majority of employees were unhappy about issues of favouritism (inequality) among employees, unfair or unclear system of promotion, unsystematic job rotation, lack of participation in decision making and compensated for overtime and these were presented as dissatisfaction factors among employees. The challenges have been criticizing raise the rate of turnover in public institutions. Apart from that, Worrel (2004) identified major factors responsible for job dissatisfaction among the employees which, in turn, lead to the increased rate of labour turnover in either service offering organizations or profit making organizations. The most significant factors are poor working conditions, quarrel with employers, discriminatory practices and bias, limited career growth and advancement (promotion) and issue of underpayment. These prevent workers from performing their professional duties for the benefit of an organization.

Mbwana (2015: 1-3) commented that managerial controllable factors such as insufficient salary and benefits, limited opportunity for training and development, lack of promotions over time and lack of clarity in procedures for promotions contribute to employee turnover in financial institutions. However, not all labour turnover is destructive to the benefits of organization; sometime it is utilitarian for the sake of organization (Sarah, Gaia, & Christopher, 2007).

The reviewed studies have a close relationship with the situation of Zanzibar because employees' retention within their work institutions is a matter of intrinsic and extrinsic motivation in satisfying the labour needs. The most priority needs are physiological needs such as salary for living earnings; also, job security, fairness, job status, pleasant super-ordinate and subordinate relation as well as time and job matching. However, the issue of salary is still problem which discourages the majority of teachers from staying at their career for a long time and this has led to the time-to-time turnover among public workers in MoEVT.

2.2.3 Impact of Labour Turnover on the Performance of Public Institutions

The employee turnover tends to affect the performance of an organization either positively or negatively. Indeed, it can also affect the individual employee in his/her social and economic life.

2.2.3.1 Negative Impact of Labour Turnover on the Performance of Public Institutions

According to Mrigo (2015: 20) high turnover is a serious obstacle to efficiency, quality, and profitability of an organization in all aspects as the organization faces inadequate staff to assign the routine duties. The extent of the problem threatens the performance of the organization in terms of time cost for compensation, financial cost for recruiting and training the new employees and delaying of service provision to the clients. When employees leave the organization, it may not only have impact on the organization but also on workforce; the increased labour turnover may be a threat to the attainment of high quality and standard product of the organization and this in itself because there is loss to overall expenditure and the abilities to distribute the minimum required services (Nyaga, 2015: 33).

A study by Nyaga (2015) who assessed employee turnover on organizational efficiency in Kenya using descriptive research design in Nairobi, the findings reveal that lack of retention strategies affects organizational productivity to a great extent because the increased rate of employee turnover leads to the fall in organizational productivity as most of the experienced and highly productive staff are lost and it takes a long time for the replacement of newly recruited staff. Job satisfaction influences behaviour and performance of individual employees. Dissatisfaction among workers in the line of what they gain from their organization is hindrance toward the achievement of organizational goals and when the organization is in poor position of service to its clients, it may decline from time to time (Zeeshan et. al., 2016: 95).

It is obvious that high turnover bring devastation to the business directly and indirectly. The Direct costs are the costs involving recruitment, selection, orientation, workshop and training for the fresh employees. Indirect costs are indicated to spending on education, condensed self-confidence, stress on the existing worker and the collapse of social capital and inviting risk on reaching the organizational goals and result to depression in production (Almamun and Hassan, 2017: 69).

The increased cost to the organization emerges when employing human resources with appropriate skills who will pressurize the performance of organization and competitive across the boundaries. A company with a high rate of employee turnover faces greater risks of poor performance in the long run because the employees are the instruments of production in the organizations ((Arokiasamy, 2013: 23). Fidalgo and Gouviela (2014: 7) commented that as new employees arrive and the senior (experienced) workers leave, it is critical to prevent the institution not only from loss of information but also increased costs. It is important to develop a strategy for retaining knowledge because of loss of knowledge from departing employees is a long-term problem that influences poor organizational effectiveness.

2.2.3.2 Positive Impact of Labour Turnover on the Performance of Public Institutions

Studies have presented the alternate side of labour turnover and performance of institutions. There have been empirical studies supporting that labour turnover positively affects both the individual employee and the entire organization. It is important to adopt turnover for the improvement and change in performance of organization as when turnover occurs, the organization gets opportunity to recruit more skilled and competent employees and drop those misfit employees within the organization (Agoi, 2015: 433). The consideration of this change, the organization was able to reach its goal and mission as well as to remove the former unfavourable organizational culture. By taking periodic turnover, the institution increases its opportunity in production because employees become well committed and disciplined in implementing their duties. Furthermore, the management turns to improving the workers' incentives because they are much needed to manipulate the organization's resources. If the "right" employees leaving, the organization has positive outcome as the organization can create more opportunity to replace underperforming individuals with new qualified staff to enhance the performance of a certain organization (Mrigo, 2015 : 19).

Today in the world of competition among firms, there is high demand of qualified manpower that are competitive and competent for the performance of the organization because the knowledgeable employees serve a significant engine in meeting the global challenges of the market place. Therefore, organizational management needs to design the job: job rotation, job enlargement, job enrichment because when employees are more skilled for a job, increase his workload, accordingly improve treatment at the same time; this will give employees a greater

sense of accomplishment. If you give employees the right positions where they make full use of talents so as to improve the employee's job satisfaction, then employees will have more job satisfaction (Zhang, 2016: 87). On the other hand, labour turnover is inevitable to employees in modern life where the individual needs increase from day to day. Thus turnover is a good remedy in satisfying the employees' personal, interpersonal (social) and economic needs.

In regard to Zanzibar, the challenge of labour turnover is a critical issue which discourages the maximum development and achievement of the entire public organization and especially performance of the Ministry of Education. This is due to the fact that turnover among teaching staff who work in public schools has more negative outcomes than benefits as it involves loss of a lot of financial and time resources in recruiting, training and paying the new employees who replace the lost ones.

2.3 The Role of Institutional Management towards the Sustainability of Human Resources for the Performance of the Organization

The effectiveness of the organizations is an outcome of the sufficient output which is mostly related with availability of competent human resources who work under support of good management. According to Kombo (2015: 49) management has an influential role towards reduced level of labour turnover. Thus, managers should treat their subordinates fairly, friendly and respectfully to empower their voice in suiting their needs. The business managers need to focus on engaging and aligning their employees, the structure, people management models and competences to the organizational strategy. This commitment results in high employee retention, high financial performance and high customers' satisfaction (Muhammad, Naseer, Sheraz, & Mahfooz, 2012: 45).

It is important to manage voluntary turnover through recruiting, assessing and motivating employees in an advanced way for the sake of the organization (Mrigo, 2013: 52). From this significance, the institutional management is recommended to appropriate strategies to enhance the job level of satisfying employees including better payment, promotion, working conditions and nature of work in order to minimize the turnover level of the employees in the institutions. It is argued that an organization's success depends mainly on employee retention, which will help the organizations reduce employee's job turnover and increasing organizational effectiveness

(Mohsen, 2007: 21). The reduced turnover in the institutions decreases the expenses of recruiting, training, and “bringing up to speed” new substitutes and this solves the problem of poor performance and underutilization of organization resources. Therefore, it is important to comprehend the factors of the employee’s turnover before they make a decision to quit the organization which can affect organizational effectiveness (Zeeshan, et al., 2016: 95).

Jaguar (2015: 52) maintains that human resource management has a significant role in influencing the behaviour and performance of employees in the Irish hospitality sector so as to boost the rate of employees’ retention in public institutions. This tends to offer employees great motivation and high quality services to clients, guaranteeing a return purchase and thus customer loyalty.

According to Almamun and Hassan (2017: 49-55), management should identify the issues that attract and retain them in the organizations -- these are like job-related life, pleasant salary, workers’ motivation. Job satisfaction is the key determinant for turnover reduction and many researchers are of the view that employees stay confidently in the institutions which necessitate pleasant mechanisms in raising their level of motivation. The improved work conditions, satisfactory salary, self-efficiency in work, fringe benefits, style of supervision, and co-workers relation are the most important factors contributing to job satisfaction with minimum loss of labour force in the organization (Parvin, 2011: 49).

Employee dissatisfaction is a push factor for the employee turnover. In many institutions, the majority of employees leave the job or organization as the way of searching for high income work replacement which they believe will meet their extrinsic and intrinsic needs. The consideration of the workers’ needs are identified in terms of managerial employee factors to maintain friendly working environment, suitable payment, formal and informal rewarding system, fringe benefit, career promotion, clear job expectation, perceived alternative employment opportunity, good co-workers setting, recruiting potential employees, labour retaining mechanisms, and effective leadership. In addition, there are other factors for labour satisfaction such as physiological needs, safe organizational culture and matching between work and family life and adverse job security (Almamun& Hassan, 2017: 50).

However, it has been commented that most of managers in profit making institutions are less credited to enhance job satisfaction at the individual level for prolonged employee retention (Agoi, 2015: 51). Poor consideration of employees' grievances by the management is a sabotage strategy used towards the performance of organization. In a study by Matlala and Westhuizen (2012: 22) in assessing factors for nursing turnover at four public hospitals within the Limpopo Sekhukhune District, the findings reveal that the majority employees have negative perception on the role of management in satisfying the employees' needs because there is poor relationship between management and subordinate staff. The issue is very serious due to poor inclusion of subordinate nursing staff in decision-making processes; increase in nepotism characterized by unfair treatment among employees.

With increased competitiveness due to globalization, managers in many organizations are experiencing greater pressure from top management to improve recruitment, selection, training, and retention of good employees and in the long run would encourage employees to stay in organizations. However, the issue of employee-employer relationship is a critical challenge to the eradication of labour turnover in many service organizations (Ongori, 2015: 52-53)

Further, empirical analysis shows that the collaboration between the employer and the employees regarding implementation of a job satisfaction survey is very valuable (Paille and Bernardeau, 2013: 49), when the employee gets support from management he/she become well motivated to stay in the organization for a long time while unfriendly relationship in work system increases the chances of voluntary resignation among employees. It is leadership style that can affect labour and manager relationship either in positive or negative role in relation to organizational commitment and work satisfaction (Hanaysha et.. al., 2012: 68). The reviewed literatures also supports that the Ministry of Education and Vocational Training consider the needs of employees for their sustainability within the institution. In attaining this aspiration, there has been change in salary scheme, provision of maternity leave and incentives for both male and female employees as well as pre-services and in-services trainings so that employees cannot only upgrade their professional development but also increase job morale, motivation and discipline in the working place.

2.3.1 Unskilled Personnel and Performance of Public Institutions

According to Jaguar (2015: 50), human resource is the engine input in influencing the behaviour and performance of organization as it is service provision or business making organizations. Therefore, nowadays, there is increased demand of qualified personnel who could meet the global challenge in production where institutions are in competitive relations to maximize their profits in both local and international market (Zhang 2016: 89). Inadequate skilled employees reduced the desirable achievements of a particular organization because the organization was characterized by underproduction and generally poor performance (Zeeshan, at. el.,(2016 : 95).

Lewis (2014: 14) pointed out that high rate of employee turnover reduces the competent workers and the organization may have a large percentage of unskilled workers that are producing poorly in speeding up the performance of service offering institutions. This is mostly caused by poor incentives and unfriendly policy to the employees. A study by Mbwana (2013) reported that employees' turnover is inevitable because workers always struggle for personal, social and economic satisfaction. When the skilled personnel are replaced by unskilled ones, they are incapable of stimulating self-sufficiency in the institution to have maximum manipulation of its resources and consequently the institution experiences poor service provision to the customers.

According to Ongori (2007: 52), institutional management needs to treat its subordinates fairly, friendly and respectfully to ensure that the potentiality of skilled workers is effectively utilized for the survival of organization because their retention will invite commitment, morale, volition and better performance and maintaining or restoring of the customers' satisfaction (Muhammad, Naseer, Sheraz, &Mahfooz, 2012: 63).

Ramadhani (2017: 116) emphasized that public institutions should organize formal and informal in-service training programmes to upgrade the professional betterment of their employees. These short-run and long-run in-service training are useful to build the required qualification for the novice and unskilled workers to cater for the needs of the organization. Positive interaction between knowledgeable and unskilled labour at the work place motivates brilliance and competence for the less competent staff because they can have opportunity to share not only social skills but also technical skills for the sustainability of the organization. The unskilled will

learn from the skilled peers through social interaction guiding each other in the pedagogy to serve professional needs (Alkahtani1&AbdulAziz, 2015).

2.3.2 Limited Resource and Performance of Public Institutions

Various studies found that limited resources such as fiscal resources and physical resources are the great impediments towards the effective performance of an organization. Most of academic institutions are not free from material challenges which lead to low standard and quality of education. A study by Ramadhani (2017: 101) who assessed the effectiveness of subject panels in enhancing professional development in Tanzania-Zanzibar, the findings revealed that many academic institutions do face the change of inadequate financial resources in running their day-to-day activities. This was noted to prevent organizations from provision of in-services training to their staff and achieving quality education to the clients. This reflected the findings of Mosha (2015: 73-74) that school activities suffer from shortage of fund to run workshops and seminars for in-service teachers and in most cases, poor performance among public organization is an outcome of limited resources.

Insufficient resources tend to discourage institutional management's implementation of the resolution and planning which have been made for the sustainability of the organization and therefore, deficiency in resources in financial or facilities puts the organization into severe loss (Frederiksen, 2015: 12). However, Johnson (1986: 54) commented that although spending many resources in running an organization may allow greater intensity, higher quality product as well as job retention among workers who have been motivated by organizational environment, this does not guarantee one hundred per cent the effectiveness and sustainability on the performance of the organization. There must be additional factors beyond it including interpersonal relations among employer-employees and workmates themselves.

According to Allen (2006: 2-3), financial resource crisis is a setback to the effective performance of the entire organization as it drops the salary and incentives of the employees and employee turnover becomes so serious as employees shift into other organizations for economic compensation. Meantime, poor institutional resources such as work infrastructures discourage employees to work comfortably and having the sense of sustainable development for

organizational sake. Eventually, the organization decreases its degree of performance and productivity.

2.3.3 Knowledge Gap

Most of the literature reviewed in Tanzania informed that labour turnover is an acute problem to many service offering organizations in Tanzania as the problem tends to have negative consequence on the performance and achievement on the organizational goals, though the literature remained scanty about the turnover and performance of public secondary schools at the Ministry of Education in Zanzibar. Therefore, from this knowledge gap the study was then proposed to assess labour turnover and performance of public institutions in the MoEVT in Zanzibar, particularly the secondary schools department.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the methodology that was employed in the study; it focuses on the research design, area of the study, the population of the study, sample size and sampling techniques and the methods for data collection. Finally, it presents data analysis plan, reliability and validity of those instruments as well as ethical consideration.

Research methodology involves a process through which information and vital data are collected for the sole purpose of deducing informed results in a piece of research. This process enables a researcher to access all information he needs in a research to answer his research questions (Kumar and Phrommathed, 2005: 38).

3.1 Research Design

Research design is the specific procedure involving in the research process; data collection, data analysis, and report writing (Churchill, 2002). The study used a cross sectional survey design which enabled the researcher not only to collect data from different sections within a short time but also for the triangulation of data concerning the study (Cresswell, 2012: 21-22). The reason for the proposed design was to make the researcher easy in data collection from multiple participants including teachers and head teachers of secondary schools as well as ministry officials. It also saved time during data collection and provides opportunity to respondents expressing their perceptions about the study.

3.2 Study Population and Sample Size

The total population for the study involved 686 public employees under MoEVT under secondary education department in urban district, Zanzibar. The samples for the study included 10 school heads and 230 teachers from 10 public secondary schools out of 681. Five (05) ministry officials from five divisions under MoEVT were taken into account for the study. This made a total of 245 respondents who were working under the Ministry of Education and

Vocational Training in Zanzibar. The fulfilment of the proposed sample size was adopted from sample size model from Krejcie and Morgan's Table. Therefore, the sample size formed three distinctive sections: teaching staffs (subordinate employees), school heads (manager at local level) and ministry officials (managers at central level) from whom the relevant data on labour turnover were obtained. The population and sample size for the public schools and Ministry officials from MoEVT is presented in Tables 3.1 and 3.2.

3.3 Sampling Techniques

3.3.1 Purposive Sampling

Gall et al. (2005) define purposive sampling as the process of selecting cases that are likely to be information-rich with respect to the purpose of a particular study. Information-rich participants are likely to be knowledgeable and informative about the phenomenon under investigation. Purposive sampling was used in selecting 10 public schools for the study located in Zanzibar urban district. Meantime, the procedure was applicable to select 10 school heads of public secondary schools. It was further used to pick 05 Ministry officials at central ministry of education. The justification for employing purposive sampling in this study was to obtain participants who were available, willing and interested but also represented relevant data on employee turnover to meet the researcher's objectives (Cresswell, 2012).

3.3.2 Stratified Sampling

According to Cohen, Manion and Marrison (2005), stratified sampling involves dividing the population into homogenous groups, with each group containing subjects with similar characteristics. This technique was used to select 230 respondents out of the 671 teacher population. According to Dempsey (2003), stratified random sampling is considered appropriate since it gives individuals equal chance of being selected as a study respondent. It is less biased and easy for generalization of the study findings in large-scale use. Stratified random sampling ensures inclusion in the sample of sub groups, which otherwise would be omitted entirely by other sampling methods because of their small number of population (Kothari, 2005).

Table 3.1 Population and Sample Size of Public Secondary Schools at Urban District in Zanzibar

S/N	Name of School	Population	Sample size	
			Teachers	Head Teacher
1.	Chumbuni	67	24	01
2.	Haile Selassie	94	31	01
3.	Bububu	55	23	01
	Mwembeladu	115	35	01
4.	Kidongochekundu	84	27	01
5.	Kwamtipura	80	26	01
	Mwanakwerekwe "A"	54	23	01
6.	Jan'gombe	65	23	01
7.	Kiembesamaki	32	08	01
	Mtopepo	35	10	01
8.				
9.				
10.				
	TOTAL	681	230	10

Table 3:1 Adopted and Modified from Krejcie& Morgan 1970

Table 3.2 Population and Sample Size of Ministry Officials from MoEVT

SN	MoEVT Departments	Sample Size
1	Secondary Education Department	01
2	Data Base Division	01
3	Salary Division (KALAMAZOO)	01
4	Employment Division	01
5	Human Resource Management Division	01
	TOTAL	05

Table 3:2 Adopted and Modified by a Researcher 2018

3.4 Data Sources

The present study consisted of both secondary and primary sources of data. The inclusion of multiple data sources was an attempt to attain data triangulation for the authenticity of the findings.

3.4.1 Primary Data Sources

Primary data sources involve those methods which enable the researcher to collect the original data on his/her own as he/she interacts with participants in the field to explore their perceptions towards the study (Kothari, 2009: 78). Therefore, the study took into account interview and questionnaires as relevant primary data collection methods.

3.4.2 Secondary Data Sources

According to Cresswell (2012: 83) secondary data are the secondhand information obtained through documentation involving reading articles, previous dissertations, statistical publications, online papers, census reports and other academic papers related to the topic at hand. The present study used various secondary literatures; the works of others have been reviewed for the secondary data in order to gain knowledge or insight on the background of the study, skills in research methodology as well as relevant theories guiding the study. Likewise, the secondary data was used to give information in the line of the study objectives. Therefore, a variety of research papers, National Examination Council of Tanzania Reports, Journals on labour turnover as well as statistical reports from the MoEVT, Zanzibar were used for the current data related to the problem at hand.

3.5 Data Collection Methods and Instruments

3.5.1 Questionnaires

A set of questions containing open ended and close ended questions was set and administered to the respondents. The questionnaires were administered to school teachers. The researcher constructed relevant and straight-forward questionnaire for great ease of respondents' understanding, interpretation and quicker feedback. The questionnaire consisted of both open-ended and close-ended questions in line with the research questions and study objectives.

3.5.2 Interviewing method

The researcher used interviews as one of the major methods of data collection during data collection. The aim of using an interview method was to explore the respondents' views, feelings, perceptions and experiences about the study. The interviewing method helped in collecting data directly through face-to-face interactions from the key informants who provided more in-depth information. The researcher formulated an interview guide in advance with questions that were clear and simple for the respondents in order to respond clearly with ease.

3.6 Data Analysis Technique

According to Lodico (2006) data analysis is a systematic process of selecting, categorizing, comparing, synthesizing and interpreting data to provide explanations of the single phenomenon of interest. The data analysis in the present study employed both qualitative and quantitative data analysis approach.

3.6.1 Qualitative Data Analysis Technique

This incorporated thematic analysis of Holliday (2000) as well as open coding and editing. Thematic analysis: this relies on descriptions in which data are presented in thematic form; the themes are identified before and refined during the analysis of data. For example, interviews from head teachers and ministry officers were guided by a selection of sub-themes, which merge together with major research questions set forth for the study. In open coding, data were put into theoretically defined categories in order to analyse them (Silverman, 1993). It is the process of breaking down, examining, comparing, conceptualizing and categorizing data. This is important for the researcher to realize the saturation of the data when repetitive themes occur. Editing involves a process of improving the quality of information without tampering with the data. Both in the field by checking whether the information has been systematic or done well, and by doing every rectification in the office.

3.6.2 Quantitative Data Analysis Technique

SPSS software facilitates tabulation and computation of frequencies, percentages and ratios of the quantitative data obtained from the questionnaires. Also, graphs were used to present data from questionnaires using Microsoft Excel 2010 for analysis interpretation and discussion.

3.7 Validity and Reliability

Validity and reliability are two criteria used to judge the quality of all pre-established quantitative measures (Lodico, et al., 2006; Cohen, Manion & Morrison, 2007: 105). Validity is the appropriateness, meaningfulness, and usefulness of specific inferences made from test scores; also the soundness of research findings based on the satisfaction of specific design criteria for various types of research, (Gall et al., 2005: 83). Reliability refers to the consistency of scores, that is, an instruments' ability to produce approximately the same score for an individual over repeated testing or across different raters (Lodico, et al., 2006: Cohen, Manion & Morrison, 2007: 105-107).

The present study involved triangulation to maintain validity and reliability. This is to rely on multiple sources of data, literature reviews, and guiding theories of study, sampling techniques and data collection methods to increase the soundness of research findings. According to Cresswell (2012: 159) Triangulation is the process of corroborating evidence from different individuals (school heads, teachers and ministry officials), types of data (observational field notes and interviews), or methods of data collection (observation, questionnaires, documentary and interviews) mixed approach based on qualitative approach (descriptions and themes) as well as statistical analysis of data in quantitative approach. Hence, triangulation maintains the validity and reliability of the study because the data is obtained from multiple sources of information, individuals, or processes.

3.8 Ethical Consideration

The researcher always made sure that ethical issues were given special attention and consideration during actual field research as well as report writing (Cohen, Manion & Morrison, 2007: 79). The researcher's responsibility was to ensure that the participants were physically and psychologically protected from any discomfort or danger that might arise due to the research procedure; hence, all respondents were assured of safety in terms of their personal security. The researcher was ethically bound to follow and accept individual plans and school regulations by asking for their readiness and possibility of doing the study. In short the study took into account some ethical considerations. Among the ethical issues considered in this study were those which presented by Cresswell (2012 & 2001), Kerlinger and Lee (2000, 65).

Permission to conduct the research: The researcher sought an approval letter from the University and presented to the Ministry of Education Vocational Training in Zanzibar, Regional Education Officer and District Education Officer in Zanzibar for data collection in the targeted population.

Informed consent: Sufficient explanation on the purpose of the study and its expected advantages to the participant was provided to avoid unnecessary inconvenience. During interview, any voice recording tool was avoided without participant's permission.

Confidentiality: The respondents' information was confidentially considered. Respect was accorded to the target population and its culture in the sense that the researcher was faithful and ethical in respecting research site and indigenous culture in order to build strong and harmonious relationship with participants during data collection. Another ethical issue was avoiding plagiarism. The researcher acknowledged any information reviewed from literature with proper citation in a part of literature review. Likewise, the dissertation writing comprised what had been found in the actual research and not otherwise and the final copy thesis was kindly shared with study population so that they could have opportunity to access to study findings (Cresswell, 2012: 462).

CHAPTER FOUR:

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents the findings, analysis and discussion of the findings that were obtained through questionnaires, interviews and observation. The findings are based on the objectives of the study outlined in chapter one. The chapter starts by presenting the demographic and social-economic characteristics of the sample population, focusing on age, sex, level of education, marital status and duration of working. The study was aimed at identifying the Labour Turnover and Performance of Public Institutions: A Case of Ministry of Education and Vocational Training in Zanzibar.

Data is presented and discussed with the help of tables and figures as a means of summarizing and clarifying on the matter discussed for each finding with regard to the study objectives.

4.1 Characteristics of the Respondents

Demographers and other social scientists have special interest in the age structure of a population, not only because it is a fundamental measure of population growth, but also as an instrument that helps to understand the relationship within the community and the way various activities are undertaken. While the age structure has enormous implication on the management of various resources and administrative functions, sex has influence on the prioritization of the various services and participation in various activities in society (Burt, 2001). Education is also very important in different career undertakings. As such, age, sex, marital status and education were taken into consideration during this study and the respondents who were included were grown-up and mature. Information was sought on the age, sex, level of education and marital status as well as working experience of the respondents.

A total of 245 respondents were selected for the study. During data collection, 37 questionnaire guides were returned unfilled, some respondents (teachers) were not met in their schools because

some were part-timers and it was not possible to meet them even after making arrangements on phone and therefore the interview method was partially used. The questionnaire method was mostly used to collect much of the information as per the objectives set. Therefore only 208 respondents, representing 84.9% were reached.

4.1.1 Sex of Respondents

Table 4.1 Sex of respondents

Sex of respondents	Frequency	Percentage
Male	113	54.3
Female	95	44.7
Total	208	100

Source: Primary Data, (2019)

Basing on the data presented in the table above, it was found out that most respondents were females with a percentage of 54.3% of the total respondents, and males were found to have contributed by 44.7%. The researcher considered sex to ensure that there is gender balance among the respondents for the study.

4.1.2 Ages of Respondents

Table 4.2 Age of respondents

Age of respondents	Frequency	Percentage
20-29	39	18.8
30-39	57	27.4
40-49	79	38.0
50-59	22	10.6
>60	11	05.2
Total	208	100

Source: Primary Data, (2019)

According to the findings in Table 4.2 above, the researcher considered the age of respondents and the results are shown above which indicate that 38% was the biggest percentage of

respondents who were between 40-49 years of age, while the smallest numbers of respondents were 5.2% who were above 60 years of age. Other respondents included 27.4% who were between 30 and 39 years, 18.8% were for years between 20 and 29 years while 10.6% of respondents were between 50 and 59 age. The above age differences gave the researcher a chance to explore the views of respondents with varying age ranges and this broad experience on the context of the study is vivid. The study analysis revealed that most of interviewed teachers were in mature category, implying that the respondents had enough experience on labour turnover and other related matters in their localities in relation to how labour turnover influenced the performance of employees in public institutions in Zanzibar. Employees above 45 years will tend to move from place to place because they feel they have not yet worked for enough money and therefore they turn from job to job to get money since they are nearing retirement age (Creswell, 2012).

4.1.3 Respondents' Levels of Education

Table 4.3 Level of education of respondents

Level of education	Frequency	Percentage
Certificate	13	06.2
Diploma	49	23.6
Degree	89	42.8
Masters	48	23.1
PhD	09	04.3
Total	208	100

Source: Primary Data, 2019

As regards to the results presented in Table 4.3 above, most respondents had attained degrees with 89 respondents representing 42.8%; respondents who had diploma as their highest level of education were 49, representing 23.6%; while 48 respondents representing 23.1% had Master's degree as their highest level of education, 13 respondents representing 6.2% had certificate as their highest level of education, and the least group represented by 4.3% had PhD as their highest level of education. The level of education helps the researcher to deal with educated people who understand better labour turnover and the performance of public institutions in Zanzibar. Srivastava and Jaffe (1992) noted that access to education is significant for employees because it

makes them work better and maintain their jobs. To a large extent educational level of people determine the skills and knowledge they have, which also has a bearing on occupations. Highly educated employees with Master's and PhD wanted to work in highly paid jobs which make them to move from one job to another to find where they can be paid well than in the public institutions like in Education, hence labour turnover and low performance at work (Gupta, 2006).

4.1.4 Respondents working experience

Table 4.4 Working experience

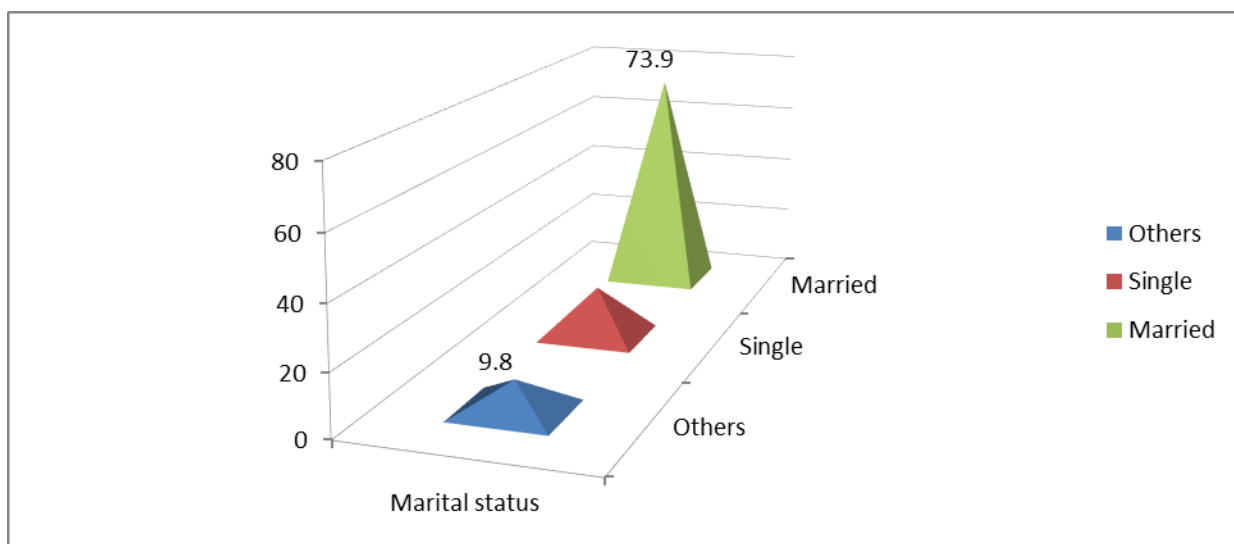
Working experience	Frequency	Percentage
Below 1 year	12	05.8
1-5 years	44	21.2
6-10 years	96	46.2
>10 years	56	26.8
Total	208	100

Source: Primary Data, 2019

Information on the work experience of the respondents was also sought (Table 4.4). Respondents with working experience of more than 10 years were 56(26.8%). Also, respondents with working experience of 6 to 10 years were 96 (46.2%), whereas respondents with experience of 1 to 5 years were 44(21.2%). Only 12(5.8%) of the respondents had worked for less than one year. The study group consisted of mainly those who had been working for 6 to 10 years and those who have been working for more than 10 years. Therefore the study sample consisted of new staff who had been working for less than a year up to the very experienced ones who had been working for more than 10 years.

4.1.5 Marital Status of the Respondents

Figure 4.1 Marital status of respondents



Source: Primary Data, 2019

From the survey, it was found out that a large majority that is about 73.9 per cent of the respondents are married, while 16.3 per cent are single. Only 9.8 per cent and 1.6 per cent of the respondents were found to be divorced and widowed respectively. Given the fact that majority of the respondents were married, it was appropriate to infer that their stay in the communities and their livelihood sustainability depended largely on where they worked relative to those that were single or divorced. Conversely, the larger group who were married could not easily migrate and were the hardest hit when their livelihoods sources were adversely affected. This implies that efforts should be made to sustain the livelihoods opportunities in these public institutions to help arrest urban migration of the employees by way of encouraging them to stay in public institutions to work for their families.

Table 4.5 Respondents Extent of Labour Turnover among employees of MoEVT in Zanzibar

Response	Frequency	Percentage
High	184	88.5
Moderate	09	4.3
Low	15	7.2
Total	208	100

Source: Field research, (2019)

The result in Table 4.5 above reveal that to the great extent labour turnover existed in public institutions under MoEVT, as the findings showed that the majority of the respondents 184(88.5 %) agreed that there was high labour turnover in the organization; about 09(4.2%) of respondents reported low labour turnover.

4.2 Factors that lead to Labour Turnover at Ministry of Education and Vocational Training in Zanzibar

To answer objective number one of the study, the researcher sought from respondents to reveal some factors that explain Staff Turnover at Ministry of Education and Vocational Training in Zanzibar. The respondents' answers to this question shown in Table 4.6.

Table 4.6 Factors that lead to Labour Turnovers at Ministry of Education and Vocational Training in Zanzibar

Factors	Frequency	Percentage
Unpleasant working conditions and facilities	23	11.1
Unfriendly employer-employee relation	36	17.3
Lack of recognition	49	23.6
Unsatisfactory salary	87	41.8
Low levels of motivation and job security	13	06.3
Total	208	100

Source: Primary Data, 2019

Most respondents (87) ranked unsatisfactory salary (pay) by (41.8%) as the first and most important factor for staff turnover in the organization. Good salaries or competitive pay as a factor was also among the results of the study that were in a strong agreement with the literature review that monetary aspect features very highly as a motivator for attracting and retaining the staff. This can be evidenced by frequent movement of staff especially teachers who move now and then from government schools to private or other international NGOs because they are looking for better pay. Most of the people do move to better paying jobs and bigger positions in their new jobs. The government should consider on making sure to increase and provide reasonable administrative costs, including better salaries for their staff. When staff are paid low

salary compared to the work done, it leads them to leave the organization and find other organizations which offer high payments compared to the one they left.

Respondents 49(23.6%) agreed that lack of recognition was among the factors that contribute to staff turnover whereby the individual's contribution is not recognized by the organization making them to have poor morale of working hence decide to leave in order to look for better places elsewhere. Recognition and praise are a cost effective way to maintain a happy and productive workforce. Paying attention to employee's personal needs, rewarding work environment, and respect from managers are all important factors. Other employees leave organizations because they are not recognized or motivated by getting higher positions. They work for the organization for a long period of time and qualify to be hired for higher position but top management forgets about them.

The researcher also found that lack of motivational factors such as promotion and incentives for the employee's contribution in the development of the organization frustrates people since when they are employed, they work hard for the benefit of the organization but their effort is not being acknowledged. This makes them unable to work at their best for the achievement of the organization's goals as well as hard to meet the set targets that were set for them to achieve.

Respondents 36(17.3%) rated unfriendly employer-employee relations as another factor that led to staff turnover as in most cases the employees were managed with strict rules and regulations with little concern for human factors such as belongingness, good social relation, good care from institutional management and assistance. Improper and inhumane treatment of workers in the organization pushes the labourers to leave and join other institutions for higher benefits. The existence of harmonious employer-employee relations fosters love, creativity, closeness, belongingness, and fair worker to worker or worker to manager interaction and consequently increases performance of the organization.

Insufficient working conditions and facilities were the last in the list given by 23(11.1%). The research further found out that working environment was not conducive because there was lack of sufficient working conditions and facilities. According to the study findings, respondents interviewed by the study were not satisfied with the working environment. Good offices and furniture, computers, water and electricity are the basic necessities of life and working facilities,

of which most staff seemed to be satisfied with which could be available in the working environment. However, everyone aspires to work in a good working environment by provision of both sufficient working condition and facilities with limited resources or availability of resources that will simplify their works. To make things done easier in the organization, there should be a good working environment which secures employees and good conditions.

Low level of motivation and job security were also identified by respondents as among the factors that motivates labour turnover, as reported by 13(6.3%) of the respondents. The research also revealed that lack of motivational factors such as delayed promotion after being worked for a reasonable period of time and non-payment of overtime allowance after working for extra time, are some of the reasons for staff turnover. Provision of incentives for greater retention of staff, especially teachers, should involve the provision of settling in allowance for new teachers taking posts in difficult and hard to reach areas (3500 new graduates annually taking posts in difficult and hard to reach areas receive TShs 500,000 each as settling in allowance) and providing housing units in community built secondary schools: 2,000 housing units built every year throughout the programme time. Every new school was to have at least 2 staff houses before being registered starting 2010.

Similarly, the findings revealed that teaching staff were not comfortable with job security at work place; this was intensified by political threat intervening in their career. It has been noted that some teachers in public schools have been dismissed due to engaging in political activities. Thus, some teachers decide to leave the career to search for other secure places for job retention. This has been noted as falling short of the staff (teachers') requirements necessary for improving their welfare. The motivational factor and job security have not been explored to the fullest. The incentive regime is poorly lacking in secondary schools and the government has been reluctant to improve teachers' salaries and provide the entire allowances secondary teachers claim.

4.2.1 Impact of Staff Turnover for Public institutions to the Ministry of Education and Vocational Training in Zanzibar

The study revealed that high staff turnover can bring about some impacts to the ministry of Education and Vocational Training in Zanzibar. Since most of the organizations do not conduct exit interviews so as to understand the main reasons for the occurrence of labour turnover, the

following may be faced by that particular organization as was found out from the respondents and presented at Table 4.10 below.

Table 4.7 Impact of Staff Turnover in ministry of Education and Vocational Training in Zanzibar

Impact	Frequency	Percentage
Poor quality of the services provided by the organization	52	25.0
Mass failure of students	66	31.7
Low productivity	48	23.1
Dissatisfaction of clients	42	20.2
Total	208	100

Source: Primary Data, (2019)

The researcher also discovered that among the impacts of staff turnover among the Tanzanian public institutions which most of the organizations must take into serious consideration are as follows:

From the questionnaires that were distributed, the results showed that the majority of teacher respondents noted that mass failure of students in secondary schools was the most significant impact of labour turnover as it was scored by 66 respondents representing 31.7%. This implied that when an organization loses its potential manpower, there is drop in academic performance of the clients (students)

Similarly, according to data from the interview guide, mass failure of students was also a very much bigger impact which should be much considered. When staff move from their employment, it becomes a challenge because competent staff in the practices are limited and it is time-consuming to recruit new staff and train them. This is a stiff challenge to the achievement of organizational goals.

Again, poor quality of the services provided by the organization was reported by 52 respondents (25%) as the second impact of turnover. For example, MOEVT is one of the reputable organizations in making sure that education is provided to all who are eligible so as to have educated citizens, but due to the problem of turnover it has led to some of the workers leaving their jobs, which leads to quality of service to be drawn down. Since the professionals have left abruptly, this leads to contracting those who demand services from MOEVT to think of different alternatives elsewhere.

Another impact revealed that low productivity is a result of staff turnover; this was reported by 48(23.1%) of respondents. The organization faces challenge of labour compensation because when the expert shifts career or organization into somewhere else, the routine duties are not performed or accomplished within appropriate time and this results into low productivity in the organization. The junior or novice staff have low capabilities to perform tasks at the expense of the long experienced ones. From this shortage, labour turnover is the wastage of organizational skilled human resources and resulting to under-productivity.

From the questionnaire responses, Labour turnover also leads to customer (client) dissatisfaction because of the employees being overloaded with work. This means that both employees and customers may not be served as they wish. Therefore the organization may lose its effectiveness and efficiency when it is measured at the point of service delivery. This was reported by 42(20.2%) of respondents.

4.3 Role of Institutional Management towards the Sustainability of Human Resources for the Performance of the Organization

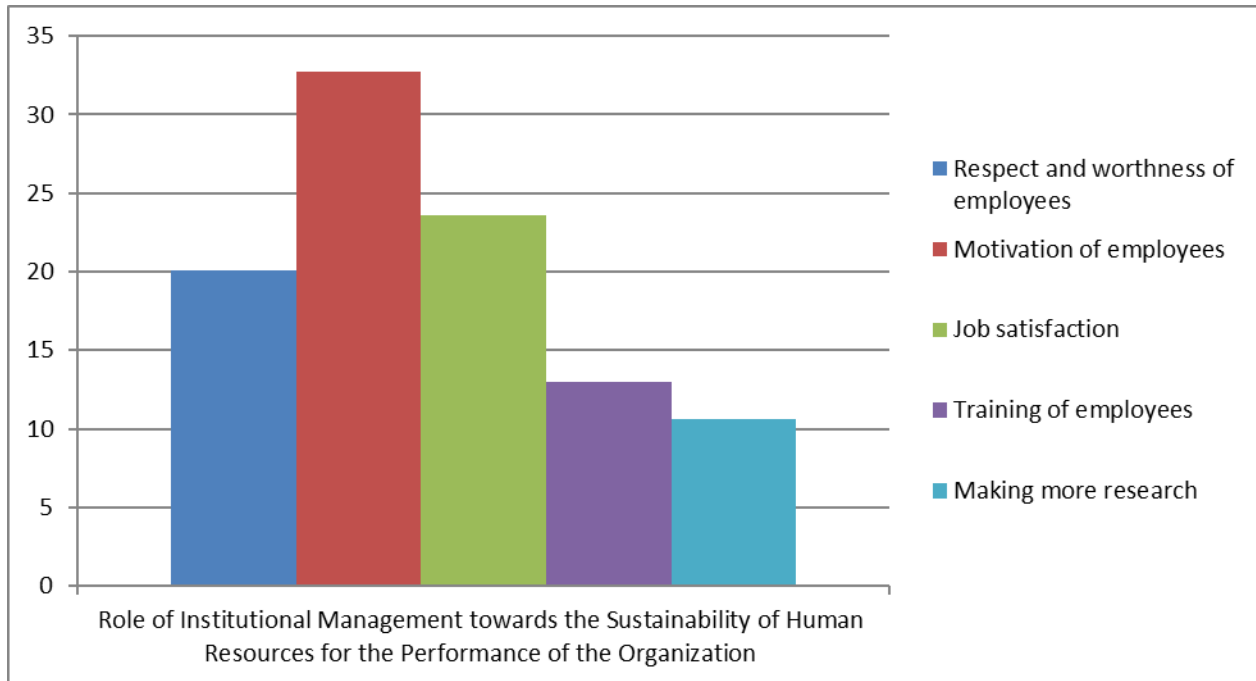
Table 4.8. Showing the roles of Institutional Management towards the Sustainability of Human Resources for the Performance of the Organization

Response	Frequency	Percentage
Training of employees	27	13.0
Motivation of staff	68	32.7
Job satisfaction	49	23.6
Making more research	22	10.6
Respect and worthiness of staff	42	20.1

Total	208	100
--------------	------------	------------

Source: Primary Data, 2019

Figure 4.2 Showing the roles of Institutional Management towards the Sustainability of Human Resources for the Performance of the Organization



The staff of the organizations was asked for their opinions on what should be done to prevent staff quitting their jobs, they suggested the following;

From the interviews, respect, dignity and worthiness of staff was mentioned by 42(20.1%) of respondents. It was noted that there could be better packages in terms of loans and good salaries as well as improving conditions such as medical, transport, housing and educational allowances. Furthermore, the respondents argued that it was important to have improved policies, systems and procedures that are set as guidance to the smooth running of the organization whereby the relationships between the management and other staff would become better, hence to establish and enhance the team spirit. With this, fairness to all staff was created and which made the staff members to have morale to work for the organization as a team. The organization creates the culture that is set to make staff to stay within the organization. Effective policies, systems and

procedures ensure that everyone feels that they are being treated equally and the decisions made are for the benefit of the organization which is fair, just and transparent.

Also, 27(13%) of respondents argued that having a clear career development path for the staff through staff training would prevent the problem of staff turnover since the staff would feel they are also considered by the employer, and that the employer cares for the employee's development in terms of professional skills and knowledge. This motivates people to stay in the organization. The researcher found out that employee turnover made the employer face a lot of challenges. Therefore, they had to think of developing new systems of the organization and conducting training programmes so that the existing employees could be able to fill the gap of those moving out of the organization and to conduct the recruitment process.

From the questionnaire, it was revealed that the organizations should conduct exit interviews through making of research to learn from the member of staff leaving the organization so as to plan on how to avoid staff leaving the organization for the same reasons in the future. This was reported by 22(10.6%) of respondents.

From the interview guide, employee motivation in terms of salaries was also mentioned by 68(32.7%) of respondents. In this study, the researcher findings showed that there are people who leave the organization with different reasons but the most important reason is pay. Most employees leave the organization for different reasons such as need for higher pay, poor working environment and insufficient social services.

From the questionnaire, 49(23.6%) of respondents commented about job satisfaction as one of the best ways to be done by human resource to reduce labour turnover. The study therefore suggests the best ways to overcome the challenge of labour turnover so as to ensure job security to the staff, to improve working environment to the staff, respecting and recognition of the employees, and cooperation from all levels of the organization's management. Recruiting and selecting the right people who will stay for a long period of time in the organization.

4.4 Discussion of findings

4.4.1 Factors that lead to Labour Turnovers at Ministry of Education and Vocational Training in Zanzibar

Unsatisfactory salary is the key factor which results labour turnover in this study. The majority of teachers are uncertain to turn over due to the fact that they seek for the high salary job to satisfy their life needs. This can be evidenced by frequent movement of staff especially teachers who are moving now and then from government schools to private or other international NGOs because they are looking for better pay. Most of the people do move to better paying jobs and bigger positions in their new jobs. The government should consider making sure to provide and increase reasonable administrative costs, including better salaries for their staff. When staff are paid low salary compared to the work done, it leads them to leave the organization and find another organization which offers high pay compared to the one they left. The findings here support the findings Mbwana (2015: 1-3) who commented that managerial controllable factors such as insufficient salary and benefits, limited opportunity for training and development, lack of promotions over time and lack of clarity in procedures for promotions contribute to employee turnover in financial institutions. However, not all labour turnover is destructive to the benefits of organization; sometimes it is utilitarian for the sake of the organization (Sarah, Gaia, & Christopher, 2007).

The factor contributes to staff turnover whereby the individual's contribution is not recognized by the organization making him/her to have poor morale of working, hence deciding to leave in order to look for better places elsewhere. Recognition and praise are a cost effective way to maintain a happy and productive workforce. Paying attention to employee's personal needs, rewarding work environment, and respect from managers are all important factors. Other employees leave organizations because they are not recognized to be motivated by getting higher positions. They work for the organization for a long period of time and qualify to be hired for higher position but top management forgets about them. The findings here also agree with the findings of Nyaga (2015: 41) who argued that the high rate of employee turnover is a contradictory issue in Kenya simply because; workers feel misfortunes with a number of job related and non-job related factors. The most credited factors for the turnover among the employees are lack of employee retention strategies, low level of employee motivation, lack of

career development opportunities and poor work environment; this have been contributing to slowing down the productivity of organization.

The research further found out that working environment and facilities are not conducive because there is lack of sufficient working condition and facilities. According to the study findings, respondents interviewed by the study were not satisfied with the working environment. Good offices and furniture, computers, water and electricity are the basic necessities of life and working facilities, of which most staff seemed to be satisfied with which could be available in the working environment. However, everyone aspires to work in a good working environment by provision of both sufficient working condition and facilities with limited resources or availability of resources that will simplify their work. To get things done easier in the organization, there should be a good working environment which secures employees and good conditions.

The researcher also revealed that motivational factors such as delayed promotion after working for a reasonable period of time and non-payment of overtime allowance after working for extra time are some of the reasons for staff turnover. Provision of incentives for greater retention of staff, especially teachers, should involve the provision of settling in allowance for new teachers taking posts in difficult and hard to reach areas (3500 new graduates annually taking posts in difficult and hard to reach areas receive TShs 500,000 each as settling in allowance) and providing housing units in community-built secondary schools: 2,000 housing units built every year throughout the programme time. Every new school to have at least 2 staff houses before being registered starting 2010. The findings here also support the findings of Kombo (2015) who assessed the factors for labour turnover using a case study of Immigration Department in Zanzibar. The results showed that the majority of employees are unhappy with issues of favouritism (inequality) among employees, unfair or unclear system of promotion, unsystematic job rotation, lack of participation in decision making and compensated for overtime and these were presented as dissatisfaction factors among employees. The challenges have been criticizing the increase of the rate of turnover in public institutions. Apart from that, Worrel (2004) identified major factors responsible for job dissatisfaction among the employees which, in turn, lead to the increased rate of labour turnover in either service-offering organizations or profit-making organizations. The most significant factors are poor working conditions, quarrel with

employers, discriminatory practices and bias, limited career growth and advancement (promotion) and issue of underpayment. These prevent workers from performing their professional duties for the benefit of an organization

4.4.2 Impact of Staff Turnover for Public institutions to the ministry of Education and Vocational Training in Zanzibar

The researcher also revealed that among the impacts of staff turnovers to the Tanzanian public institutions which most of the organizations must take into serious consideration are as follows: From the questionnaires that were distributed, it was revealed that poor productivity is one of the impacts resulting from staff turnover. When people leave organizations, their positions remain gaps. The process of filling the gaps means that some of works to be done or accomplished will not be done within a required time and that leads to low productivity in the organization. Because every person has his or her talents toward performing activities, labour turnover can lead organizations to lose hardworking, skilled and talented employees. The research findings revealed that with movement of staff from one organization to another leads to loss of the right people with right skills, hence leading to low productivity of the organization. The findings also supports the findings of Nyaga (2015) who assessed employee turnover on organizational efficiency in Kenya using descriptive research design in Nairobi, the findings reveal that lack of retention strategies affects organizational productivity to a great extent because the increased rate of employee turnover leads to the fall in organization's productivity as most of the experienced and highly productive staff are lost and it takes a long time to replace them. Job satisfaction influences behaviour and performance of individual employees. Dissatisfaction among workers in the line of what they gain from their organization is a hindrance toward the achievement of organizational goals; and when the organization is in poor position of serve its clients, it may decline from time to time (Zeeshan et. al., 2016: 95).

Again, the findings revealed that there is mass failure of students in secondary schools as a result of the increased labour turnover in MoEVT in Zanzibar and it was reported that when an organization loses its competent human resources, students as main clients suffer from academic handicap as they do not get quality education to make them utilitarian in the society and nation at large. It is difficult to compensate the productive workers after loss and the credit of organization to sustain its standard becomes in critical condition. The organization cannot perform enough

with lowly experienced or incompetent staff. By so doing, the organization is stagnating instead of growing. This result supports the findings of Mrigo (2015: 20) that high turnover is a serious obstacle to efficiency, quality, and profitability of an organization in all aspects as the organization faces inadequate staff to assign the routine duties. The extent of the problem threatens the performance of organization in term of time cost for compensation, financial cost for recruiting and training new employees and delaying of service provision to the clients. When employees leave the organization, it may not only have impact on organization but also on workforce; the increased labour turnover is a threat to the attainment of high quality and standard product of the organization; and this is because there is loss to overall expenditure and the abilities to distribute the minimum required services (Nyaga, 2015: 33).

4.4.3 Roles of Institutional Management towards the Sustainability of Human Resources for the Performance of the Organization

From the interviews, respect, dignity and worthiness of staff in that there could be better packages in terms of loans and good salaries as well as improving conditions such as medical, transport, housing and educational allowances. Furthermore, the respondents argued that it was important to have improved policies, systems and procedures that are set as guidance to the smooth running of the organization whereby the relationships between the management and staff would become better, and hence establish and enhance team spirit. With this, fairness to all staff is created and which make the staff members to have morale to work for the organization as a team. The organization creates the culture that is set to make staff to stay in the organization. Effective policies, systems and procedures ensure that everyone feels that they are being treated equally and the decisions made are for the benefit of the organization which is fair, just and transparent. The findings agree with the results of Kombo (2015: 49) who says management has influential role towards reduced level of labour turnover. Thus, managers should treat their subordinates fairly, friendly and respectfully to empower their voice in suiting their needs. The business managers need to focus on engaging and aligning their employees, the structure, people management models and competences to the organizational strategy. This commitment results in high employee retention, high financial performance and high customer satisfaction (Muhammad, Naseer, Sheraz, & Mahfooz, 2012: 45).

Having a clear career development path for the staff through staff training would prevent the problem of staff turnovers since the staff would feel they are also considered by the employer, and that the employer cares for the employees' development in terms of skills and knowledge in terms of their profession. This motivates people to stay in the organization. The researcher found out that employee turnover make the employers face a lot of challenges; therefore they have to think of developing new systems of the organization and conducting training programmes so that the existing employees are able to fill the gap left by employees moving out the organization and to conduct recruitment process. Mohsen, 2007: 21 also supports the results here in that the reduced turnover in the institutions decreases the expenses of recruiting, training, and "bringing up to speed" new substitutes and this solves the problem of poor performance and underutilization of organizational resources. Therefore, it is important to comprehend the factors of the employee's turnover before they make a decision to quit the organization which can affect organizational effectiveness (Zeeshan et al., 2016: 95).

From the interview guide, employee's motivation in this study the researcher's findings showed that there are people who leave the organization with different reasons but the strongest reason is pay. Most employees leave the organization with different reasons such as need for higher pay, poor working environment and insufficient social services. Paille and Bernardeau (2013: 49) also agree with the findings here. when the employee gets support from management he/she become well motivated to stay in the organization for a long time while unfriendly relationship in work system increases the chances of voluntary resignation among employees. Leadership style can affect worker and manager relationship either in positive or negative role in relation to organizational commitment and work satisfaction (Hanayshaet. al., 2012: 68). The reviewed literature also supports that the Ministry of Education and Vocational Training consider the needs of employees for their sustainability within the institution. In attaining this aspiration, there has been change in salary scheme, provision of maternity leave and incentives for both male and female employees as well as pre-services and in-services trainings so that employees cannot only upgrade their professional development but also increase job morale, motivation and discipline in the work place.

From the questionnaire also, job satisfaction as one of the best ways to be done by human resource to reduce labour turnover: the study suggests the best ways to overcome the challenge

of labour turnover as to ensure job security to the staff, to improve working environment the staff, respecting and recognition of the employees, and cooperation from all levels of the organization's management. Recruiting and selecting the right people who will stay for a long period of time in the organization. The results here also agree with the results of Mrigo (2013). From this significance, the institutional management is recommended to appropriate strategies to enhance the job level of satisfaction employees including better payment, promotion, working conditions and nature of work in order to minimize the turnover level of the employees in the institutions. It is argued that an organization's success depends mainly on employee retention, which will help the organizations reduce employee job turnover and increase organizational effectiveness (Mohsen, 2007: 21). Almamun and Hassan (2017: 49-55) recommend that management should identify the issues that attract and retain them in the organizations. These are like job-related life, pleasant salary, workers' motivation. Job satisfaction is the key determinant for turnover reduction and many researchers are of the view that employees stay confidently in the institutions which necessitate pleasant mechanisms in raising their level of motivation. The improved work conditions, satisfactory salary, self-efficiency in work, fringe benefits, style of supervision, and co-workers relation are the most important factors contributing to job satisfaction with minimum loss of labour force in the organization (Parvin, 2011: 49).

CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter concludes the study by drawing conclusions and recommendations following the discussion of the findings. The study addresses the problem of staff turnover in public institutions in the MOEVT of Zanzibar. The study was aimed at achieving the following specific objectives:

The study aimed at looking at the possibility of reducing the problem of labour turnover in Tanzania, specifically in Governmental organizations. It was found that the process of reducing labour turnover in the Governmental Organizations is indeed questionable. The questionnaires were distributed to Human Resources Managers at MOEVT and other officers in other departments due to the fact that they were the targeted respondents.

5.1 Summary of findings

The study aimed at assessing the effectiveness of labour turnover and performance of public institutions in MoEVT secondary education department in Zanzibar and it was guided by three (3) objectives which were to: (1) examine factors that lead to labour turnover in public institutions in Zanzibar (2) investigate the impact of labour turnover on the performance of public institutions in the Ministry of Education and Vocational Training in Zanzibar (3) assess the role of the Ministry of Education of Zanzibar in the sustainability of its human resources to maximize the performance of the organizations. The summary of the research findings was made in the line of research objectives as follows:

The first research objective aimed at examining factors that lead to labour turnover in public institutions in Zanzibar. The findings indicated that turnover in Zanzibar public secondary schools under MoEVT is inevitable and most teachers decide change of professional career because of the following factors: the most significant factor was unsatisfactory salary to workers that mismatch with life expense; lack of recognition as teacher's professional contribution is not

only much appreciated by their employers but also they do not get promotion for career development and incentives. Thus most teachers show low morale in performing their job-related duties. Likewise, the study findings revealed that unfriendly employer-employee relations discourage teachers from sustaining their career and therefore, demotion and uncertainty among teachers speeds up the rate of turnover. It was further reported that poor working conditions including facilities and infrastructures was considered as stumbling block of labour turnover in Zanzibar public secondary schools. Meantime, some teachers are not satisfied with level of motivation and job security by the organization which in turn maximizes turnover.

The second objective investigating the impact of labour turnover on the performance of public institutions in the Ministry of Education and Vocational Training in Zanzibar. The results depicted that the majority of teachers had negative perception with impact of turnover and performance of public institutions; the most responded effect was mass failure of students; teaching staff turnover in public secondary school increases low academic performance among students because well trained teachers who have good work experiences leave the institution for better salary in other institutions. Another impact is poor quality for the services provided by organization; then it was low productivity and consequently the clients including students and parents show dissatisfaction on the actual services provided in the organization. Some educational stakeholders despair with poor products or outputs of public secondary schools to chronicle turnover among knowledgeable teaching staff.

Furthermore, the third objective aimed at assessing the role of the Ministry of Education of Zanzibar in the sustainability of its human resources to maximize the performance of the organizations. From the findings, management of MoEVT organization is invested with important roles for the sustainability of employees in public institutions and most of them are economic, social and psychological roles. These include: motivation of staff in both intrinsic and extrinsic level motivation, job satisfaction with pleasant salary, human dignity, respect and worthiness at workplace, promotion such as training of employees for job and professional-related development, and making research for the improvement of workers welfare and performance of public organization.

5.2 Conclusion

On the basis of the study findings, the following conclusions were drawn:

- (i) In this study, employees in public institutions were found to develop negative perception with the way management treat them and from that shortfall, they decide to leave their organization. Teachers are dissatisfied with low pay, lack of recognition, difficult work conditions and low job motivation within their work place. Thus turnover to them is their way to upgrade either professional or economic prosperity.
- (ii) Most public secondary schools were at academic disadvantage from the persistent turnover among competent teachers. This in turn resulted into general poor performance of secondary students and delay in quality educational services for the students.
- (iii) The MoEVT management has great role to prevent its institution from turnover and loss of organization credit in production. The survival of any public institution depends on the strong support of the management for the inputs of the organization. Among the inputs is skilled workers who need motivation, job satisfaction, respect and worthiness, promotion and researches.

5.3 Recommendations of the Study

The following are recommendations that the researcher came up in regard to the study findings:

- (i) Organization management especially MoEVT in Zanzibar should take deliberate mechanisms to prevent public institutions from labour turnover; these include improving staff salary, staff recognition, friendly employer-employee relationship, job motivation and promotion.
- (ii) Ministry of Education and Vocational Training in Zanzibar need to conduct more researches on the cases and effects of turnover in public school institution for good intervention of the problem. This will help to minimize the intensity of the problem and improve the quality of educational service that MoEVT administers.
- (iii) MoEVT in Zanzibar should play constructive role in sustaining teaching and non-teaching employees from leaving the work place for other work places.

5.4 Suggestion Proposed for Further Studies

Having presented some recommendations towards the labour sustainability and increased performance of the public institutions in Zanzibar, the followings are areas for further studies:

- (i) Further studies should be conducted on a similar topic in a wider scale to capture the data from other parts of Tanzania with different research design and methods as this study was only restricted to the Urban West Region in Zanzibar with a cross-sectional survey design. It is necessary to find out the confirmation to the current findings in other parts of the country.
- (ii) Again, the study was limited specifically to the public secondary schools in Zanzibar, Urban West Region; thus, limiting generalization of the findings to the whole country. Similar studies can be extended to other levels of education such as primary schools, colleges and universities as well as being conducted in private institutions within the country.
- (iii) Further comparative studies can be done in assessing the level of labour turnover and performance of organizations between private and public institutions.
- (iv) The researcher suggests to other researchers to deal with the reason why the Revolutionary Government of Zanzibar does not consider the Employee Turnover as a problem in Educational sector.

REFERENCES

- Agoi, L. F. (2015). Effect of work engagement on employee turnover intention in public sector. A dissertation, PhD of human resource management. *International journal of economics, commerce and management*: United Kingdom Vol. III, Issue 12.
- Ahmed, Z., Sabir, S., Khosa., M., Ahmad, I. & Bilal, M.A. (2016). Impact of employee turnover on organizational effectiveness in telecommunication sector of Pakistan. *IOSR Journal of business and management (IOSR-JBM)* e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 18, Issue 11. PP 88-96 DOI: 10.9790/487X-1811058896.
- Alkahtani1, A. & AbdulAziz, K. (2015). *Investigating factors that influence employees' turnover intention: A review of existing empirical works*. Canadian Center of Science and Education 152 *International Journal of Business and Management*; Vol. 10, No. 12; 2015 ISSN 1833-3850 E-ISSN 1833-8119.
- Ali, N. (2008). Factors affecting overall job satisfaction and turnover intention. *Journal of Managerial Science*, 2(2), 239-252.
- Allen, D.G. (2006). *Retaining talent: A guide to analyzing and managing employee turnover* SHRM Foundation's Effective Practice Guidelines Series.
- Al Mamun, A. C. & Hasan, N. (2017). *Factors Affecting Employee Turnover and Sound Retention Strategies in Business Organization: A conceptual view, problems and perspectives in management*, 15(1), 63-71.Doi:10.21511/ppm.15 (1).2017.06.
- Arokiasamy, (2013). A qualitative study on causes and effects of employee turnover in the private sector in Malaysia: Quest International University Perak (QIUP). *Middle-East Journal of Scientific Research* 16 (11): 1532-1541, ISSN 1990-9233 IDOSI Publications. DOI: 10.5829/idosi.mejsr.2013.16.11.12044
- Best, J. W. & Kahn J. (1998). *Research in education*. New York: Library of Congress Cataloging Publisher.

- Bloor, M., Frankland, J., Thomas, M. and Robson, K. (2001). *Focus groups in research*, London: Sage Publisher.
- Bryman, A. (2004). *Social research methods*. Second Edition. New York: Oxford University.
- Cerbin, W. & Kopp, B. (2006). Focus group interview with lesson study instructors. Unpublished Raw Data.
- Churchil, G.A. & Iacobucci, D. (2002). *Marketing research methodological foundations* (2nd ed.). McGraw-Hill Companies Inc: London
- Cohen, L., Manion, L. & Morrison, K. (2005). *Research methods in education*. New York: Routledge.
- Cohen, L., Manion, L. & Morrison, K. (2007). *Research methods in education* (6th Ed.). New York: Routledge.
- Corbetta, P. (2003). *Social research theory, methods and techniques*. London: Sage Publications.
- Creswell, J. W. (2005). *Educational Research: Planning, Conducting and Evaluating Qualitative and Quantitative Research*. Upper Saddle: Pearson Education.
- Creswell, J. W. (2012). *Educational Research: Planning, conducting and evaluating quantitative and qualitative research* (4th Ed.). New York: Pearson Education.
- De Vaus, D. (2001). *Research design in social research*. New Delhi: Sage.
- Fidalgo, F. & Gouveia, L. (2012). Employee turnover impact in organizational knowledge management. *Journal of Knowledge Management, Economics and Information Technology* 1 Vol. II, Issue 2
- Franenkel, J. R. & Wallen, N. E. (2006). *How to design and evaluate research in education*. New York (NY): MC Graw-Hill.

- Frederiksen, A. (2015). Job satisfaction and employee turnover. *A Journal of Firm-Level Perspective. Aarhus University, CCP, ICOA and IZA: Discussion Paper No. 9296.*
- Gall, J. P., Borg, W. R. & Gall, M. (2005). *Applying educational research: A Practical Guide* (5thed.), New York (NY): Pearson Education Inc.
- Gupta, M. (2009). *Principles of Management*. PHI Learning PVT. Ltd: New Delhi.
- Haji, M. H. (2013). An assessment of the factors affecting employees` promotion in Zanzibar government organizations: A case of the ministry of social welfare, youth, women and children development. A Dissertation. Master of Human Resource Management of the Open University of Tanzania.
- Hammerberg, J. H. (2002). Reasons given for employee turnover in a full priced department store a research paper Master of Science with a major in Home Economics: Apparel design, manufacturing and retailing.
- Holm, J. R.(2014).*Effects on performance of voluntary and involuntary labour turnover in an evolutionary signaling model*. Department of Business and Management: Aalborg University.
- Holm, J. R. (2011).Adaptive evolution through selection: How populations of firms adapt to changing environments. PhD Thesis; Aalborg University.
- Jagun,V. (2015). An Investigation into the high turnover of employees within the Irish hospitality sector, identifying what methods of retention should be adopted. A Dissertation: M.A in Human Resource Management: National College of Ireland.
- Kerlinger, F. N. & Lee, H. B. (2000). *Foundations of behavioral research* (4thed.), Singapore: Wadsworth Thomson Learning Inc.
- Khan, A. & Aleem, M. (2014). Impact of job satisfaction on employee turnover: An empirical study of autonomous medical institutions of Pakistan.*Journal of International Studies*, Vol. 7, No 1, pp. 122-132.

- Kombo J. M. (2015). Factors for employees' job satisfaction in the public sector: A Case Study Immigration Department in Zanzibar. A Dissertation: Master of Science in Human Resources Management: Mzumbe University.
- Kothari, C. R. (2011). *Research methodology: Methods and techniques*. New Delhi: New Age International (P) Ltd.
- Kvale, D. (1996). *Interviews*. London: Sage Publications.
- Laws, S., Harper, C. and Marcus, R. (2002). *Research for Development*. London: Sage
- Lee Liu., J (2014). *Turnover: A study of factors and their relationship with expectations and preferences*. Universidad De Chile Facultad De Economía Y Negocios Escuela De Economía Administration: Santiago.
- Lee, C. Y., and Liu, C. H. (2007). An Examination of factors enhancing repatriates' turnover intentions. *International Journal of manpower*, Vol. 28, No. 2, pp. 122-134
- Lewis, T. E. (2015). *A research study on the reasons for high employee turnover rates in a manufacturing facility*: Georgia Educational Research Association Conference. 33.
- Lodico, M., Spaulding, D. & Voegtler, K.H. (2006). *Methods in educational research: From theory to practice*. San Francisco: Jossey-Bass.
- Martella, R. C., Nelson, R., & Marchand, N. E. (1999). *Learning to become a critical research consumer*. London: Allyn and Bacon.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological review*, Vol., No 50: Harper & Row. New York. p 370-396.
- Matlala, D. & Vander, W. J. (2012). Factors causing nursing turnover at four public hospitals within the Limpopo sekhukhune district. Dissertation: Master of Public Administration and Management University of South Africa.

- Maxwell, F. (2010). Employees' turnover and organization efficiency. *Journal of Personnel Management. Volume 18.*
- Mbwana, E. G. (2013). Factors influencing employees' turnover in the banking industry. National bank of commerce (NBC) head office Dar es Salaam. A Dissertation: Master of Business Administration in Human Resource Management; Open University of Tanzania
- MoEVT, (2017). *Assessment of management capacities*. Zanzibar: Stone Town.
- MoEVT, (2011). *Leading and learning. A report on effective school leadership and quality education in Zanzibar*. Stone Town.
- Mokoka, E., Oosthuizen, M.J. and Ehlers, V.J. (2010). Retaining professional nurses in South Africa: Nurse managers' perspectives. *Health South Africa Gesondheid*. 15(1):1–9.
- Mrigo, E. G. (2013). Labour turnover in public organizations in Tanzania: A case study of ministry of education and vocational training labour turnover in public organizations in Tanzania. A Dissertation of Master of Science in Human Resource Management (MSC-HRM) of Mzumbe University.
- Mosha, A. (2015). The role of teachers' resource centre's professional development and enhancing primary education in Zanzibar. *Journal of Education and Practice*. Bagamoyo University: Dar-es-Salaam.
- Muijs, D. (2004). *Doing Quantitative Research in Education with SPSS*. New Delhi: Sage.
- Murphy, R. (2009). *Human resource planning*. Second edition; Pearson Publishers.
- Ndunguru, S. (2015). Impact of on the job training on employees' performance: A case of secondary school teachers of Songea municipality. Dissertation: Master of Business Administration MBA (Human Resources Management: Open University Of Tanzania.
- NECTA (2017). Assessment on student performance report. Certificate of secondary education examination in Tanzania: Dar-es-salaam.

- Nyaga, R. (2015). Assessment of employee turnover on organizational efficiency: A case study of International livestock research institute (ILRI). A Dissertation: Master of Science in Organizational Development (EMOD). United States International University-Africa
- Paille, P. F. & Bernardeau, D. (2013). When subordinates feel supported by managers. Investigating the relationships between support, trust, commitment, and outcomes. *International Review of Administrative Sciences*, 79(4):pp.681-700.
- Parvin, M. M. (2011). Factors affecting employee job satisfaction of pharmaceutical sector in Dhaka. *Australian Journal of Business and Management Research* 1(9) 113-123.
- Silverman, D. (1993). *Interpreting qualitative data: Methods for analyzing talk, text and interaction*. Thousand Oaks: Sage Publications.
- Stake, R. (2010). *Qualitative research: Studying how things work*. New York: Guilford Publisher.
- Stufflebeams, D. (2000). *Educational evaluation and decision-making*. ILLINOIS, F Peacock.
- Taylor, C & Gibbs, G. R. (2010). *What is qualitative data analysis (QDA)?* From ([onlineqda.hud.ac.uk/Intro QDA/whatisqda.php](http://onlineqda.hud.ac.uk/Intro%20QDA/whatisqda.php)) retrieved on 2016.
- Toni, G.S. (2007). Accelerated staff turnover among professional nurses at a district hospital. Unpublished dissertation. Faculty of Health Sciences: Nelson Mandela Metropolitan University.
- Wilson, N. & McLean, S. (1994). *Questionnaire designs. A practical introduction*. Newtown Abbey, Co. Antrim: University of Ulster Press.

APPENDICES

Appendix I: Questionnaires for Employees of Public schools

INSTRUCTIONS

This questionnaire seeks to find information about the **Labour Turnover and Performance of Public Institutions in the Ministry of Education and Vocational Training in Zanzibar**. This study forms part of my master degree in Human Resource Management at Kabale University. The study intends to reduce the harmful turnover towards the performance of public institutions. You are assured that all responses that you produce was confidentially treated; therefore, your sincerely co-operation is much more appreciated.

PERSONAL INFORMATION

Please answer the following questions by ticking (✓) the relevant block beside the item number or writing down your answer in the space provided.

1. Sex

Male	1	
Female	2	

2. Age group (Years)

20-30	30-40	40-50	51- Above
1	2	3	4

3. Working experience as professional teacher

1-10 yrs	11-20 yrs	21-30 yrs	31 above
----------	-----------	-----------	----------

1	2	3	4

4. Level of Education

Diploma in Education	Bachelor Degree in Education	Post Graduate Degree in Education	Philosophy of Doctorate (PHD) in Education	Other professional Qualification
1	2	3	4	5

PART 2: QUESTIONS FOR THE STUDY

Direction: Please read each statement carefully and tick (✓) in your appropriate of agreement column.

1. **SD** if you **strongly disagree** with statement

2. **D** if you **disagree** with statement

3. **NE** if you are **neutral**, you neither disagree nor agree with statement

4. **A** if you agree with statement

5. **SA** if you strong agree with statement

1. Factors that lead to Labour Turnover in Public Institutions in the Ministry of Education and Vocational Training in Zanzibar.

Factors that lead to labour turnover in public institutions		Response category				
SN	STATEMENT	SD	D	NE	A	SA
1.	Poor work conditions					
2.	Many employees are dissatisfied with salary payment that they gain					
3.	Mismatching between job and social life					

4.	Harsh organization culture and style of leadership against employees					
5.	There is low rate of employee motivation such as promotion, rewarding and job recognition.					
6.	There is inadequate facilities (infrastructures) which increases the workload in the practice					
7.	Poor employer-employee relations discourages man powers from sustaining in the organization					
8.	Presence of poor qualified employees leads to involuntary turnover for the sake of organization					
10	Low level of job security					

1. What are others factors for labour turnover in public institutions in Zanzibar?

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

2. How do you rate the overall impact of labour turnover in regarding to performance of public institution in MoEVT, Zanzibar?

High positive effect	Low positive effect	High negative effect	Low negative effect
1	2	3	4

--	--	--	--

3. Impacts of Labour Turnover on the Performance of Public Institutions in Zanzibar MoEVT

SN	STATEMENT	SD	D	NE	A	SA
1.	Labour turnover leads to decline in organization productivity					
2.	Labour turnover results to poor standard and quality of the service provided by academic institutions					
3.	Delaying of service to the clients is the impact of labour turnover in MoEVT institutions					
4.	There is great loss of organization profits and resources due to labour turnover					
5.	Decrease in efficiency and effectiveness of the institutions					
6	Labour turnover tends to improve the organization performance when organization employs new competent workers in replacement of formers incompetent work force.					
7.	There is low achievement of organizational goals					
8.	Increased turnover changes academic institution from professionalism to chaotic state					
9.	Increase in cost of employing new human resources for the replacement of the lost employees					

4. To what extent does the Ministry of Education and Vocational Training enhance the Sustainability of its human resources for the performance of the public school institutions?

LOW	MODERATE	GREAT
1	2	3

5. **Role of the Ministry of Education and Vocational Training in the Sustainability of its human resources for the performance of the public school institutions.**

SN	STATEMENT	SD	D	NE	A	SA
1.	MoEVT has role to improve work condition frequently					
2.	There is good salary scheme to the employees of Ministry of Education in Zanzibar					
3.	Promotion opportunity is highly offered by the MoEVT to prevent its staffs from turnover					
4.	There is friendly policy and strategies in reducing employee turnover by the MoEVT					
5.	MoEVT prepares teachers psychologically to appreciate their career with positive attitude					
6.	Improvement of facilities (supportive infrastructures) is sufficiently considered by MoEVT for effective performance of organization.					
7.	Periodic evaluation and follow up are highly done by the MoEVT for the sustainability of teaching staffs					

8.	Involvement of teachers in the decision making pertaining the changing, designing and implementation of curriculum					
9.	In-service training and Professional Development Programmes are in higher priority to enhance staff performance in the Ministry of Education.					

8. For your opinions, what do you suggest to improve employee satisfaction in order to reduce turnover and maximize the performance of organization.

1. _____
2. _____
3. _____
4. _____
5. _____

THANKS FOR YOUR FAITHFUL COOPERATION

Appendix II: Interviews Guide for Secondary School Heads

Instructions

The interviews seek to find information about the **Labour Turnover and Performance of Public Institutions in the Ministry of Education and Vocational Training in Zanzibar**. This study forms part of my degree of Master in Human Resource Management at Kabale University. The study seeks at reducing the rate of turnover for the better performance of public institutions especially Ministry of Education. You are assured that all responses that you produce was confidentially treated; therefore, your sincerely co-operation is much more appreciated.

QUESTIONS

For all questions (1-12) please mark with (✓) the appropriate space or write in the answer where indicated.

1. Sex Male () Female ()

2. Level of Education

Certificate	Diploma	Bachelor degree	Post graduate

3. What do you understand the term labour turnover?

4. Is there labour turnover in your work institutions? If yes, how does the problem affect the performance of your institution?

5. What are causes for labour turnover in your institution?

6. What is the role of Ministry of Education and Vocational Training in the sustainability of human resources within the sector?

7. What are effects of labour turnover towards the performance of public institution in Zanzibar MoEVT?

8. How does your organization intervene the problem of turnover to its employees?

9. Is labour turnover in your organization among employees voluntary or involuntary? If involuntary why?

10. What sex is most prone to labour turn over in your organization?

11. Who are most likely to engage in labour turn over between novices and experienced staffs?
12. Is there any variation in labour turnover between low and high skilled workers? If yes, give reasons.
13. Who is most likely to turnover between low paid workers and highly paid workers?
14. What are your opinions towards the reduction of voluntary turnover in public institutions in the Ministry of Education and Vocational Training in Zanzibar?

Appendix III: Budget

Items	Quantity	Cost @ Unit (TZS)	Total (TZS)
Transport to the field for data collection	30	10,000	300,000
Food and drinks during data collection	30	3000	90,000
Mobile	15	2000	30,000
Printing questionnaires and interview guides	145	500	72,500
Printing and book binding of research proposals	6	10,000	60,000
Printing and binding of dissertation copies	6	25,000	150,000
Presentations to the University	2	400,000	800,000
Total			1,502,500

Appendix IV: Time Frame

Activity	December 2018	January 2019	February 2019	March 2019	April 2019	May 2019	June 2019
Proposal writing							
Proposal marking							
Proposal collection for 1 nd draft							
Proposal collection for 2 nd draft and binding							
Proposal defense							
Data collection and analysis							

Final submission of research report							
Research report defence							

Appendix V: Permission letter from Second Vice President of Zanzibar



SERIKALI YA MAPINDUZI YA ZANZIBAR
OFISI YA MAKAMU WA PILI WA RAIS

P. O. Box 239
Vuga Street
Zanzibar-Tanzania

Tel. 024 22 30808
Fax. 024 22 30808
E-mail : ps_2vpo@zanzibar.go.tz

OMPR/M.95/C.6/2/VOL.XIX/22

02/07/2019

KATIBU MKUU,
WIZARRA YA ELIMU NA MAFUNZO YA AMALI,
ZANZIBAR.

KUH: RUHUSA YA KUFANYA UTAFITI

Kwa heshima, naomba uhusike na mada ya hapo juu.

Serikali ya Mapinduzi ya Zanzibar imemruhusu Nd. Mbarak Silima Khamis mwanafunzi kutoka Chuo Kikuu cha Kabale Uganda anaesomea Shahada ya Uzamili kufanya utafiti juu ya mada inayohusiana na "Labour Turnover and the Performance of Public Institutions". Utafiti huo utafanyika katika Skuli za Sekondari za Haile Selassie, Kwamtipura, Faraja, Bububu, Mwanakwerekwe "A", Mtopepo, Kiembesamaki, Chumbuni, Mwembeladu na Jang'ombe kuanzia tarehe 02/07/2019 hadi 02/09/2019 Zanzibar. Tunaomba asaidiwe kufanya utafiti huo.

Kwa nakala ya barua hii mara baada ya kumaliza utafiti, mtafiti anatakiwa kuwasilisha nakala (copy) 3 za ripoti ya utafiti huo Ofisi ya Makamu wa Pili wa Rais- Zanzibar.

Naambatanisha na kivuli cha kibali cha kufanyia utafiti.

Ahsante,

Khalid Bakari Hamrani

KHALID B. HAMRANI,
/KATIBU MKUU,
OFISI YA MAKAMU WA PILI WA RAIS,
ZANZIBAR.

✓ NAKALA: Mbarak Silima Khamis.

Kwa mawasiliano ya moja kwa moja:

Waziri 024 22 33100; Katibu Mkuu 024 22 30808; Naibu Katibu Mkuu 024 22 30937

Appendix VI: Permission Letter from Zanzibar Research Committee

REVOLUTIONARY GOVERNMENT OF ZANZIBAR

SECRETARY
ZANZIBAR RESEARCH COMMITTEE
P. O Box 239
Tel: 2230806
FAX: 2233788



RESEARCH/FILMING PERMIT

(This Permit is only Applicable in
Zanzibar for a duration specified)

SECTION

Name:	Mbarak Silima Khamis
Sex	Male
Date and Place of Birth	29/10/1973
Nationality:	Tanzania
Passport Number:	-
Date and Place of Issue	-
Date of arrival in Zanzibar	-
Expected date of departure	-
Duration of study	Two Months
Research Tittles:	Labour Turnover and the Performance of Public Institution.

Full address of Sponsor:

This is to endorse that I have received and duly considered applicant's request I am satisfied with the descriptions outlined above.

Name of the authorizing officer:	Mwanaisha A. Khamis
Signature and seal:	
Institution:	Office of Chief Government Statistician
Address:	P. O Box 2321 Zanzibar.



Date: 01/07/2019

Appendix VII: Permission Letter from Kabale University

KABALE

P.O. Box 317
Kabale - Uganda
Email: info@kab.ac.ug
admissions@kab.ac.ug



UNIVERSITY

Tel: 256-392-848355/04864-26463
Mob: 256-782860259
Fax: 256-4864-22803
Website: www.kab.ac.ug

DIRECTORATE OF POSTGRADUATE TRAINING

May 22nd, 2013

To whom it may concern

This is to certify that *Mr. Mbarak Silima Khamis* Reg. No: 17/A/MAHRM/003 /PG is a postgraduate student of Kabale University studying for a *Masters of Arts degree in Human Resource Management* in the department of *Business Studies*.

He has successfully defended his Research Proposal for a study entitled,

"Labour turnover and performance of Public Institutions: Ministry of Education and Vocational Training in Zanzibar"

The student is now ready for field work to collect data for him study. Please give the student any assistance you can to enable him accomplish the task.

Thanking you for your assistance,

Yours sincerely

Dr. Sekiwa Denis
Ag. DIRECTOR, POSTGRADUATE TRAINING



Appendix VIII: permission letter from the ministry of education and vocational training in Zanzibar



**SERIKALI YA MAPINDUZI YA ZANZIBAR
WIZARA YA ELIMU NA MAFUNZO YA AMALI**

S.L.P 394
ZANZIBAR-TANZANIA
Tovuti: www.moez.go.tz

Tel: +255-24-2232827
Fax: +255-24-2233306
Barua Pepe: info@moez.go.tz

Kumbukumbu Na: P33/18/1/VOL.III/81

Tarehe: 10 July, 2019

**Mwalim Mkuu,
Skuli ya
Zanzibar.**

KUH: KUFANYA UTAFITI ND. MBARAK SILIMA KHAMIS

Tafadhali naomba uhusike na mada iliyopo hapo juu.

Mtajwa hapo juu ni mtafiti Mwanafunzi kutoka Chuo Kikuu cha Kabale Uganda ambaye anafanya utafiti katika mada inayohusiana na "**Labour Turnover and the Preformance on Public Institutions**" Ndugu **Mbarak** amekamilisha taratibu zote za ruhusa ya kufanya utafiti na ruhusa yake imeanza tarehe **02/07/2019** na itamalizika tarehe **02/10/2019**.

Aidha, utafiti wake utafanyika katika Skuli za Sekondari Haile selassie, Kwamtipura, Faraja, Bububu, Mwanakwerekwe "A", mtopepo, Kiembesamaki, Chumbuni, Mwembeladu na Jang'ombe hivyo, unaombwa umpokee na umpe kila aina ya ushirikiano unaohitajika ili aweze kufanikisha utafiti wake.

Tunategemea kupata mashirikiano yako.

Ahsante,

(Khalid M. Wazir,)

K.n.y. Katibu Mkuu,
Wizara ya Elimu na Mafunzo ya Amali,
Zanzibar.

Nakla: Mbarak Silima Khamis.

*Kwa mawasiliano ya moja kwa moja:
Waziri 2238205, Katibu Mkuu 2238210, Naibu Katibu Mkuu 2234356.*