

Factors Influencing the Employee Turn Over at Tanzania Telecommunication Corporation Limited, Dar Es Salaam Office

Glory Lelo Surumbu, Ikandilo Kushoka*

Institute of Accountancy Arusha, Dar Es Salaam Campus, Dar Es Salaam, Tanzania

**Corresponding Author*

Abstract: Employee retention is among the important factors for business sustainability. The purpose of the study is to examine the factors influencing the employee turnover by using Tanzania Telecommunication Corporation Limited (TTCL) as a case study. Specifically, the study examined the impact of Training and Promotion on employee turnover, the effects of working environment on employee turnover and it identified the strategies for reducing employee turnover in Tanzania. This study was conducted in Dar Es Salaam city in its five municipals (Ilala, Ubungu, Temeke, Kinondoni and Kigamboni). The study used Primary data which was collected using questionnaire and interview. Quantitative data was analyzed using Correlation and Regression while the qualitative data was analyzed by content analysis. The findings revealed that Training and Promotion positively influence the Employee turnover. Also working environment positively influences the Employee turnover. Furthermore, the study identified different strategies for improving reduction of employee turnover such promoting high-quality of work relationships and Promotion of job Satisfaction. The study concludes that providing a positive work environment reduces turnover.

Keywords: Employee Turn Over, Working Environment, Training, Promotion, Telephone Communication sector, Employee Retention, Zanzibar Telecoms Limited (Zantel) and Tanzania Telecommunications Company Limited (TTCL).

I. INTRODUCTION

Employees' turnover poses a recurrent challenge to most business organization (Ananthan & Sudheendra, 2011). Generally, there is no organization which is immune to employees' turnover; be it a small in size or big sized organization; they are all exposed to employees' turnover (Damei, 2020). However, it may not be feasible for any organization to totally eliminate employees' turnover due to various reasons, nevertheless it could be reduced to a very minimal rates in percentage. Ideally, an employee in an organization is expected to continuously render productive service to the organization and remain in that organization until retirement (Biaison, 2017).

Ferreira & Almeida (2015) study stipulates that every time an employee quits, a replacement must be recruited, selected, trained, and permitted time on the job to gain experience. These costs are not the only negative influences caused by turnover but also it has a tremendous challenge on

performance of the organization as well. The cost of recruiting a new employee is relatively higher than the cost of maintaining the existing one (Biaison, 2017).

Tanzania Telecommunications Company Limited (TTCL), is the oldest and largest fixed line telecommunications company in Tanzania. The company comes forth from the former Tanzania Posts and Telecommunications Corporation in 1993. TTCL was wholly owned by the Government of Tanzania until the partial privatization of the company on 23 February 2001. Before the coming of mobile operators in late 1994, the company was enjoying monopoly on Tanzania Mainland and a duopoly on Tanzania Zanzibar, where Zanzibar Telecoms Limited (Zantel) was the second licensed fixed basic telephone operator (NBS,2018).

TTCL is facing a high rate of employee turnover of skilful and technical employees, hence it fails to be the top three competing companies in the telecommunication industry. The low wages scale, unrecognized work performance, poor hygiene and lack of opportunities for training and development are some of the factors that influence the employee turnover problem in TTCL (Kweka & Sedoyeka, 2014).

Private and Public institutions in Tanzania are faced with a changing workforce and increasing competitions from other employers. The deprivation of public owned parastatals and the free-market economy has opened the door for local and international companies to operate within the country. This has created competitions for competent employee and movement of staff from one institution to another. That is from public to private institutions and vice versa (Kweka & Sedoyeka, 2014).

The Telephone Communication sector in Tanzania has not been left out from employee turnover phenomena as it has been disrupting their services and relatively their organization productivity. For instance it has been observed by Mwakatumbula et al. (2016) that lack of career development and promotion, higher salaries offered by other organizations, poor management, poor worker communication, family matters, poor working environment rigid and bureaucratic organization structure causes employee turnover in TTCL.

To the best knowledge of the researcher, limited literatures are on the strategies to reduce employee turnover (Herman, 2015; Munyanti & Masrom, 2018 ; Allen, 2017). Handful of literature available on employee retention are from countries which are different from Tanzania Socially, Economically and Politically, for example Damei (2020) studies employee retention in Somalia. Moreover Al-Yousuf et al. (2002) studied employee retention in Saudi Arabia. These countries are quite different from Tanzania Socially, Politically and economically and the findings from such studies may not provide evidence that is relevant to Tanzania. Uniquely, this study focuses on examining the effects of training and promotion on employee retention in Tanzania. Further, the study examines the influence of working environment on the employee retention. Moreover, the study explores other possible strategies for employee retention.

II. LITERATURE REVIEW AND THEORETICAL ISSUES

2.1 Definition of terms

2.1.1 Employee Turnover

Employee turnover is defined as the proportion of employees who leave organization over a set period expressed as percentage of the total workforce numbers (Molefi et al., 2014). Biason (2017), asserted that staff turnover can either be voluntary or involuntary whereby in voluntary employee leave the organization at will while in involuntary, the employer terminates the employment contract of the employee at attaining retirement.

Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees (Ferreira & Almeida, 2015). Measuring employee turnover can be helpful to employers that want to examine reasons for turnover or estimate the cost-to-hire for budget purposes. Employee turnover can be confusing; therefore, specific definitions and calculations for employee turnover may be useful to human resources practitioners (Vidhya, 2017).

Employees tend to leave an organization as a result of certain factors including salary dissatisfaction, absenteeism, lack of training and development, lack of motivation, work environment and so on (Kweka & Sedoyeka, 2014). Employee turnover has many implications for the organization, employee and the society at large. Organizations with high employee turnover are bound to incur high cost of recruitment and training of new staff and reduced productivity. Employees who leave their present job without hope of a new one are bound to remain unemployed and without pay until new jobs are found (De Grip et al., 1997). This leads to untold hardship and frustration on the individuals who may result to social vices such as armed robbery, kidnapping, substance abuse, prostitution and child trafficking (European Commission, 2012).

Al-Yousuf et al. (2002), asserted that employee turnover encompasses three specific areas of firm outcomes: financial

performance (profits), return on assets, return on investment; product market performance (sales, market shares); and shareholder return (total shareholder return, economic value added). Employee turnover has developed to be the most important issue that every organizational management is concerned about, as it determines the ability of an organization to continue with its operation.

2.1.2 Promotion

This means the advancement of an employee to a higher job involving more work, greater responsibility and higher status. It may or may not be associated with the increment in salary (Ferreira & Almeida, 2015). Promotion is one of the best forms of incentives and it provides higher responsibilities, better salary, high morale and job satisfaction to the employees. Practically, all the employees aspire for career advancement and promotion is an advancement of the employee in the organizational hierarchy.

2.1.3 Training

This refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization (Ferreira & Almeida, 2015). Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job (Ahmed et al., 2016).

2.1.4 *Working environment* involves the physical geographical location as well as the immediate surroundings of office building (Molefi et al., 2014). In addition, other factors involve quality of air, noise level, lighting, sound and temperature (Ferreira & Almeida, 2015).

2.1.5 Instrumentality

This is the belief that a person will receive a desired outcome if the performance expectation is met. Instrumentality reflects the person's belief that, "If I accomplish this, I will get that." The desired outcome may come in the form of a pay increase, promotion, recognition, or sense of accomplishment (Lunenburg, 2011).

2.1.6 Valence

This is the unique value an individual places on a particular outcome (Lunenburg, 2011). Valence captures the fact that "I find this particular outcome desirable because I'm me." Factors associated with the individual's valence are needs, goals, preferences, values, sources of motivation, and the strength of an individual's preference for a particular outcome (Chiang & Jang, 2008).

2.2 Theoretical framework

Expectancy theory

The expectancy theory was developed by Victor Vroom of the Yale School of Management in 1964 (Lunenburg, 2011). The theory clarifies why there is on behavioural preference by an individual over the other. The idea behind this theory, there is a belief that decisions made will make people motivated since their desires was accomplished (Chiang & Jang, 2008). Expectancy theory suggests that motivation of work is dependent leading the perceived relationship between performance and outcome and there is individual behaviour modification based on expected outcome calculation (Zboja et al., 2020).

critics of the expectancy model are given by (Duncan et al., 2021; Chai, 1999). Actually, their criticisms of the theory were based upon the expectancy model being too simplistic in nature. The simplicity of expectancy theory is deceptive because it assumes that, if an employer makes a reward, such as a financial bonus or promotion, enticing enough, employees will increase their performance or productivity to obtain the reward (Lunenburg, 2011). However, this only works if the employees believe the reward is beneficial to their immediate needs. For example, a Tsh, 30,000/= increase in salary may not be desirable to an employee if the increase pushes her/him into a tax bracket, in which she/he believes that net pay is actually reduced (Kweka & Sedoyeka, 2014). Similarly, a promotion that provides higher status but requires longer hours may be a deterrent to employees, who value evening and weekend time with their children.

In order to enhance the performance-outcome tie, managers should use systems that tie rewards very closely to performance. Managers also need to ensure that, the rewards provided are deserved and wanted by the recipients. In order to improve the effort-performance tie, managers should engage in training to improve their capabilities and improve their belief that added effort, will in fact lead to better performance (Kennedy et al., 1983). Thus, this theory makes the following contributions; emphasizes self-interest in the alignment of rewards with employee's wants, and; emphasizes the connections among expected behaviours, rewards and organizational goals.

Expectancy theory is an important tool in the field of management to explain performance, motivation and retention of employees. From the research that has been conducted to test the theory, overall results suggest that, the theory can be useful as a predictor of the choices people make when given different tasks, and remains, a popular theory in the workplace.

According to the expectancy theory things such as promotion and training are expected to influence the performance, motivation and retention of employee as it is the expectation of employees to be trained and promoted. Naturally, employees are designed to love growth in their career which is fundamentally attained through promotion and training.

Similarly, the employees expect the working condition to be favorable and conducive. Through expectancy theory it is therefore anticipated that the promotion and training and working environment positively influence the employee retention.

III. METHOD

3.1 Data/Variables

Data were collected using self-administered Questionnaires from 110 respondents who were obtained from a target population on 200 using Taro Yamane method: $n = N/[1+N(e)^2]$ (Yamane, 1967). Data was analysed using Correlation, Analysis of Variance (ANOVA) and Regression. The software applied is Software Package for Social Science (SPSS version 28).

3.2 Description of variables

The independent variables are Training and Promotion and Working environment while the employee turnover is a dependent variable. Performance can be traced back to the behaviour of people on the shop floor. Employees work in a certain way or behave in a way that contributes to (the goals of) the organization. Employees' behaviour in relation to employee turnover can manifest itself in three different ways. Service is process consists of a set of activities more or less intangible naturally occurs in interactions between customers and staff, physical resources, goods and or service providers systems that was solutions to customer problems. Service is an activity or benefit that offers one party to other party.

3.3 Research Approach

This study was approached both qualitatively and quantitatively. These approaches were used for different specific objectives. The quantitative approach was employed to achieve the first and second specific objectives of this study which were to examine the impact of training and promotion on employee retention and to examine the influence of working environment on employee retention. The qualitative approach was used to study the third objective which was to explore possible ways of reducing employee turnover.

IV. RESULTS

4.1: Correlation

The Table 1 shows the results of the correlation test.

		Training and Promotion	Working environment	Employee turnover
Training and Promotion	Pearson Correlation	1	.309**	.679**
	Sig. (2-tailed)		.002	.000
	N	110	110	110
Working environment	Pearson Correlation	.309**	1	.591**

	Sig. (2-tailed)	.002		.000
	N	110	110	110
Employee turnover	Pearson Correlation	.679**	.591**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Authors Computation (2021)

From the Table 1, the correlation between the independent variables (i.e. Training and Promotion and Working environment) is 30% which means the correlation is within acceptable level of lower than 32%. This entails that there is no Multicollinearity problem among the independent Variables. The highest correlation is between Training and promotion and Employee turnover with a score of about 67% at significance level of 0.01 (2tailed). This implies that the Training and promotion is strongly and positively influence the Employee turnover. Nonetheless, correlation between Work environment and Employee turnover is 59% which also means that the Work environment strongly and positively influence the Employee turnover.

4.2: Model Summary

The model summary was one of the inferential statistics tested by this study. The test aimed at determining whether or not the model used was fit enough for this study. The model summary included R, R square, adjusted R square and Standard error of the estimate. The golden rule set down by previous studies is that an R square of at least 60% entails that the model is fit to explain the relationship between the variation in independent and dependent Variables. The Table 4.7 below presents the results for model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 ^a	.601	.504	.30

a. Predictors: (Constant), Working environment, Training and Promotion

Source: Authors Computation (2021)

From the Table 4.7 above, the coefficient of determination as expressed by the R square is 60% which means that the movement in dependent Variable is the function of the independent Variables embedded in the model. Furthermore, the remaining movement in dependent Variable (40%) is the function of other factors not embedded in the model. Based on this finding the study concluded that there is a strong positive relationship between independent and dependent Variables.

4.2: Regression Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	.315	.191	4.796	.000
	Training and Promotion	.722	.052	.462	.000
	Working environment	.600	.045	.204	.000

a. Dependent Variable: Employee turnover

Source: Authors Computation (2021)

From the Table 2, the change in dependent Variable is influenced by training, promotion and working environment. These findings are statistically significant as evidenced by the significance level column where the values are 0.000 for constant, Training and promotion and Working environment. The findings imply that if every other factor including Working experience is held constant, the change in one unit of Training and promotion leads to the reduction of the employee turnover in the company by 72%, likewise if other factors including the Training and Promotion are kept constant, the change in one unit of Working experience influences on the employee turnover by 60%. The findings above can be mathematically presented in the following model summary.

$$OP = 0.315 + 0.722TP + 0.600WE + e$$

Where

OP = Employee turnover

TP = Training and Promotion

WE = Working environment and

e = Standard error

4.3: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	12.883	2	1.441	80.926	.000 ^b
	Residual	13.997	354	1.130		
	Total	26.880	356			

a. Dependent Variable: Employee turnover

b. Predictors: (Constant), Working environment, Training and Promotion

Source: Authors Computation (2021)

From Table 3, the sum of square for the regression model is positive 12.883 with a difference of 2 and mean square of 1.441. This implies that the independent Variables positively influence the dependent Variable. This finding is statistically significant.

4.3: Multicollinearity test

.Table 4: Multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Training and Promotion	.848	1.179
	Working environment	.848	1.179

Source: Authors Computation (2021)

From Table 4, the Tolerance score is 84% which means there is no Multicollinearity problem. On the other hand, the VIF for both of the independent variables are less than 10 which means there is absence of Multicollinearity problem among the variables. This justifies the inclusion of both of the independent Variables under one study.

4.4 Strategies for Reducing Employee Turnover

Response	Number of Response
Use of compensation and benefits-related approaches	20
Promoting high-quality of work relationships	50
Promotion of job Satisfaction	40
TOTAL	110

Source: Authors Computation (2021)

4.5. Discussion of the Findings

4.5.1 Training and Promotion and Employee turnover

The researcher revealed that there is a relationship between labor turnover and employee turnover. The relationship between labor turnover and employee turnover included high rate of labor turnover has resulted into low level of organization performance in TTCL. The researcher has found that these relationships are very effective in the organization.

Molefi et al.(2014) investigated the impact of staff turnover on performance: a case of North West provincial department of South Africa using descriptive survey design. Data were presented with descriptive statistics and analyzed with chi-square. These variables of style turnover such as lack of competitive salary package, lack of opportunity to earn performance bonus like overtime, no good training and developing opportunity, lack of recognition and reward for good performance, lack of promotion for good performance, lack of opportunity to work independently, lack of up-to-date technology to perform jobs. Findings indicated that majority of employees were dissatisfied due to many reasons thereby causing lots of voluntary resignations among employees. Low productivity resulted from ignorance of managers about the causes of dissatisfaction. 3 variables were used; intent to leave the departments, employees’ intension to resign and causes of staff turnover.

Ferreira & Almeida (2015) also conducted a study to investigate the relationship between Training and promotion

and performance in retailing businesses. To achieve this aim, the researchers used data from a single company with several comparable companies and tested whether stores with lower Training and promotion have better financial and organizational results (sales and workplace accidents, respectively). This study also analyzed whether Human resources practices, such as rewards, recognition and training, affect Training and promotion. The empirical results indicate a strong relationship between Training and promotion and sales, supporting results from previous studies.

Kibigu Ajusa & Nyakundi Atambo (2016) did the study of Training and promotion on performance of the organization and analyzed that Training and promotion affects the general performance of the organization, he continues to state that there is a relationship between Training and promotion and recruitment cost proved to be negative on organization performance and finally there was a relationship between Training and promotion and employee morale.

4.5.2 Working Environments and Employee turnover

The researcher discovered that employee turnover is highly affected by the working environment. Furthermore, the study revealed that the good working environment influences the working morale and hence triggers the desire to work with the company for an extended period of time. This increases the chances for employee retention which technically reduces the employee turnover.

Benedict et al.(2012) studied the effect of labor turnover in Brewery Industry in Nigeria. Design was cross sectional survey using percentages. Findings showed that the effect of employee turnover were reduced production, increased cost of recruitment increased work disruption, increased scrap and overtime, and additional labor turnover. Moreover, the study points out the working environmental as being instrumental in determining employee retention.

Ampomah & Cudjor (2015), studied the effect of employee turnover on organizations a case study of Electricity Company of Cape Coast Ghana with survey design. 3 variables included job insecurity, demographic and personal characteristics of employees, job dissatisfaction, organizational work environment, promotion, alternative employment. 3 variables included: causes of employee turnover in organizations, measures to reduce turnover: develop people, recognize good performance, build trust, effect of turnover on employee performance Positive effects are open up promotion channels for employees, introduce new ideas and skills in organizations, replacement of poor performance. Negative effects: additional costs of recruitment and replacement, poor quality of work deficiently in attracting new staff, loss of skill manpower.

Ampomah & Cudjor (2015) studied the effects of staff turnover on financial performance indicated that practices of recruitment and selection are associated to workers quality and productivity. Recruitment and selection resolutions are important since each decision of work can put in or deduct from workforce quality overall. Failure to meet performance

by employees and managers behavioral anticipation can lead to performance of others which has a negative impact. Loss of productivity resulting from turnover of employees as shown by the empirical evidence may account for additional two-thirds of the total cost of turnover.

4.5 .3 Strategies for Reducing Employee Turnover

The researcher found that the organization has strategies for reducing employee turnover. The researcher found that the organization has strategies which include promotion of job satisfaction, good working environment, rewarding and recognition. The researcher found that, the strategies of the organization are very effective for reducing employee turnover.

Bryant and Allen (2013) cited by Mary Jane Burnett (2018) synthesized the research on employee turnover and developed practical human resource strategies available to leaders. To successfully manage employee turnover, leaders used compensation and benefits-related approaches, knew and assessed the indicators of the withdrawal process, ensured job satisfaction and organizational commitment and promoted high-quality relationships between leaders and subordinates and between coworkers. Ariyabuddhiphongs & Kahn, (2017) as noted by Mary Jane Burnett (2018) Leaders concentrated on their relationship with their employees and provided a positive work environment to reduce turnover. Leaders promoted high-quality relationships between managers and subordinates to retain the high performers.

Ertas (2015) cited by Mary Jane Burnett (2018) Managers strived for work environments that offered meaningful rewards and recognition, opportunities for challenge and training, friendly and flexible workplace relations, and assignments that make significant contributions to society. Leaders provided employees with an encouraging work environment to decrease turnover. Kanwar, Singh, and Kodwani (2012) as posted by Mary Jane Burnett (2018) recommended organizations ensured enhancement of job satisfaction and organizational commitment to retain the employees. Leaders enhanced job satisfaction and organizational commitment through the development of management systems to monitor the satisfaction and dedication of workers such as satisfaction index, climate survey, and exit interview. Leaders used management systems to retain dedicated employees. Ryu and Lee (2013) as posted by Mary Jane Burnett (2018) recommended leaders used innovative management to control turnover rates. Controlling turnover was contingent upon the leaders finding the optimal level of turnover through the adjustment of its innovation strategies based on the current level of organizational performance to improve the future performance.

V. CONCLUSION AND RECOMMENDATION

After the in-depth analysis concerning to examine factors influencing employee turnover, a case study of Tanzania Telecommunication Corporation Limited. The researcher concludes as follows:

The researcher revealed that there is a relationship between independent and dependent variables are highly strong. And the relationship of factors influencing Training and Promotion on employee turnover leads to high rate of employee turnover in TTCL. The researcher has found that these relationships are very effective in the organization. The researcher discovered that, there are effects of employee turnover at the organization. The researcher also found that the effects of employee turnover at TTCL include reduced production and customer dissatisfaction due to the working environment. The researcher found that the organization has strategies for reducing employee turnover and has to be implemented to increase morale of employees at the organization. The researcher found that the organization has strategies which include Use of compensation and benefits-related approaches, Promoting high-quality of work relationships, promotion of job satisfaction. The researcher found that, the strategies of the organization are very effective for reducing employee turnover.

The researcher recommends the Government and Management to provide a positive work environment to reduce turnover. Organization to improve the working environment and to ensure that the management complies with the needs of the employees and to make sure that the place of work is conducive and attracts employees to work confidently.

The researcher recommends that, the organization should hire the labor consultant for the reduction of employee turnover. This consultant will be useful to maintain workers and their rights and help the organization to reach the goals of the organization and to take it to the next levels of competence and success in Telecommunication.

Area for Further Studies

This study assessed employee turnover and its impacts on the organization performance, a case study of Tanzania Telecommunication Corporation Limited. The researcher proposes that future studies should focus on the factors that lead to the successful implementation of labor turnover reduction practices.

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