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Master's Thesis of Public Administration

**The Influence of Non-Financial
Motivators on Employee Retention
in Public Service:**

**A Case Study of the United Republic of Tanzania -
Mainland**

공공부문에서의 인재유지를 위한
비재정적 요소의 영향에 관한
연구:

탄자니아 사례를 중심으로

August 2017

Graduate School of Public Administration

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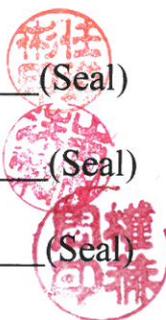
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Abstract

The Influence of Non-Financial Motivators on Employee Retention in Public Service: A Case Study of the United Republic of Tanzania – Mainland

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For the success of an organisation, managers essentially ought to learn and reinvent their roles in motivating their multicultural and diverse workforce as a way to retain them since organisations are cash-strapped, the use of non-financial motivators may be of significance effect. This study looked at the relevance of the Motivation theories proposed by Abraham Maslow and Fredrick Herzberg and assessed the influence of non-financial motivating factors on employees' retention in the Tanzania Public Service. Primary data was collected through a five-point Likert scale survey questionnaire from a sample size of 556 respondents from selected sixty three (63) public institutions. The findings of this study showed that there are differences in demographic variable relations to non-financial motivators (recognition,

performance feedback, supervision and career advancement) and consequently the influence on employees' retention. As employees' retention is still challenging and since each employee is unique from the other, managers should not underestimate when formulating or even implementing a retention policy.

Keywords: Retention, Non-financial motivators, demographic factors and public service

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LIST OF ABBREVIATIONS

HRM	Human resource management
LGRP	Local Government Reform Program
MDAs	- Ministries, Independent Departments and Agencies
MDGs	- Millennium Development Goals
MSPB	- Merit Systems Protection Board
PSRP	Public Service Reform Program
TZS	- Tanzanian Shilling (ISO currency code)
UK	- United Kingdom
USA	- United States of America
URT	- The United Republic of Tanzania

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DEFINITION OF TERMS

1. **Non-financial motivators -** Are non-financial rewards that do not involve any direct payments and often arise from the work itself, for example recognition, achievement, autonomy, scope to use and develop skills, training and career development opportunities.
2. **Compensation packages** The combination of salary and fringe benefits an employer provides to an employee for doing the job.
3. **Pay** Consists of cash compensations which are directly provided by employers for the work performed by the employees.
4. **Retention** The process of physically keeping employee members in an organization.
5. **Motivation** Inner force that impels human beings to behave in a variety of ways

CHAPTER ONE

1.0 PROBLEM AND ITS BACKGROUND

Overview

The chapter presents an overview of the research, the background to the study, problem statement, purpose of the study, research questions, general hypothesis, significance and scope of the study. Lastly the model and conceptual framework of the study undertaken then follows.

1.1 Introduction

The United Republic of Tanzania Government like any other organisation needs to motivate her public servants so as to retain them. The key of a successful organisation is to use motivation so as to maintain the continuity of the work in a powerful manner that helps the organisation to survive. Lockwood (2006) argues that retaining employees is challenging because of competition of human resource (right talent) in the labour market, demographic changes, labour mobility and the voluntary retirements. Retention is significant as part of the integrated strategies and systems that ensure high performance by using people with the required skills and aptitudes to meet current and future business needs. Therefore, it is imperative for managers/scholars to continue identifying motivating factors that consequently influence employees' intention to continue working for public service. With this backdrop the study has comparatively assessed the influence of non-financial motivating factors on employees' retention in relations to demographic factors in the Tanzania Public Service.

1.2 Background of the Study

The world over is facing economic, political, social and technological challenges. For a long time these challenges have justified government institutions to undertake various reforms so as to address and manage change in order to improve performance and quality service delivery to esteemed

customers. Since independence in 1961, like any other country of the world, the United Republic of Tanzania Government has been carrying out various public sector reforms aimed at re-dynamize the systems of administration, economy; politics that leads to reduction of poverty hence improve the standard of living of the majority of the population. Tanzania's public service reform has a long and distinguished history. So reform in this sector was necessary for the government. Reforms of Public Sector in Tanzania were championed to ensure economic growth and quality services inside the priority sectors. The public service of Tanzania as a national institution of excellence has an important role in the abolition of poverty and acquiring a sustainable economic growth.

The Tanzanian public service is working to improve its performance, credibility and competence. Efforts of the government to reform its pay and incentive system can be well explained in the context of macro-economic reforms that started from 1980s to the 1990s. The Government adopted Pay Reform in 1994 as an integral component of Public Service Reform Program (PSRP). This was due to the fact that many of the problems associated with poor performance of the public service did relate to lack of an appropriate compensation structure and weaknesses in the incentive regime. Enhancing pay was the major priority of PSRP II to ensure that the public service of Tanzania has the capacity to attract, retain and adequately motivate personnel with requisite skills to provide the desired public services and government strategic outputs. This led to the adoption of the Pay and Incentive Policy (2010) which is thought to signal a major change in the pay and incentives regime consistent with a more holistic approach in order to enhance the capacity to improve service delivery, quality and accessibility in line with the objectives of the National Strategy for Growth and Reduction of Poverty) and the Millennium Development Goals (MDGs).

According to the study on staffing problems at Local Government Authorities

(2005), retention of technical, professional and senior staff was among the problems found. Moreover, the survey results of staffing problems in underserved areas in Tanzania (2008) showed that retention is influenced by factors related to finance, amenities and governance (URT, Public Service Pay and Incentive Policy, 2010). Also Ally (2011) in his study has shown that this problem was within government ministries where employees shift between private sectors, union Government institutions and elsewhere. Moreover, the Local Government Reform Program Report (2005) and Minja (2011) public councils had experienced high labour turnover rates and employee shortages in Tanzania mainland.

As a result, through its pay and incentive policy (2010), the Government has admitted the significance of financial and nonfinancial incentives in order to effectively resolve the motivational/ retention problem in the public service for improving performance. Therefore, it has objectively set strategies for enhancing the capacity of the public service in order to attract, retain and adequately motivate personnel with requisite skills. Moreover, the government has recognized the role of retaining employees by enacting employee and labour relations laws, policies and procedures which address number of issues including financial and non-financial incentives as motivational strategies to keep employee movement from public organizations. These laws and policies have defined other employee benefits which are imperative in increasing employee working morale. However, having such policies and regulations within organizations has not stopped movement of public servants from one organization to another within the public service. It is therefore imperative to try to understand why retaining employees today seem to be difficult.

1.3 Statement of the study

In order to bridge this gap, it is of essence to assess the influence of non-financial motivational factors employed by Tanzania Mainland public service

in order to uncover what explains effectiveness of retention strategies. Therefore, the focus of this paper was on assessing the influence of non-financial incentives towards employees' retention and also on the other hand by looking on how interventions by organisational management and human resources and administration personnel have implemented to effectively use non-financial motivators to motivate staff towards retention of public servants.

1.4 Purpose of the Study

1.4.1 General objective

Generally, the study looked at the relevance of the Motivation Theory proposed by Abraham Maslow and Fredrick Herzberg with intent to assess the influence of non-financial motivating factors on employee retention within the United Republic of Tanzania (URT) Mainland Public Service.

1.4.2 Specific objectives

Other specific objectives of the study included:

1.4.2.1 To establish the effect of non-financial motivating factors on employees' retention;

1.4.2.2 To explore non-financial motivating factors strategies on employees' retention and

1.4.2.3 To suggest solution(s) for effective employees' retention in the URT mainland Public Service.

1.5 Research Question

As articulated above, given the difficulties encountered in retaining workers, the study basically formulated research question to be addressed as:

1.5.1 What are the established effects of non-financial motivating factors on employees' retention?

1.5.2 What extent does the non-financial motivating factors strategies play on employees' retention?

1.5.3 What are the solutions for effective employees' retention in the URT mainland Public Service?

1.6 Hypothesis

Basing on the literature review and arguments, therefore the study tentatively proposed general Hypothesis that:

Null hypothesis one (H01): Perceived non-financial motivating factors (i.e. recognition and appreciation, career development, supervisory support and feedback) will not be positively associated with public service employees' retention.

Alternate hypothesis one (H1): Perceived non-financial motivating factors (i.e. recognition and appreciation, career development, supervisory support and feedback) will be positively associated with public service employees' retention.

1.7 Significance of the study

The contributions of the proposed research lie in several areas. First, this study will lend insight to non-financial motivating factors influencing employee retention in public service. Second, this study could contribute to our understanding of motivation and retention within organizations. Thirdly, the findings might be useful for the public sector to comprehend the possibility of coming up with recommendation for new sufficient retention efforts. Fourthly, this research could enlighten research in non-financial motivating factors and retention. Fifthly, the study may therefore be seen as an introduction to a more detailed study to be carried in future on the field of employee's motivation and retention. Lastly, the study is the academic requirements for researcher for the award of the Global Master Degree of Public Administration.

1.8 Limitation and delimitation to the study

In essence, this study encountered a number of limitations. The problems were due to the nature of the study. Generally the following were noticeable

challenges: Bureaucracy and the availability of data; sometimes limited this process. Despite a big number of the sample size, low responsiveness was also noted due to the fact that there were different auditing exercises which were carried by administration and human resource personnel at the time the study was conducted because respondents had in a way a divided attention. In addressing this shortfall and as a result of limited time, the researcher had to make calls to some of the Heads of administration and human resource department so as to succumb at least few respondents. Moreover, most of the information listed to describe the variables used in this study ought to be reliable since there may be some instances where human error leads to the use of incomplete or incorrect data. Therefore, the researcher could not control these errors hence acknowledge them in the report findings.

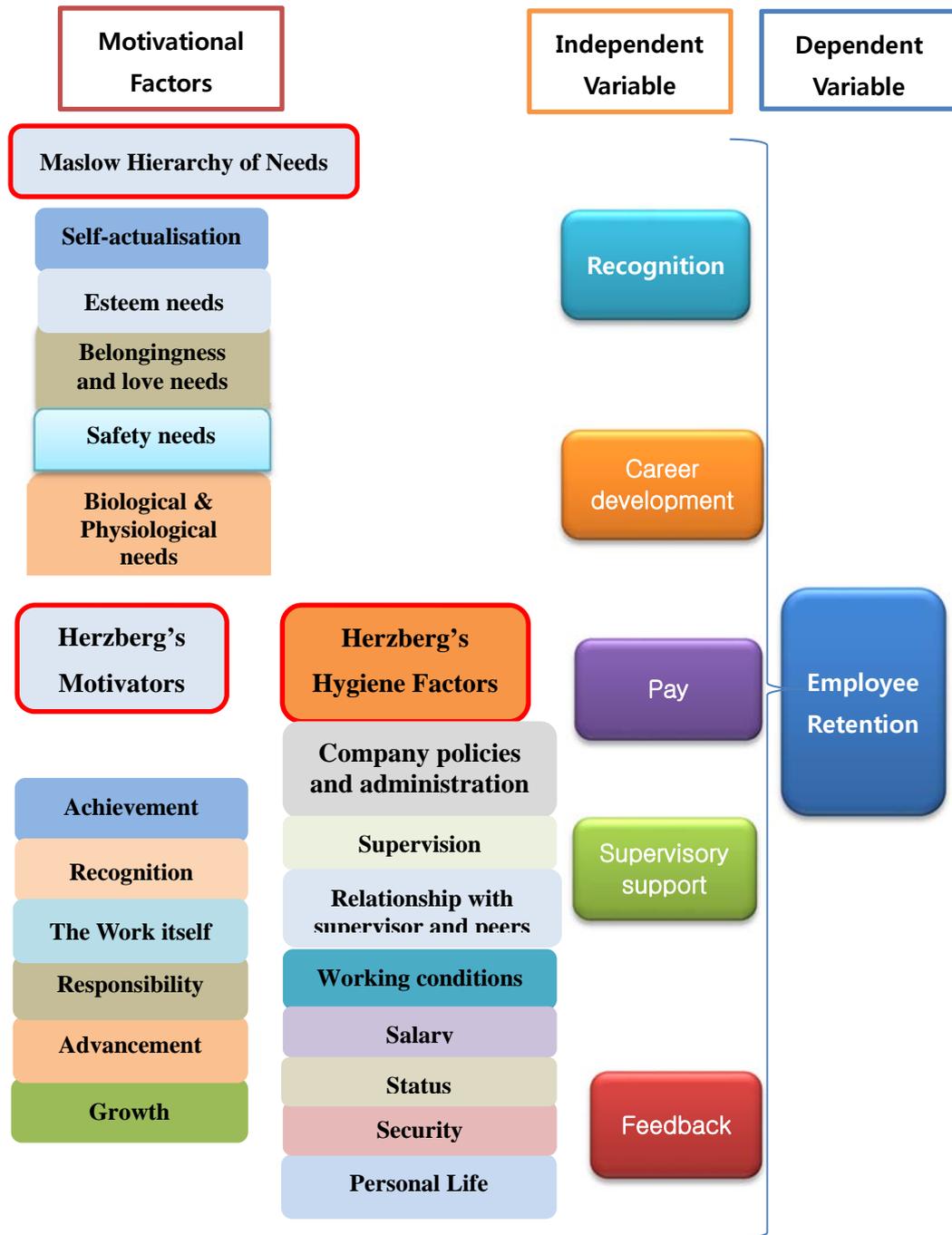
1.9 Scope of the Study

The study rested on the public servants in the Tanzania Mainland MDA's as recognised by the Public Service Act, 2002, the Public Service Management and Employment Policy (2008) and the Public Corporations Act, 1992. This study was conducted in selected MDA's in which the information sought on the subject will come from target group. It has specifically dealt with Management who are responsible for management and Human Resources and Administration Department staff who are responsible for administration and management of public servants who are responsible for daily execution of core and supportive functions of MDA's. The study investigated the non-financial motivating factors that influence the retention of public servants of the Tanzanian public service. Therefore, the study has provided findings in relation to the underlying assumption and hence provision of conclusions and recommendations.

1.10 Motivation Model for Employee Retention

Studies have stressed that organisations which have strong employee attachment and motivation or organisational commitment, are likely to have lower turnover than those with weak employee attachment. A committed employee attached to the organisation for which she/he works, will definitely choose to continue working with the organisation. From the aspect of motivation, a model for employee retention will promote development of HRM function. The major motivation of this study is adopted from the Maslow Hierarchy of Needs and Herzberg's Motivators and Hygiene Factors. The motivating factors categorized into five sets of independent variables in which pay is considered as control variable were used in this study. The model of the study constructed by the researcher under study is portrayed by Figure 1.10.1.

Figure 1.10.1: Basic model for employees' retention (Modified from Maslow Hierarchy of Needs and Herzberg's Motivators and Hygiene Factors)

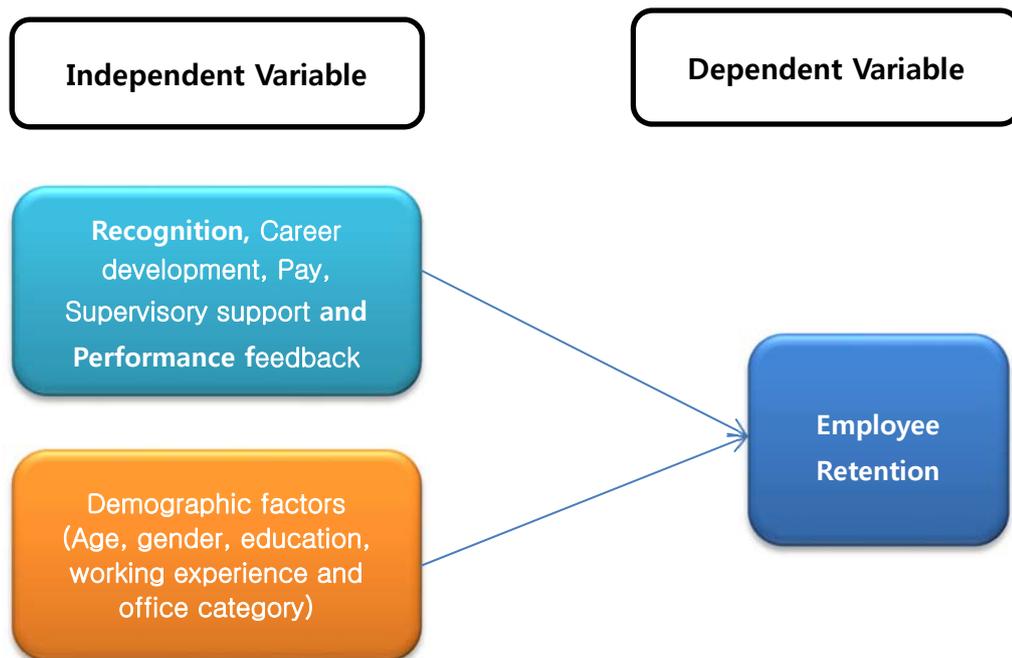


Source: Author's construct

1.11 Conceptual Framework

According to Maund (2001), understanding what employees are motivated by and how are motivated was the focus of many researchers. This study applied concepts and motivation theories by Maslow's need hierarchy and Herzberg's two-factor that leads to the understanding of employees' retention. From the two theories and the literatures reviewed, the framework constructed identified and clarified the relationship between the identified variables i.e. the relationship between non-financial motivation factors and employee retention. In the study is retention is used as dependent variable while non-financial motivators as independent variable which includes recognition and appreciation, career development, supervisory support and feedback. For purpose of discussion, the researcher developed the following framework as displayed in figure 1.11.1.

Figure 1.11.1: Conceptual Framework on employees' retention



Source: Author's own construct

CHAPTER TWO

2.0 LITERATURE REVIEW

Overview

The chapter starts with the theoretical literature review which carries the definition of motivation and retention, a discussion of theoretical perspective on motivation and variables of the study linking to the hypothesis of the study. The second last part provides the empirical literature review on the influence of non-financial motivators in developed countries (S. Korea, UK and USA). Then follows a brief description of the public administration in Tanzania and the composition of structure of the bureaucracy and institutional arrangements, the overall structure of the civil service and also discusses the administrative instruments used in the provision of motivation in Tanzania public/civil service.

2.1 Theoretical Literature Review

2.1.1 Motivation

The term motivation is derived from the word ‘movere’ which means to move. Motivation can be defined as an inner force that impels human beings to behave in a variety of ways. Therefore, it is a very important part of the study of human individuality. Motivation is very difficult to understand both in oneself and in others due to the extreme complexity of human individuals and their differences. Consequently, due to its central importance to the study of people at work, motivation has been a subject of continued research since the early years of the 20th century. (Shaun, 2006).

Motivational issues nowadays are more complex because of the wealth and opportunity so many employees have enjoyed. Hence, work in the current decade has the potential for much richer, “intrinsic” rewards. Intrinsic rewards come to employees directly from the work they do—like the pride of technical accomplishment, service to a customer, or making a difference in the world.

In today's competitive labor market, intrinsic motivation is crucial. Over the long haul, people need intrinsic rewards to keep going and to perform at their peak. Today's employees, especially knowledge workers, tend to expect their work to be at least somewhat meaningful and rewarding. These employees are more educated than workers of preceding eras, have a higher standard of living, and see more opportunities for meaning in their work. Organizations now find themselves competing to attract and retain workers on the basis of the meaningfulness of their jobs (Barbara, 2002). Rewards and incentives can motivate people and enable them to satisfy their needs or will provide them with goals to attain. (Glen, 2006). There are other ingredients that need to be added to the mix in achieving important organisational ends. When blended in the right compliments, motivation is the results. (Ramlall, 2004). Therefore, this would in one way broaden the perspective on the influence of non-financial motivation factors in employees' retention.

Rewards have become more important and more prevalent in the workplace motivation. Armstrong (2007) divided rewards into two groups; these are monetary (base pay, merit pay, incentives, bonus, commission and healthy allowances) and non- monetary rewards (promotion, decision making roles, company uniforms and flexible working hours). Armstrong showed that employees are rewarded in accordance with their skills and competence, their contribution and their market worth. Moreover, talking on the role of non-financial rewards in enhancing employees' commitment and performance on the job, Armstrong (2009) observed that "essentially the notion of total reward says that there is more to rewarding people than throwing money at them". Workers can be made more comfortable on the job by non-financial rewards.

In addition creating a fun, challenging and empowered work environment in which individuals are able to use their abilities to do meaningful jobs for which they are shown appreciation is likely to be a more certain way to enhance motivation, commitment and performance. There are two specific

types of motivation: financial and non-financial. This study focused on the later as ways that employers can use to motivate their employees and hence the means to retain them without a plentiful amount of money to spend or without breaking the bank.

2.1.2 Retention

Retention as one of the key fundamentals necessary for organizational success can be defined as the process of physically keeping employee members in an organization. Retention and engagement of high prospective employees are a huge challenge to organizations especially in times of high turnover rates in a globalized environment. (B.B. Aguenza et.al). Employees are the most valuable resource in any organization for that matter special treatment is required to retain them. These valuable employees are very highly demanded by various organizations. In this regard, since each individual is different, it is imperative to attempt understanding what motivates employee to work happily and effectively in order to ensure organizational prosperity. According to the laws that used for the administration of the Tanzanian public service, the engagement period is considered to be the between the age of eighteen years and the compulsory retirement age of sixty.

Retention of skilled employees worldwide has been of serious concern to managers in the face of ever increasing high rate of employee turnover. Business environment today has become very competitive thus making skilled employees the major differentiating factor for most organisations (Samuel* and Crispin Chipunza). In today's business setting, labour turnover is becoming a solemn problem and thus threatens many organizations. (Ernest and Young Report 2012). Replacing skilled employees can be problematic as argued by Stovel and Bontis (2002), it was assumed that managers in public sector organisations have not been able to correctly identify and apply motivational variables that can influence employees' retention in public service. Once this is identified, managers will be able to apply these variables

in reducing the high rate of employee turnover.

2.1.3 Theoretical perspectives on Motivation

Through literature there are a various views as to what motivate employees. This part, gives a brief account for discussion on some of the motivational theories whereby some have been developed over the last past hundred years or so. Nevertheless, these theories do not all reach same conclusions. They include Fredrick W. Taylor's scientific management theory, Aldefers' ERG theory, Maslow's Need theory, Vrooms' Expectancy theory, Adams' Social equity theory, Herzberg's Two factor theory, Mac Gregory's theory X and Y. In this discussion a summary of the theories is presented followed by a discussion on Maslow and Herzberg (Two factor theory) theories which are the base for the study undertaken.

Scientific Management Theory

The scientific management theory idea was propounded by Fredrick W. Taylor in a response to a motivational problem "soldiering". His system was in response to organisational problems, inefficiencies and adverse employer – employee relations. Various authors (Wrege and Greenwood, 1991, Wren, 2005 and Payne et al 2006) have revered Taylor as the Father of Scientific Management. A motivation theory which is just similar as incentive theory was advanced by Taylor and that is workers or employees are solely motivated by money. Taylor advocated that improvements in productivity should also result in improved pay. As a result (Priestly, 2005), workers are encouraged to work hard and maximize their productivity.

In Taylor's perspective, employees or workers are to be paid as per the number of items they produce in a set period of time-piece rate pay. He suggested that workers who were paid more would also produce more something that would benefit both the employee and the company. This was also opined by Stoner (2003) that employers who pay their workers more will get better, happier, more efficient workers who make better products in

increasing quantity. Taylor's scientific management theory has influenced and impacted the society in many ways as it was supported by Fry (1976) who emphasised that through the analysis and control of behaviour in organisation is a pivotal contribution to the organisation behaviour field. At the core of Taylor's scientific management theory lie four key principles where he argued that: workers are need to have close supervision and control with clear instructions as they do not naturally enjoy the work; there be a division of work between managers and employees to allow managers plan "scientifically" of what has to be achieved (what and how to be done), a replacement of rule of thumb method of doing work and lastly be a selection and training of individuals for specific tasks.

Despite its contribution, Taylor's scientific management theory had criticism from the workers who felt that they were turned into mere automatons, trade unions and even from employers. However, F. W. Taylor is still respected due to the significant, positive contribution to management, engineering and even to other fields. Moreover, the scientific management response towards resolving organisational problems, inefficiencies and adverse employer – employee relations still is a challenge today that exist regardless the advancement of technology.

Alderfer in his Existence relatedness and growth theory commonly known as the ERG theory, asserts that there are three basic human needs: Existence, relatedness and growth, which must be meet by an employee to enable him, increase performance. Vroom (1964) theory assumes that people are motivated by how much they want something and how likely they think they are to get it. He suggested that effort, performance and motivation are linked in a person's motivation as he used expectancy, instrumentality and valence as variables to account for this. Adams (1963) theory suggests that people are motivated to seek social equity in the rewards they receive for high performance. To him the outcomes from job include; recognition, pay,

promotion, intrinsic reward and social relationship. Time, efforts, experience, education and loyalty as inputs are needed to be employed by the employees to get these rewards. According to him, people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high. Also a theory by Mac Gregory suggests that there exist two sets of employees; lazy employees representing Theory X and ambitious employees representing Theory Y. He believed that lazy employee should be motivated to increase performance in an organisation.

Abraham Maslow Hierarchy of Need Theory

In 1943, Abraham Maslow introduced motivation theory that focused on the psychological needs of employees. He argued that a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfill them. Maslow theorised five levels of human needs which employees need to have fulfilled at work. From the lower to the higher, the five needs are; physiological, safety, social, ego, and self-actualizing. According to him, the lower level needs had to be satisfied before the next higher level need would motivate employees. All of the needs are structured into a hierarchy and he argued that only once a lower level of need has been fully met, a worker would be motivated by the opportunity of having the next need up in the hierarchy satisfied (Robbins 2002).

The rationale is quite simple because according to Maslow, hungry employees or too ill to work will hardly be able to make much contribution to productivity hence difficulties in meeting organisational goals. With Maslow's theory, employees whose lowest level needs have not been met will make job decisions based on compensation, safety, or stability concerns. Also, employees will revert to satisfying their lowest level needs when these needs are no longer met or are threatened. Managers have been reminded by the theory to think of the welfare of the employees (Champagne and McAfee

1989). Therefore, various incentives to workers should be offered by an employer in order to help them fulfil each need in turn and progress up the hierarchy. Managers also ought to recognise that not all workers are motivated in the same way and all do not move up the hierarchy at the same pace. Therefore, managers may have to offer a slightly diverse set of incentives from one employee to another. This is the beauty of Maslow's theory of motivation. Employees' needs are constantly changing over time. This shows how managers must continually adapt the changing needs of employees if they want to keep their workforce motivated (McLeod, 2014).

Fredric Herzberg's Motivators and Hygiene Factors Theory

Another motivation theory that is very important to understand retention is the Two-Factor Theory by Fredrick Herzberg. He believed in a two-factor theory of motivation and had close links with Maslow. Likewise, he argued that there were certain factors (motivators) which could be introduced by management that would directly motivate employees to work harder. Also there are other factors (hygiene factors) that would de-motivate an employee if not present but would not in themselves actually motivate employees to work harder. According to Herzberg if the motivational factors are met, the employee becomes motivated and hence performs higher. Herzberg literature forms the bases for functional flexibility and team work which requires employees to have job rotation, job enlargement, up-skilling and that people can do more than single job. Employees are motivated by work content (motivators) and work environment (hygiene factors).

Therefore, an organization's investment in education and development of its employees, just like any other economic investment, can lead to sustainable competitive edge gain and increase its market capitalization. The factor of hygiene or the pay to the work performed according to Herzberg is the biggest motivator which helps employees to be retained in a particular workplace for a longer period of time. However, the critic to this theory according to

Garsker (1996) as quoted by Sandhya & Kumar (2011), is that, an employee may still have poor satisfaction with hygiene factors nonetheless their career satisfaction is high. Also employees may dislike part of their job but still feel that the job is acceptable. Nevertheless, the theory provides recommendation for improving job satisfaction to employees and therefore still a practical course of action for employee motivation at workplace.

2.1.4 Variables of the Study

Basing on Maslow's needs theory and Herzberg's two factor theory, the non-financial motivators that influence employee retention investigated under this study to uncover what explains effectiveness of retention strategies employed by Tanzania public service included recognition and appreciation, career development, supervisory support and feedback in relationship to demographic factors. These are further discussed in relation to literature below and hence led to the proposition of hypothesis of the study undertaken.

2.1.4.1 Demographic factors on employees' retention

In the recent years, there have been various studies conducted so as to see what makes organisation's employees plan to leave or rather stay in the same organisations. Through various literatures (Kelly, 2004; Luekens et al, 2004; Kavanaugh et al 2006; Kotler & Keller, 2006; Schroder, 2008; Furnham et al, 2009 and Monks, 2012) have shown that there is a stable relationship between demographic factors with employees' retention. Age, gender, education, income level and tenure have overtime influenced employee retention strategies. Moreover, several researchers {Shuck, Reio and Rocco, (2011); Chang and Lyons, (2012); Stanley et al, (2013) and Heavey et al, 2013} have also found associations between an employee's educations, age, income, gender or even the length of stay (tenure). Moreover, Walsh & Bartikowski, (2013) opined that leaders in organisations ought to acknowledge situational factors like demographic that have impact on turnover intentions within organisation. This study used demographic characteristic like gender, age,

education level, working experience, designation and office category to assess how the non-financial motivating factor (recognition, performance feedback, supervision & career advancement) influence employees' retention in Tanzania public service.

2.1.4.2 Pay

Employees may be financially motivated by many ways, but these may still become expected or unappreciated. Various methods can be used for all sectors of the economy. It clear that not all will work for every type of job, but there should be one which fits for an organisation. If the methods are used properly, then they may be extremely helpful tools in motivating employees and have them understand how their work is appreciated. However, financial tools are limited because of the direct tie to the budget. During hard economic times, financial tools may be hard to implement. Thus managers ought to be careful with all types of motivation, but with monitories specifically because employees are dependent of financial for their daily livelihoods.

When speaking about financial motivators, it is referred to the money spent by employers on the reward directly or some kind of monetary reward received by the employee. Financial rewards are forgotten in the employee's career as are short term motivators. Some common financial rewards include commission, bonus, pay-per production, profit sharing, stock sharing, stock options, pension benefits, benefits-in-kind or a salary raise. In an attempt to ensure employee retention and optimal performance, institutions or organisation are needed to consider a variety of appropriate way in rewarding the employees so as to get the desired result (Armstrong, 2003). This is supported by Osibanjo, Abiodun, and Fadugba (2012) that the degree in which employees are satisfied by their job and readiness to remain working is a function of reward system and compensation packages of the organisation. In a model by Price and Muller (1981) on a causal voluntary turnover, receiving good and fairly paid compensation is among the determinants which

have an indirect impact on turnover over job satisfaction. As job satisfaction increases, employees show a great intent to stay working in an organisation. In HRM anyone worth their salt may be familiar to Herzberg's theory that as base pay is a hygiene factor that must meet a certain expectation but once the expectation is met, the power of pay diminishes as a motivator. Moreover, no other incentive or motivational technique comes close to money due to its influential value, but if inadequate or rather inequitable dissatisfaction may be caused (Sara et al, 2004) while considering that people have different needs and wants. Other people may be motivated much by money than others.

Choosing an appropriate compensation mechanism as opined by Garibaldi (2006) may probably be the core problem to human resource managers and that represents the heart of personnel economics. Several job satisfaction studies which have focused on job satisfaction and retention in relation to compensation have been carried out in both developed and developing countries. Numerous studies (Huselid et al, 1999; Guthrie, 2001; Milman, 2003; Gerhart and Rynes, 2003; Gardner et al., 2004 and Milkovich & Newman (2004; Walsh and Taylor, 2007; Chang & Lu, 2007 & Kalimullah et al, 2010) have addressed the impact of employee compensation and have found that highly competitive compensation systems promote employee commitment and consequently resulted to the attraction and retention of a superior workforce.

In today's world employees are different as noted by Hill and Jones (2001). As soon employees feel dissatisfied with current employer, switching over to looking to another job is a next alternative. Therefore, (Taplin et al., 2003; Amadasu, 2003 & Gberevbie, 2008) if organisation adopt and implement appropriate retention strategies then surely employees will remain and work thus successful achievement of organisation goals. Moreover, Moncarz, Zhao and Kay (2009) insinuated that compensation can act as a critical factor in reducing managerial turnover and increasing commitment although it was not

one of the top factors that influence non-management turnover. In spite of the fact that compensation has been found to be of paramount to employee retention by scholars, some researchers such as Zeytinoglu & Denton (2005) postulates that non-monetary forms of recognition are important and ought to be not ignored even though compensation offers recognition. Similarly (Fitzenz, 1990; Opkara, 2002 and Devi, 2009) acknowledged that a single factor cannot only influence employee retention but also factors such as job security, cooperative teams, supervision, flexible work timings, training & development, work environment, values of the organisation, supervisor support culture, benefits, good working conditions and organisation justice. Despite the fact that an organisation may try bringing all these factors in enhancing employee retention, still an employee may opt to leave the workplace (Kaliprasad, 2006).

Moreover, according to Bob Nelson and Spitzer (2003) the world is changing rapidly and people are from different parts of the world who are also related with different fields hence could also have different suggestions on salary as retention tool. Conversely, there is no doubt that money can buy a person most of things in this globe but not everything. Bob Nelson, (2002). This then leads to the focus of this study with the intent to assess the influence of non-financial motivating factors on employees' retention within the public service and hence the following proposition: **Hypothesis 1: There is no statistically significant relationship between pay and recognition, career advancement, supervision & performance feedback with employee retention.**

2.1.4.3 Recognition

Reward management systems have been based on the assumption of attracting, motivating and retaining employees. Although it believed that financial rewards are important, there other factors which would motivate and influence employee level of performance. This brings recognition into the topic of discussion as motivation factor which enhances employee retention.

Armstrong & Murlis (2004) defined reward management as the process of developing and implementing policies, strategies and systems that help the organisation in achieving its objectives by obtaining and keeping the people it needs by increasing their commitment and motivation. Effective recognition as reward enhances employee motivation and increases their productivity all of which contribute to organisational performance improvement. (Deeprise, 1994).

Employee recognition is a judgment on a worker's contribution that involves evaluating and acknowledging the results of his work. Shortly, it looks at the unique contribution of each worker and stresses on the value of professional expertise and experience of an employee. Good managers recognise employee by doing things that acknowledge their accomplishments and reward them by giving something tangible (Deeprise (1994). However, in proving employees that their contributions are recognised, there factors that lie in a more informal approach to recognition a key focus that makes them feel appreciated and valued. Therefore, if an organisation is to treat its employees as its most important asset, then knowledge about what motivates employees to reach their full potential is of significance. To ensure that people are treated fairly, Deeprise (1994) argues that organisations acknowledge that they need to establish an equitable balance between employee contribution to the organisation and the organisation's contribution to the employee. Organizations which follow a strategic approach to creating this balance focus on the three main components of a reward system, which includes, compensation, benefits and recognition.

Maslow's needs theory have reminded managers to think of the welfare of the employees (Champagne and McAfee 1989) and them to recognise that not all workers are motivated in the same way and do not all move up the hierarchy at the same pace as employees progress up the hierarchy. Herzberg (1966) likewise, argued that, certain factors (motivators) that management could

introduce that would directly motivate employees to work harder. While factors (hygiene factors) would de-motivate an employee if not present but would not in themselves actually motivate employees in working harder. Research has proved that employees who are recognized tend to have higher self-esteem, are more confident, more willing to take on new challenges and are more eager to do innovativeness. Organizational behavioral researchers La Motta, 1995; Meyer & Smith, 2000; Rhoades et al., 2001 and Daniel & Metcalf, 2005) were of the view that organisational rewards do reflect appreciation and recognition towards individual performance. As a result organisations are inclined to elevate productivity, employees' engagement and performance, workers efficiency, improve organisation profitability, higher retention rates and decrease costs resulting from turnover.

Two types of the recognition which commonly used are private and public recognition. A quite thank you or even pats on the back are examples of private recognition. On the other hand public recognition is of more formal between the two. As soft as it is, a simple genuine spoken thank you can become an extraordinary tool in building an engaged team. Moreover, it has been proved that if one is thanked there is a release of oxytocin hormone which makes people be more relaxed, happy and collaborative (Jeffries, 1997 & Bersin, 2012). Managers (Romano, 2003) are encouraged to use recognition since it is a factor that will strengthen the bond between employees and the organisation and at the same time it reinforces and encourages positive behavior. Sometimes executives are usually satisfied by basic financial needs hence (Nelson, 1995) has maintained that informal recognition is of potential to them. However, an additional bonus may have a role to play, but personal incentives like recognition or achievement becomes of more importance. This led to the following second (2) **Hypothesis: There is no statistical significant relationship between recognition with employee retention.**

2.1.4.4 Career Advancement

Human resource management practices that enhance the satisfaction of employees with their jobs are of pivotal significance. If they promote growth opportunities simultaneously then they may lower employee turnover (Rhoades & Eisenberger, 2002 and Allen, Shore & Griffeth, 2003). However (Haines, et al., 2010), development opportunities and training may actually increase turnover by increasing employees' external marketability and ease of movement. Nevertheless, (Allen, 2008) provision of job-specific training instead of more general training will make workers be attracted and hence retain them. Fortunately, for government organisations they require more specific skill sets typically

Career development as the process in which individuals establish their current and future objectives has to help employees assess their existing skills, knowledge, or experience levels and implement an appropriate course of action to attain their desired career objectives (Lips-Wiersma and Hall, 2007) balanced between an individual's career needs and the organization's workforce requirement. Several ways may be used by an organisation in displaying career development whereby employees would identify their skills, values and interests, and seek out career alternatives which fit into their career goals and plans (Hall, 1986; Leibowitz et al., 1986; Baruch & Rosenstein, 1992). Research has shown that if employees are provided with learning opportunities, career progression and professional development subsequently they may repay their institutions with the likeliness of remaining working leading to reduced intention to leave such organisations (Rhoades and Eisenberger, 2002 & Lee, 2004). Moreover, Herzberg (Ramlall, 2004) has posited that employee would be truly motivated when his/her job has to be fully enriched and when there are opportunities for achievement, stimulation, recognition and advancement.

Emphases on attractive motivational factors like availability of career

opportunities and needs for challenging future positions by public organisations differentiates them from private organisations. Many efforts should be taken by organisations to keep employees who are strategic for the attainment of business mission as it is difficult to replace them, succinctly argued Breslin (2013) from a retention perspective. Adding to this view, true satisfiers cannot even be bought. Additionally, Bernard and Apollonius, (2014) in their study on retention of higher public learning institutions staff in Dar es Salaam asserted that career development, opportunities for promotion and recognition have an impact on staff retention. With this, the third (3) hypothesis constructed was **Career development is not significantly positively associated with employee retention.**

2.1.4.5 Supervision

According to Spector (1997), the responsibility of keeping well performing workers should no longer be left in the HR departments hands alone. Subsequently it should be moved to the front line managers/leaders as part of their responsibility and accountability in retaining employees needed in the organisation. As a result this would be organisation's best defense over turnover. Managers/leaders are therefore considered as the secret weapon for keeping valued employees longer. A supervisor and leadership role are crucial for staff retention as employees leave managers and not organisation argued Price, (2001). This is due to the reason that employees generally develop views concerning the degree to which their contributions and well-being are cared by their supervisors (Kotte and Sharafinski, 1988 & Rhodes et al, 2010) which in turn is related to decreased turnover. Improving quality of supervision could play an important role in reducing job dissatisfaction and turnover from employees (Eisenberger et al, 2001) who may prospectively stay with the employer as a form of reciprocation. The fact that supervisors are involved in the evaluations of subordinates which is usually conveyed to management strengthens and influences management views towards their staff (Eisenburger et al., 2002). Moreover, it is posited (Casper et al, 2011 and

Carlson & Perrewé, 1999) that supervisory support might decrease psychological stress, role conflict and may also increase employee commitment effectively (Baker et al, 1996).

Moreover, satisfaction with supervision support has reduced turnover intentions (Cotton & Tuttle, 1986 and Lee, 2004). In addition to this view, reports (Halfan, 1998; Mkenda, 2005 & Mashindano, 2004) have shown the efforts by the government of Tanzania in strengthening the leadership and management capacity of its institutions. As a result to this in the public sector, policies on HRM were established aiming at attracting, motivating, improving career management and even effecting succession planning. Thus this study had the fourth (4th) hypothesis as: **Supervisory support is not positively related to employee retention.**

2.1.4.6 Performance Feedback

Feedback is defined as the response one individual gives to another about the first individual's behavior. Feedback is a central component of human communication, because it can improve the effectiveness of both individual and team performance by providing information about how successful an individual or group has been, and it can give specific suggestions for improvement. Feedback can be classified as supervisory feedback, peer feedback, and self-evaluation depending on the source of that feedback. If feedback from some of these sources is blocked, other problems arise (Haslett and Ogilvie, 1996). Blockage of supervisory sources of feedback results in higher possible job dissatisfaction, which may lead to a desire to leave a particular organisation. Supervisor's feedback provides employees with opportunities that help to clarify expectations. Moreover, improvement of job performance, adjustment of goal difficulty and also enhancement of job satisfaction are a result of supervisor's feedback.

Performance feedback is a critical component of all performance management

systems. Effective feedback is ought to be timely, specific, behavioral in nature, and presented by a credible source since in all performance management systems it is critical component. Lack of feedback (Fisher & Ilgen, 1984) may lead to issues such as inaccurate self-evaluations, anxiety and even a diversion of efforts that are geared towards gathering activities to enhance feedback.

In today's competitive environment, to organisations, feedback is of essential as explained by Garg & Rastogi (2006). It facilitate giving and receiving from employees to the extent of being knowledgeable to perform and meet challenges in the global market. Based on motivational language theory, Sullivan (1988) studied the impact of a supervisor's communicative styles on employee's motivation. It might be concluded from this study, that supervisor's feedback plays an integral part in helping the employee decide to remain in an organization, because employees acquire information from job performance appraisals to reduce their uncertainty about job tasks. Hence, it is important for the managers to conduct the appraisal process properly. Dumitrescu, Cetină and Pentescu (2012) argue that feedback enables employees' point of view to constantly incorporate the employees' opinions in the organizational culture so that it leads to improvements. When providing feedback to people it is for the reason that they are in need of knowing what they do is right or wrong so as to improve (Rothmann & Cooper 2008). Kaymaz (2011) argues that through good communication, the employee gets the opportunity to express their expectations, feelings and complaints. In order to develop a mutual understanding, all feedback should be given constructively and in an organized way. Supervisor are linking pin between management and employees, (Kim, 2012) as they not only communicate instructions and policies but also give informative constructive feedback and on the other hand develop employees skills. Therefore, the fifth (5th) hypothesis as: **Feedback will not be positively related to employee retention.**

2.2 Empirical Literature Review

2.2.1 Rationale for retention in the Public Service

Several reasons can be highlighted (Kauzya, 2010) as to why the public service should attract and retain high quality personnel. First and foremost is to be able to perform effective visioning, strategising, policy analysis, formulation, monitoring and evaluation to meet the complexities of globalization and often conflicting demands. Secondly, is to be able to adequately blend the demands of efficiency and those of democracy and responsibility. Thirdly is to be an effective partner with, and referee between, other actors in the development process. Fourthly is to be able to lead by example in employment and staffing matters. Finally, Mzee (2012) argued that an effective public sector is essential in creating an enabling environment for private sector development and economic competitiveness by developing strong leadership and adequate human resources in the public sector as crucial task in order for a country to prosper and undertake programmes that are aimed at reducing poverty. Strengthening public sector human resources capacities is, however, not an easy task and many are the difficulties that need to overcome. Like any other organization, the public service needs to compensate, motivate and retain its employees (Public Service Pay and Incentive Policy). Pay and incentives are of a purpose of compensating employees for the work they do, motivating them to perform well, retaining them, and thereby avoid the need for expensive recruitment and training for replacement.

2.2.2 Non-financial motivators; the case of South Korea, United Kingdom and United States of America

In this part, some empirical studies in South Korea, United Kingdom and United States of America were looked at focusing on the use of non-financial incentives in each case while considering the fact that each of them possesses distinct economic strengths, political systems, and regimes, as well as human resource developments.

2.2.2.1 The Republic of South Korea

Korean culture is deeply rooted in Confucian values and ideals, which has heavily influenced Korean government and Korean attitudes toward government Kim (2009). As a Confucian-oriented society, the Korean people think of themselves “as part of an organic whole that includes human society and the world around it, hierarchically arranged, related in a family-like pattern with eternally ordained responsibilities for everyone” (Macdonald 1996). Even though the civil service has lost some of its earlier prestige, partly because financially rewarding jobs have become more plentiful in private industry and commerce, (Kim, 2009) civil service is still one of the highest callings in Korea

Korea’s civil service has traditionally been characterized by closed recruiting and a rank-in-person system (Kim 2006) which is composed of nine grades, from Grade 9 to Grade 1 (the lower the number, the higher the position), and new entrance through open competition applies to only three kinds of grades: Grade 5, 7, and 9. Once civil servants are appointed, they expect to have life-long job security and periodic promotions. It is difficult to enter the higher grades directly from the outside. Given the high level of job security and social reputation of government employees, the open exams for civil service are highly competitive. The Korean civil service is divided into national and local governments, but local government follows the general framework of the national civil service system (Kim, 2009). Therefore, one can expect that the motivation in Korea public service is influenced by Confucian values, collectivist culture, and the high prestige of public service.

Confucian culture has built Korean civil servants’ devotion to national development and dedication to prove their professional integrity. They are asked to sacrifice their personal interest for public good. One may expect that the normative and affective motives will be more prominently related to motivation in Korean public service than the rational motives, and the items

related to Confucian values and collectivistic culture will be more valid measures of the dimensions. Managerial practices enhance the efficiency and effectiveness of civil servants and that the employees could feel that they are playing important roles in providing public services. Job satisfaction has positive significance in retaining licensed social workers in South Korea. An increased sense of job satisfaction is likely to contribute to the retention of highly skilled and experienced professional within their field of work. Moreover the career decision whether or not to leave their jobs is essential and that social workers must feel well integrated within their professional group (Woochan et al., 2009).

2.2.2.2 The United Kingdom

The historical and institutional context is important in understanding motivation in the UK public service. The UK is a parliamentary system with no written constitution, a constitutional monarch, a Strong executive and a disciplined two-party system. The modern civil service in UK has been transformed as a result of various reforms from recommendations in the Northcote-Trevelyan Report (1853) and the Fulton Report, 1968. In Thatcher premiership, the service was managerialised and adopted many of the practices of private business. As a consequence new values have been introduced as public services have been marketised (Vandenabeele et al. 2006). Morale of public service employees is declining and reasons for that include reduced salaries, insufficient equipment to perform work duties, “dysfunctional government budgets” and the pressure to remain effective while resources and costs are being cut. At the same time, insufficient resources often lead to service failures manifested in understaffed hospitals, long queues for transport facilities and overcrowded classrooms. (Hay Group, 2013).

The use of non-financial recognition schemes (Rose 1999; Brown and Armstrong, 1999 and Silverman, 2004) has gauged the prevalence of in the UK over the recent years. According to Giauque et al, (2015) HRM practices affecting motivation in public service as organizational antecedents (Job security, Performance-related pay, Career development, Fairness, Job enrichment, Participation, Individual appraisal and Professional development) in promoting intrinsic work incentives had a positive and significant influence on motivation. Thus, civil servants who value intrinsic work incentives maintain a high motivation level when they perceive congruence between their individual expectations and the values of their organisation. Croxton (2009) also noted that the public workforces as a whole is the one in which workers are highly motivated simply by their self-selection into public service professions.

2.2.2.3 The United States of America

In a period of ongoing public sector reform in the United States (US) since in the 1980s, notably Reinventing Government and the President's Management Agenda have been pushing federal government agencies to find new ways of performing their public functions more effectively and efficiently. The empirical analysis from the 2006 Federal Human Capital Survey results shows that a constellation of factors encourage bottom-up innovation, including the expectancy of innovation being rewarded, employee training and development, employee empowerment and involvement in decision-making, and high-exchange dyadic relationships with supervisors (Fernandez, S. and Pitts, D. W., 2011).

According to Miller's analysis on the Mercer's report (2011) employee loyalty is dropping in the U.S. and worldwide. The percentage of workers seriously considering leaving their organization has risen prior to the economic downturn. The analysis reveals that nonfinancial factors play a prominent role in influencing employee motivation and engagement

worldwide a finding that could prove useful to employers facing budget constraints. Workers say that being treated with respect is the most important nonfinancial factor, followed by work/life balance, type of work, quality of co-workers and quality of leadership. Other factors included learning and development opportunities, promotion opportunities and incentive pay/bonus.

Public employees are more likely to place a higher value on the intrinsic reward of work that is important and provides a feeling of accomplishment, and they are less likely to place a high value on such extrinsic reward motivators as high income and short work hours (Houston, 2000). Both intrinsic and extrinsic rewards are important to these individuals in their current positions and these preferences vary due to demographic variables, the employee's position within the organization, and the individual's level of motivation (P. Edward and M. C. Emerson 2015). Moreover in GAO's report (2000) stressed to Federal agencies on designing and implementing a variety of incentive programs, including non-monetary incentives to directly support their unique missions, goals, and organizational cultures. Also a report by Merit Systems Protection Board (MSPB) spotlighted non-monetary rewards as an area for improvement. Of the 11 non-monetary rewards asked about in the study, such as training opportunities and appreciation, respondents rated eight of them as more important than monetary awards and bonuses (MSPB, 2012).

2.3 Public Administration in Tanzania

Before independence the practice of public administration in Tanzania can historically be traced during the pre-colonial period where societies were organised under traditional arrangements of administration. Historically, Tanzania's societies had a known system of succession and administration arrangements to undertake clear and specified roles in respective community. During 19th century those systems of leadership ended due to the colonial invasion in Africa. The Germans (direct rule) and British (indirect) re-

designed those administrative systems to meet their colonial interests.

After independence in 1961, Tanganyika adopted the British Westminster model of government. In April 26th 1964, Tanganyika and Zanzibar did merge to form a democratic unitary republic of Tanzania with two governments: the Government of the United Republic of Tanzania which has authority over all Union Matters in the United Republic and over all other matters concerning Mainland Tanzania and the Revolutionary Government of Zanzibar which has authority in Tanzania Zanzibar over all matters, that are not Union Matters. The Public Administration is practiced through three pillars or organs of the state or government which are Judiciary, Executives and Legislature established by Article 4 of the 1977 constitution as amended. However, the public service in Tanzania is not one of the union matters expect in those institutions that are relating to union matters in the public service of the Government of the Union Republic.

2.3.1 Structure of the Bureaucracy and Institutional arrangements

The current governmental system of administration in Tanzania was configured after the introduction of the multiparty system in 1992. It separated the parties' structures from that of the government's administration. It was left with a hierarchy of two levels combining elements of de-concentration and devolution: a central government layer with regional offices and a layer of local government connected in a number of ways. Key public sector institutions in Tanzania can be best classified into five main categories: 1) Ministries (including Semi-Autonomous Departments under the President); 2) Independent Departments; 3) Executive Agencies; 4) Public Institutions and 5) Local Authorities. Moreover, the national level which is responsible for developing and executing government policies is operating through ministries, independent departments and agencies (MDAs).

Tanzania is also divided into administrative regions (mikoja) and districts (Wilaya) on the mainland and in Zanzibar. Respectively districts have at least one council which are also known as local government authorities operating in urban and in rural areas under the provision of the Regional Administration Act 1997, Local Government District Authority Act and the Local Government Urban Authorities Act, 1982 and the Local Government Laws Act of 1999. The Regional Secretariats at the regional level have the technical status of Independent Departments. While Independent Departments are created either by Acts of Parliament or Executive Order, Executive Agencies are legislated under the Executive Agencies Act (No 30 of 1997). Executive agencies operate at arm's length from their Parent Ministry (from which they were derived). In addition, there are "Public Institutions" some of which are commercial ("Public Corporations") and others of which are non-commercial and thus dependent upon Government subvention.

2.3.2 Tanzania Public Service

The overall structure of the Civil/Public Service of Tanzanian is comprised of ministries and independent departments, regional administration and local government in the form of urban and district councils, parastatal organisations, agencies and also national institutions financed by government grants channeled through their parent ministries. In terms of administration, the public service is divided into several groups and each group has its own administrative legislation. Nevertheless, the Public service as ascribed in the Public Service Management and Employment Policy of 1999 (reviewed in 2008) constitutes: the political Service; the civil Service; the operational service; the Local Government Service; the Health Service; the Teachers Service; the Police, Prisons and Immigration Service; the Executive Agency and Other Public Institutions Service; the Judiciary Service; and Parliamentary Commission Service.

According to the PSA CAP. 298, Public Service is the system or organisation entrusted with the responsibility of overseeing the provision or directly providing the general public with what they need from their government or any other institution on behalf of the Government as permissible by laws. This includes the service in the civil service; the teachers' service; the local government service; the health service; the executive agencies and the public institutions service and the operational service. For the purpose of this study, Public servants considered are full time employees working for Ministries, Independent Departments, Agencies, Regional Secretariats and Local Authorities.

2.3.3 Motivation in Tanzania Public Service

The provision of motivation in Tanzania (mainland) Public Service is administered and managed through a number of administrative instruments including: Public Service Management and Employment Policy of 1999 (revised 2008); Tanzania Public Service Pay and Incentive Policy (2010); Training Policy for Tanzania Public Service (2013); Public Service Act, Cap. 298, Public Service Negotiation Machinery Act, 2003; Public Service Regulations (2003), Public Service Standing Order (2009): Public Service Code of Ethics and conduct; Schemes of services; Circulars and other different guidelines respectively. In Tanzania Public Service, the provision of motivation is the responsibility of supervisors who represent the employers (Appointing Authorities) so as to deliver services effectively and efficiently. Motivation is usually effected following an employee's (best) performance. Both financial and non-financial motivators are used. This includes financial rewards, material, verbal or written congratulations. Also there is pay, pensions, security, training, promotion, acknowledgment, job design, work teams, employee participation, plaques, communication, recognition, career advancement, leave, work life balance, performance evaluation/feedback, wellness programmes, leadership/supervision, awards, working conditions, just to mention a few.

2.3.4 Non-financial motivators in Tanzania

The Tanzanian government has labour relations laws, policies and procedures which address number of issues including financial and non-financial incentives as motivational strategies to keep employee movement from public organizations. These laws and policies have defined other employee benefits which are imperative in increasing employee working morale. Similarly, the government like other most organisations commonly applies and justifies financial incentives due to their simplicity and traditional use. Non-financial incentives are believed to be more complex and problematic for organisations to deal with and implement. However, non-financial incentives have gained acknowledgement and received focus through society's altered perception of an individual's role and needs. In addition, organisations attempt to continuously gain competitive advantage by alternative means, for which non-financial incentives contribute a significant role. Hence the beauty of theories of motivation in which the intent of this study is in looking at the relevance of the motivation theory as proposed by Abraham Maslow and Frederick Herzberg and assesses the influence of non-financial motivating factors on employees' retention within the URT-Mainland Public Service.

CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

Overview

The chapter presents the methodological concerns used and provides a justification for each step taken. It gives the details in research design sample, data collection instruments, statistical measurements methods and validity and reliability. The study focused on both qualitative and quantitative approaches to provide information and knowledge on the selected MDA's.

3.1 Research Design

The study used survey design in assessing the influence of non-financial motivating factors on retention from the respondents. The rationale behind the selection of the design was to explore the existing influence of non-financial motivating factors on retention in the Tanzanian public service. Since the retention was not captured directly in the questionnaire, working experience was used as a measure of retention period.

3.2 Area of the study

The study was conducted in Tanzania Mainland which is situated in the Eastern side of Africa. The URT covers a geographical a total area of 947,300 square kilometers. The population at the 2012 census was 43,601,796 and the projected population for 2016 is 50,142,938.

3.3 Target Population

The main target of the study focused on two main groups of people in the selected organizations. Management being first group i.e. heads of Human Resources and Administration Department and the second group comprised the administrative and human resource officers' cadre from entry grade to the principle officer who are responsible for administration and management of public servants responsible for the daily execution of core and supportive functions of MDA's.

3.4 Sampling Design and Sample Size

In carrying out this study, an inductive approach was used in which a survey was carried out of the population among the MDA's public officials of Tanzania Government. The study used non-probability sampling as a research sampling method. Judgmental sampling (purposive) was used to get a more scientific result that could represent the entirety of the population. A sample size of 556 respondents was used from the sample of sixty three (63) organisations selected (nine (9) Ministries; six (6) Executive Agencies; seven (7) Independent departments; nine (9) Regional Secretariats; twenty seven (27) Local Government Authorities, and five (5) public institutions which draw personnel compensation/subvention from the government (Treasury). The method was selected due to the immense of the URT public service and inevitability of financial and time limitations. Moreover, the sample was drawn on the bases of the knowledge, connection and judgement in the public service with the consideration that currently the URT Government has nineteen (19) Ministries, more than 150 Local Authorities, more than 20 Agencies and more than 50 Public Institutions. A total of 556 respondents participated in the study. It is also stressed that the selected cases are not representative for the public sector as a whole. Instead, the sample was purposively constructed to allow data to be obtained from organisations within the public service.

3.5 Data Collection Instruments

3.5.1 Secondary Data Collection

In this study, the secondary data was used for literature which has included data from government documents, articles, previous researches and journals.

3.5.2 Primary Data Collection

This study mainly depended on questionnaire as a source of information that was distributed to employees in the sixty three (63) selected MDA's in October, 2016. The questionnaire was developed with an intention to judge

the responses of the employees in connection with the parameters to help measure respondents' perception towards the influence of non-financial motivators on retention. A web-based survey questionnaire (google form link) designed with rating scale questions to allow each respondent to state opinions or preference for particular statement on a Likert scale of 1 to 5.

Questionnaire as a method was chosen to describe the nature of the situation during the study as it encourages great honest, getting rid of possibilities of enquiring absent attitude and opinions could be responded for specific purpose, within a short time. It helped collection of information and its possibilities of sharing made it economic in terms of cost effectiveness. The questions formulated based on the objectives, research question and hypothesis of the study. The questions tested the five hypotheses of this study. The questionnaire was organised into two parts. Part one included questions to obtain demographic characteristics and the second part included questions testing the influence the non-financial motivators used as employee retention strategies and also testing human resource practices on provisions of non-financial motivators selected. The questionnaire used in this study is outlined in appendix 1.

3.6 Data Analysis Techniques

Data analysis has used both qualitative and quantitative approaches. Interpretations are made in accordance to the quality of arguments rather than the quantity of respondents. Collected data were organised into rows and columns with the assigned score and codes that were developed to measure the data of the survey results. The responses of each question from the parts of the questionnaire were given numerical values for the data analysis. The responses obtained was subjected to analyses with the use of using Excel and Statistical Analytical System (SAS) to do regression between the dependent and independent constructs according the demand of the research objectives of the study.

3.7 Instrument Validity and Reliability

The use of most accurate and up-to-date literature insured both internal and external validity. The non-management and management in the public service were used for pilot test of the questionnaire. The obtained results and comments and were used in the modification of the questionnaire in order to capture accurate information during the study. In this study the Cronbach Alpha (α) scale was tested to measure internal reliability. The results through SAS gave an alpha (α) value of 0.89 which is above 0.70 and hence the internal data were reliable as shown in the table 3.7.1.

Table 3.7.1: Data Cronbach Coefficient Alpha

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.891065
Standardized	0.911129

CHAPTER FOUR

4.0 FINDINGS, ANALYSIS AND DISCUSSIONS

Overview

The chapter presents data and findings of the study undertaken on the selected MDA's. The data collected analysed using descriptive statistics to test the association between dependent (variable retention) and independent variable (Non-financial motivating factors i.e. recognition and appreciation, career development, supervisory support and feedback). Likert scale of five response category (strongly disagree, disagree, neutral, agree and strongly agree) was used to ensure maximum response rate. The responses indicating the highest score was given a score of 5 (strongly agree) for the positive statement and 1 was measuring the least measurement of strongly disagree. Reverse scoring was used for the negative statements. Moreover, the results will be shown visually using graphs and charts to represent data collected and there after discussed. The following part of the chapter describes the characteristics of respondents in the sample of the study.

4.1 Description of the sample respondents

This part discusses the respondents' profile that enabled the researcher to establish the extent of judgment one might have in the area of the study. The respondents' characteristics included designation, office category, gender, age, education level, working experience and salary level within the public service. More tabular details of frequencies are shown appendix 2.

4.1.1 Respondents' designation

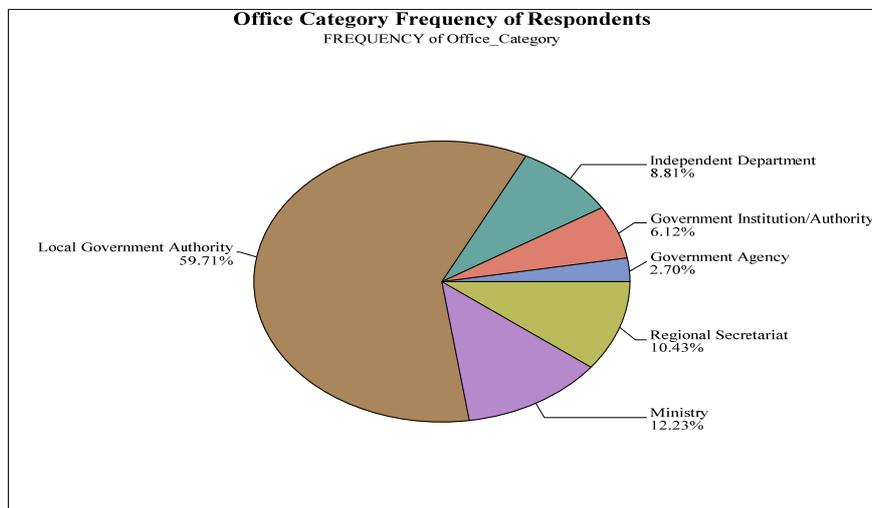
Designation of the respondents was well-thought-out as an important element in consideration during this study. The findings showed that 140 (25.18%) of the total respondents were from management level. Out of which 106 (19.06%) were Directors/ Human Resource Managers/Assistant Administrative Secretaries and Heads of department and 34 (6.12%) were Assistant Directors and Heads of section in the Administration and Human resource department.

Also the findings revealed that 416 (74.82%) of total respondents were Human Resource Officers and Administrative Officers from entry grade to the principle officer who are responsible for administration and management of public servants responsible for daily execution of core and supportive functions of MDA's.

4.1.2 Respondents' office category

The study found that 68 (10.43%) respondents were from the Ministries, 49 (8.81%) respondents were from the Independent Departments, 15 (2.70%) respondents were from the Government Agencies, 34 (6.12%) respondents were from the Government Institutions/Authorities, 58 (10.43%) respondents were from the Regional Secretariats and 332 (59.71%) were from the Local Government Authorities. The statistics indicated that organizations of the five categories of the public administration in Tanzania public service were represented in the sample. The majority of the respondents were from the Local Government Authorities. This is possibly contributed by its immense nature and also the cooperation in filling out the questionnaire. The pie chart in figure 4.1.2.1 shows the proportionate representation of office category of respondents of the study.

Figure 4.1.2.1: Percentage proportion for respondents' Office Category



Source: Results from survey data (2016)

4.1.3 Respondents' gender

Out of the 556 respondents in the sample who filled the questionnaire, 297 (53.42%) respondents were males and 259 (46.58%) were females. The results reveal that there was a slight difference between male and female respondents. Therefore, gender was also seriously put into consideration while collecting data from the respondents.

4.1.4 Respondents' age

Age was also considered as an important variable in collecting demographic information of the public servants in the Tanzania public service. Out of the 556 respondents, 66 (11.87%) respondents were in the age between 20 and 29 years. 316 (56.83%) respondents were of the age between 30 to 39 years. 147 (26.44%) were of the age between 40 and 49. Lastly 27 (4.86%) were from the age between 50 years and above. From the findings, the statistics signify that employees of different age were considered in the study. Moreover, a large number of employees who were more than half were from the age between 20 and 29 years and 30 to 39 years. This could imply that employees of the age between 20 and 39 years are the ones at the production level and prone to the labour market. Therefore, many organizations in the labor market would prefer this age group.

4.1.5 Respondents' education level

Education level was also considered an important attribute in this study when assessing the factors influencing employees' retention in public service in Tanzania. This was due to the reason that education was assumed to have a crucial role in enabling respondents understand the questions on the study. From the findings 211 (37.95%) respondents had Undergraduate qualification. 75 (13.49%) were Postgraduate holders and 270 (48.56%) were masters' degree holders. Many of the respondents had bachelor and masters' degree and hence their Knowledge, skills and attitudes were of significance in the participation to the study. It was unfortunately that none of the respondents

(0%) were having PhD respectively. Therefore, the statistics show that all education categories were pondered on the selected institutions to accomplish the intent of the study.

4.1.6 Respondents' working experience

All the 556 respondents were asked to state their working experience within the public service. The study statistics indicate that 1 (0.18%) respondent had worked for the period of less than one year. 138 (24.82%) respondents worked between one and five years. 218 (39.21%) respondents worked between six and ten years. 139 (25%) respondents worked between eleven and fifteen years. 39 (7.01%) respondents worked between sixteen and twenty years. Only 21 (3.78%) respondents worked within the public service for more than 20 years. Therefore, referring to findings, the statistics shows that most of the respondents had working experience of 6 to 10 years within the public service. Moreover, the study revealed that those who had long experience within the public service were from particularly management level within the public organizations.

4.1.7 Respondents' salary level

Respondents were asked to state their salary level from the pay scale range group. The study statistics indicated that 90 (16.19%) respondents have salary between TZS 700,000 and 899,000. 142 (25.54%) respondents have salary between TZS 900,000 and 1,199,000. 158 (28.42%) respondents have salary between TZS 1,200,000 and 1,599,000. 46 (8.27%) respondents have salary between TZS 1,600,000 and 1,999,000. 38 (6.83%) respondents have salary between TZS 2,000,000 and 2,799,000. 14 (2.52%) respondents have salary between TZS 2,800,000 and 3,299,000. 42 (7.55%) respondents have salary between TZS 3,300,000 and 3,599,000. Only 26 (4.68%) respondents have salary of more than TZS 3,600,000. The statistics therefore, shows that most of the respondents were in the salary group of TZS 700,000 to 1,599,000 which comprised officers from the entry position to senior level in the public service. Moreover, the study also revealed that those who are in management level had higher salaries. Moreover, within the Tanzanian public service, it's

no surprise that more experience leads to higher salaries.

4.2 Descriptive findings on non-financial factors influencing employees' retention in Tanzania public service

This part discusses the findings based on the motivating factors influencing employees' retention and the HR practices on their provision of non-financial motivators to employees in the Tanzania public service. Respondents were asked statements which aimed at understanding their perception on how they are influenced by the selected non-financial motivating factors and hence made to stay working in the Tanzania Mainland public service. Respondents had to select their level of agreement on five categories (Strongly agree, Agree, neutral, disagree and strongly disagree) as illustrated in Appendix 3.

4.2.1 The influence of Recognition on employees' retention

To assess the influence of recognition on employees' retention, five statements were asked to respondents aiming at understanding how they perceive recognition as a reason for their remaining working in the public service. Respondents gave the first statement (*recognition of employees' contributions/achievements towards achieving organisational objectives*) a very positive feedback, with only 4.32% out of 556 respondents in the sample chose not to agree with the statement, that is 3.06% (17) respondents strongly disagreed and 1.26% (7) respondents disagreed respectively. Moreover, 93.71% (521) of respondents chose agreeing choices, that is 25.18 % (140) respondents strongly agreed and 68.53% (381) respondents agreed respectively. However, 1.98% (11) chose to be neutral with the statement. This suggests that they would continue working on whether employees' contributions are recognised or not.

In the second statement (*Written recognition – written/spoken thank you*, only 7.73% (43) out of 556 respondents in the sample chose disagreeing with the statement, that is 3.78% (21) respondents strongly disagreed and 3.96% (22) respondents disagreed respectively. Moreover, 87.95% (489) of respondents chose agreeing choices, that is 26.08% (145) respondents strongly agreed and 61.87% (344) respondents agreed respectively. However, 4.32% (24) chose to be neutral with the statement. This suggests that they would continue working on whether employees' contributions are recognised by written/spoken or not.

While on the third statement (*Public recognition of employees contributions/achievements*), only 9.71% (54) out of 556 respondents in the sample opted not to agree with the statement, that is 5.94% (33) respondents strongly disagreed and 8.09% (45) respondents disagreed respectively. Moreover, 78.96% (439) of respondents chose agreeing choices, that is 31.65% (176) respondents strongly agreed and 47.30% (263) respondents agreed respectively. However, 7.01% (39) chose to be neutral with the statement. This suggests that they would continue working on whether employees' contributions are recognised publically or not.

On the fourth statement (*not likely to look for another job if employee's contributions/achievements are recognised*), only 9.71% (54) out of 556 respondents in the sample had chosen not to agree with the statement, that is 5.04% (28) respondents strongly disagreed and 4.68% (26) respondents disagreed respectively. Moreover, 83.63% (465) of respondents chose agreeing choices, that is 38.67% (215) respondents strongly agreed and 44.96% (250) respondents agreed respectively. However, 6.65% (37) chose to be neutral with the statement. This suggests that they would likely stay working if employee's contributions are recognised or not.

In the last statement (*employee's contributions/achievements is fair and transparent*), only 12.59% (70) out of 556 respondents in the sample decided not to agree with the statement, that is 4.14% (23) respondents strongly disagreed and 8.45% (47) respondents disagreed respectively. Moreover, 79.86% (444) of respondents chose agreeing choices, that is 13.49% (75) respondents strongly agreed and 66.37% (369) respondents agreed respectively. However, 7.55% (42) chose to be neutral with the statement. This suggests that they would continue working on whether employees' contributions are recognised fairly and transparently or not.

4.2.2 The influence of Performance feedback on employees' retention

Again to assess the influence of performance feedback on employees' retention, five statements were asked to respondents aiming at understanding how they perceive performance feedback as a reason for their continuing working in the public service. The first statement (*Feedback that is praise in public and correct in private by supervisor*) was given by the respondents a very positive feedback, with only 7.19% (40) out of 556 respondents in the sample had chosen not to agree with the statement, that is 3.24% (18) respondents strongly disagreed and 3.96% (22) respondents disagreed respectively. Moreover, 486% (87.41) of respondents supported agreeing choices that is 19.42% (108) respondents strongly agreed and 67.99% (378) respondents agreed respectively. However, 5.40% (30) chose to be neutral with the statement. This suggests that they would continue working on whether supervisor's performance feedback is public or private or not.

In the second statement (*receiving regular feedback from supervisor*), only 5.94% (33) out of 556 respondents in the sample had chosen not to agree with the statement, that is 1.80% (10) respondents strongly disagreed and 4.14% (23) respondents disagreed respectively. Moreover, 90.65% (504) of respondents chose agreeing choices, that is 33.27% (185)

respondents strongly agreed and 57.37% (319) respondents agreed respectively. However, 3.42% (19) chose to be neutral with the statement. This suggests that they would continue working on whether supervisor's performance feedback is public or private or not.

While on the third statement (*adequate, continuous, useful and constructive feedback from supervisor*), only 7.01% (39) out of 556 respondents in the sample had chosen not to agree with the statement, that is 1.80% (10) respondents strongly disagreed and 5.22% (29) respondents disagreed respectively. Moreover, 87.77% (488) of respondents chose respondents chose agreeing choices, that is 38.85% (216) respondents strongly agreed and 48.92% (272) respondents agreed respectively. However, 5.22% (29) chose to be neutral with the statement. This suggests that they would continue working on whether supervisor's performance feedback is adequate, continuous, useful and constructive or not.

The fourth statement (*appropriateness and fairness of performance evaluations*) which was reversed received varied response, 57.01% (317) out of 556 respondents in the sample picked disagreeing choices on the statement that is 34.71% (193) respondents strongly disagreed and 22.30% (124) respondents disagreed respectively. This suggests that was their best of the option to choose or the results have probably been impacted by the reversing of the question. Furthermore, 36.69% (204) of respondents chose agreeing choices, that is 5.58% (31) respondents strongly agreed and 31.12% (173) respondents agreed respectively. However, 6.29% (35) chose to be neutral with the statement. This suggests that they would continue working on whether employees' performance evaluations are appropriate and fair of or not.

In the last statement (*mentoring and coaching by supervisor*), only 12.59% (70) out of 556 respondents in the sample preferred not to agree with the statement, that is 4.14% (23) respondents strongly disagreed and 8.45% (47)

respondents disagreed respectively. Moreover, 76.44% (425) of respondents chose agreeing choices, that is 11.51% (64) respondents strongly agreed and 64.93% (361) respondents agreed respectively. However, 10.97% (61) decided to be neutral with the statement. This suggests that they would continue working on whether supervisor's performance feedback is adequate, continuous, useful and constructive or not.

4.2.3 The influence of Supervision on employees' retention

To assess the influence of supervision on employees' retention, five statements were asked to respondents aiming at understanding how they perceive supervision as a reason for their remaining working in the public service. Once more on the first statement under this non-financial motivating factor, respondents gave (*supervisor's integrity and ethical standards*), a very positive feedback with only 6.65% (37) out of 556 respondents in the sample had chosen not to agree with the statement, that is 1.80% (10) respondents strongly disagreed and 4.86% (27) respondents disagreed respectively. Likewise, 85.25% (474) of respondents chose agreeing choices, that is 14.21% (79) respondents strongly agreed and 71.04% (365) respondents agreed respectively. However, 8.09% (45) chose to be neutral with the statement. This suggests that they would continue working regardless of whether the supervisor has integrity and ethical standards or not.

In the second statement (*supervisor's honest and fair treatment*), only 5.22% (29) out of 556 respondents in the sample preferred not to agree with the statement, that is 2.16% (12) respondents strongly disagreed and 3.06% (17) respondents disagreed respectively. Moreover, 89.03% (495) of respondents opted for agreeing a choice that is 40.83% (227) respondents strongly agreed and 48.20% (268) respondents agreed respectively. However, 5.76% (32) chose to be neutral with the statement. This suggests that they would remain working regardless of whether the supervisor's honest and fair treatment or not.

While on the third statement (*management and supervisory support*), only 4.50% (20) out of 556 respondents in the sample had chosen not to agree with the statement, that is 1.62% (9) respondents strongly disagreed and 2.88% (16) respondents disagreed respectively. Moreover, 91.91% (511) of respondents picked out agreeing choices, that is 21.58% (120) respondents strongly agreed and 70.32% (391) respondents agreed respectively. However, only 3.60% (20) chose to be neutral with the statement. This suggests that they would keep on working regardless of whether there is management and supervisory support or not.

On the fourth statement (*clear supervisory directives on results*), only 4.32% (24) out of 556 respondents in the sample had chosen not to agree with the statement, that is 1.44% (8) respondents strongly disagreed and 2.88% (16) respondents disagreed respectively. Moreover, 89.57% (498) of respondents chose respondents chose agreeing choices, that is 18.71% (104) respondents strongly agreed and 70.86% (394) respondents agreed respectively. However, 6.12% (34) chose to be neutral with the statement. This suggests that they would keep on working regardless of whether there is management and supervisory support or not.

In the last statement (*supervisor's teamwork promotion and work balance maintenance*), only 6.12% (34) out of 556 respondents in the sample chose not to agree with the statement, that is 1.80% (10) respondents strongly disagreed and 4.32% (24) respondents disagreed respectively. Moreover, 89.12% (496) of respondents chose agreeing choices, that is 60.25% (335) respondents strongly agreed and 28.96% (161) respondents agreed respectively. However, only 4.66% (26) decided to be neutral with the statement. This suggests that they would keep on working regardless of whether the supervisor promotes teamwork and maintains work balance or not.

4.2.4 The influence of Career Development on employees' retention

To assess the influence of Career Development on employees' retention, five statements were asked to respondents aiming at understanding how they perceive career development as a reason for their remaining working in the public service. With regard to the first statement (*adequacy of opportunities for professional growth*) under this non-financial motivating factor, only 12.05% (67) out of 556 respondents in the sample opted not to agree with the statement that is 4.50% (25) respondents strongly disagreed and 7.55% (42) respondents disagreed respectively. Furthermore, 78.78% (438) of respondents chose agreeing choices, that is 32.55% (181) respondents strongly agreed and 46.22% (257) respondents agreed respectively. However, 9.17% (51) decided to be neutral with the statement. This suggests that they would continue working regardless of whether the supervisor promotes teamwork and maintains work balance or not.

In the second statement (*supervisor's interest and encouragement on professional development*), only 7.19% (40) out of 556 respondents in the sample decided not to agree with the statement, that is 3.24% (18) respondents strongly disagreed and 3.96% (22) respondents disagreed respectively. Moreover, 86.15% (479) of respondents chose agreeing choices, that is 17.27% (96) respondents strongly agreed and 68.68% (383) respondents agreed respectively. However, 6.65% (37) preferred to be neutral with the statement. This suggests that they would keep on working regardless of whether the supervisor promotes teamwork and maintains work balance or not.

While on the third statement (*supervisor's efforts and encouragement towards strengths-weaknesses*), only 7.73% (43) out of 556 respondents in the sample chose not to agree with the statement, that is 3.42% (19) respondents strongly disagreed and 4.32% (24) respondents disagreed respectively. Moreover, 86.15% (479) of respondents picked out agreeing choices, that is 19.42% (108)

respondents strongly agreed and 66.73% (371) respondents agreed respectively. However, 6.12% (34) preferred to be neutral with the statement. This suggests that they would keep on working regardless of whether the supervisor shows efforts and encouragement towards strengths-weaknesses of an employee or not.

On the fourth statement (*openness and fairness on growth/career opportunities provision*), only 9.35% (52) out of 556 respondents in the sample had chosen not to agree with the statement, that is 3.60% (20) respondents strongly disagreed and 5.76% (32) respondents disagreed respectively. Besides that, 83.81% (466) of respondents opted for agreeing choices and that is 41.91% (233) of respondents strongly agreed and 41.91% (233) of respondents agreed respectively. However, 6.83% (38) chose to be neutral with the statement. This suggests that they would keep on working regardless of whether the supervisor shows efforts and encouragement towards strengths-weaknesses of an employee or not.

In the last statement (*opportunities to apply talents and expertise*), only 7.19% (40) out of 556 respondents in the sample had chosen not to agree with the statement, that is 2.88% (16) respondents strongly disagreed and 4.32% (24) respondents disagreed respectively. Moreover, 84.53% (470) of respondents chose respondents chose agreeing choices, that is 39.03% (217) respondents strongly agreed and 45.50% (253) respondents agreed respectively. However, 8.27% (46) chose to be neutral with the statement. This suggests that they would remain working regardless of whether there are opportunities to apply talents and expertise or not.

4.2.5 Effects of Pay in comparison to Recognition, Career Development Supervision and Performance Feedback over on employees' retention

In this subsection, the influence of pay on employees' retention as a control variable was compared to the selected non-financial motivators where by respondents had to choose their level of agreement from the statements given. On the first statement (*a job with higher recognition over a good paying job*), only 11.33% (63) out of 556 respondents in the sample had chosen not to agree with the statement, that is 5.22% (29) respondents strongly disagreed and 6.12% (34) respondents disagreed respectively. Moreover, 81.83% (455) of respondents picked agreeing choices and that is 42.09% (234) respondents strongly agreed and 39.75% (221) respondents agreed respectively. However, 6.83% (38) chose to be neutral with the statement. This suggests that they would remain working regardless of whether they are to opt for a job with higher recognition over a good paying job or not.

In the second statement (*constructive performance feedback over a good paying job*), only 11.15% (62) out of 556 respondents in the sample had chosen not to agree with the statement, that is 5.04% (28) respondents strongly disagreed and 6.12% (34) respondents disagreed respectively. Moreover, 77.88% (433) of respondents chose agreeing choices, that is 43.71% (243) respondents strongly agreed and 34.17% (190) respondents agreed respectively. However, 10.91% (61) chose to be neutral with the statement. This suggests that they would remain working regardless of whether they are to opt for a job with constructive performance feedback over a good paying job or not.

While on the third statement (*being valued by supervisor is more important over a good paying job*), only 7.37% (41) out of 556 respondents in the sample had chosen not to agree with the statement, that is 2.34% (13) respondents strongly disagreed and 5.04% (28) respondents disagreed

respectively. Moreover, 84.71% (471) of respondents chose respondents chose agreeing choices, that is 45.32% (252) respondents strongly agreed and 39.39% (219) respondents agreed respectively. However, 7.91% (44) chose to be neutral with the statement. This suggests that they would keep on working regardless of whether they are to opt for a job where they are being valued by supervisor over a good paying job or not.

In the last statement (*career development opportunities over a good paying job*), only 6.29% (35) out of 556 respondents in the sample had chosen not to agree with the statement, that is 2.88% (16) respondents strongly disagreed and 3.42% (19) respondents disagreed respectively. Moreover, 84.17 % (468) of respondents chose respondents chose agreeing choices, that is 45.68% (254) respondents strongly agreed and 38.49% (214) respondents agreed respectively. However, 9.53% (53) chose to be neutral with the statement. This suggests that they would keep on working regardless of whether they are to opt for a job with career development opportunities over a good paying job or not.

4.3 Ranking results of the selected motivating factors

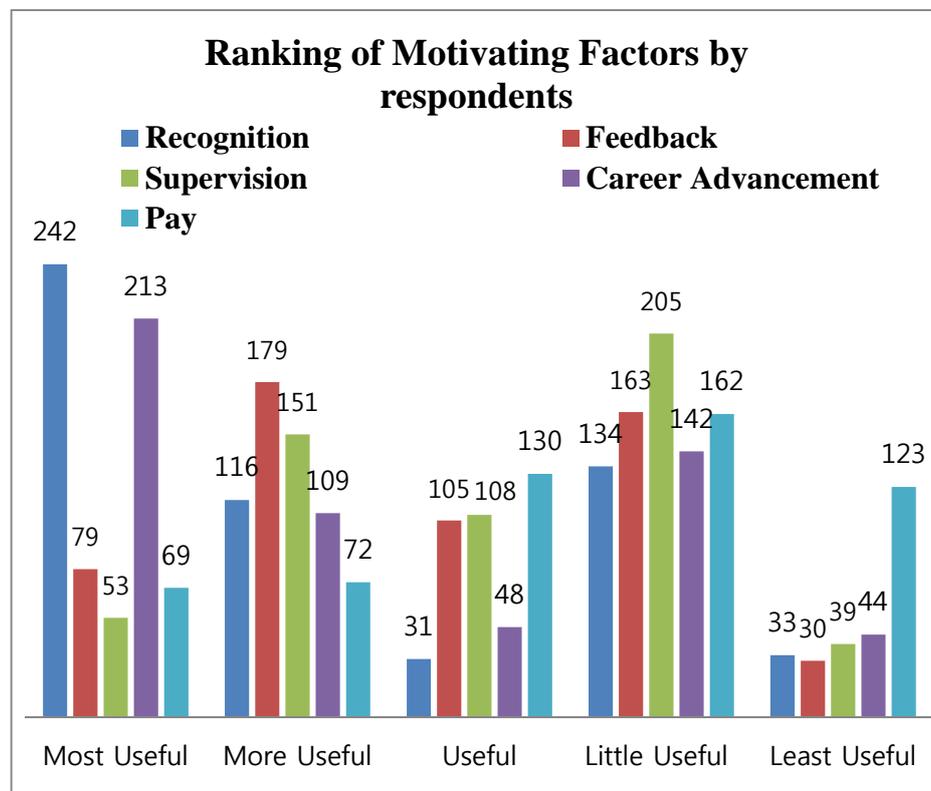
This question focuses on four statements and asked respondents to rate them on the role that non-financial motivating factors has or would have on them taking into account the said statements. The aim of this question is to understand how employees perceive the motivating factors involved with employee's retention. The respondents were asked to rank the four non-financial motivating factors and pay as a control variable in relation to their influence on retention using five rating categories (1-Most Useful, 2 –More Useful, 3-Useful, 4-Little Useful and 5-Least Useful).

From the study findings as shown in figure 4.3.1, it was found out that respondents ranked Recognition and Career Advancement as the most useful motivators. Performance Feedback was then ranked as more useful motivator.

Moreover, Supervision was ranked as useful and little useful motivator respectively. Though, pay was used as control variable was ranked by the respondents the useful and also the least useful motivator respectively when compared with the non-financial motivators selected on the employee retention.

Therefore, the ranking findings revealed that both financial and non-financial motivating factors had influence on the employee’s retention in the Tanzania public service.

Figure 4.3.1: Ranking Frequencies on selected motivating factors



Source: Results from survey data (2016)

4.4 Discussion on the findings on non-financial factors influencing employees' retention in Tanzania public service

4.4.1 Descriptively

In undertaking and compiling a successful analysis of the study carried out, it is of significance to ensure that the intended aim as set up in the beginning are related to and also engaged all the way through the analysis chapter. The set objective of the study was to look at the relevance of the Motivation Theory proposed by Abraham Maslow and Fredrick Herzberg and assess the influence of non-financial motivating factors with relationship with demographic factors on employees' retention within the United Republic of Tanzania (URT) Mainland public service.

Through researching various literature and by looking at the findings it can be said that perhaps only an effective reward system will positively motivate employees and consequently their retention. Employee motivation both in intrinsic and extrinsic motivation can be brought about and enhanced with the aid of financial and non-financial motivating factors. This is mainly done by the organisation offering something of value to the employee in the form of an employee reward. This is then leads the employees in turn perform more effectively as they are aware or rather know that certain results in them being rewarded. This is how motivating factors are used to influence employees' behaviour and more pivotal positively motivate then and thus retained in the organisation.

With the aid of the questionnaire used as means of primary data collection, respondents were asked questions that can be affiliated with intention of assessing how non-financial motivating factors positively influence employees' retention in the public service. Through the research findings, all the questions were linked together to support the theory given in the literature

such as Abraham Maslow and Fredrick Herzberg theories and other motivational theories to carry out the above objective. The statements responses from respondents gave a continued trend of positive outcomes for the effects employee reward has on motivation with the highest response rate of all the statements were of more than 70% as illustrated in table 4.4.1. Majority of the respondents opted for agreeing choices respectively on the statements that tested the influence of non-financial motivating factors on employees' retention. It is important that this figure is a large one as it is important that a relatively large number of respondents perceive receive employee reward in order examines how it may motivate them. This implies that the reward systems set in place for the employees in the research sample have proven to motivate and retain them in their workplaces. This can be expanded on with regards to the positive effects of motivation in the workplace through the non-financial motivating factors tested which clearly shows that managers and organisations are by no means neglect or underestimate the importance of non-financial motivators that fall within the Maslow and Herzberg theory.

Table 4.4.1: Overall Percentage of respondents' level of agreement on the influence motivating factors on employees' retention

Motivating Factor	Total Count	Dis-agreeing choices	Neutral	Agreeing choices	% Dis-agreeing choices	% Neutral	% Agreeing choices
Recognition	2780	269	153	2358	9.68	5.50	84.82
Feedback	2780	499	174	2107	17.95	6.26	75.79
Supervision	2780	149	157	2474	5.36	5.65	88.99
Career Advancement	2780	242	206	2332	8.71	7.41	83.88

Source: Results from survey data (2016)

All reward systems when designed and applied appropriately in meeting the needs of employees can prove to positively motivate employees, it be the financial or non-financial. As stated in the literature review, money is not the only driver of motivation for an employee, offering the right non-financial reward may prove to be just as rewarding and motivating for some employees. Working with Maslow's Hierarchy of needs and Herzberg two factor theory, a reward system of either denomination of financial or non-financial can motivate an employee by attaining certain needs however it is interesting to note that where an employee reward system is in operation incorporating a mixed reward system such as total reward, this may positively motivate an employee as he or she may successfully satisfy all the needs set and consequently remain working in that particular organisation.

However with regards to how non-financial motivating factors influence employees' retention, some respondents who were at most not more than 10% of the sample were neutral suggesting that they would neither be retained by the non-financial motivating factors tested. This shows how both financial and non-financial motivating factors are the important attributes in discussing employee retention strategies. Their structure has a great influence on the employee retention efforts. Once well structured, they may have a positive influence on the employee retention. When they are poorly structured they may lead to the employee turnover.

Nevertheless, some respondents replied for each rating the statement disagreeing accounting for not more than 13 % of the sample size. The respondents replied favourably towards the statements with options for both disagreeing and strongly disagreeing with the statement that employee motivation would not make them retained at their workplaces as illustrated in table 4.4.1 and with more details in appendix 3.

4.4.2 Empirical results for Non-financial motivating factors on employees' retention with demographics

In determining whether the demographics of public servants play a role on how the non-financial motivators influence their retention, Kruskal-Wallis statistical tests and Jonckheere-Terpstra were used. The Kruskal-Wallis H test (sometimes also called the "one-way ANOVA on ranks") is a rank-based nonparametric test that can be used to determine if there are statistically significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable. It is considered the nonparametric alternative to the one-way ANOVA, and an extension of the Mann-Whitney U test to allow the comparison of more than two independent groups.

In this study, the Kruskal-Wallis H test was used to understand whether Retention Strategies (Feedback, Recognition, Supervision and Career Advancement), measured on an ordinal scale (a 5-point scale from "strongly agree" to "strongly disagree"), differed based on independent variable such as Designation (Job Position), Gender, Age, Educational Level, Number of working years and Salary level. Of the five (5) independent variables, Gender is the only nominal variable with two independent groups: "Male", "Female", all the other variables are ordinal. For instance, Job position has three ordered independent groups: "Director/HR Manager/Head of Department", "Assistant Director/Head of Section" and "Administrative officer", while Age has four independent groups: "20 – 29 years", "30 – 39 years", "40 – 49 years" and "50 + years". Highest Educational level has three independent groups: "Undergraduate", "Postgraduate" and "Masters". Years of working experience has six independent groups: "Less than 1 year", "1 – 5 years", "6 – 10 years", "11 – 15 years", "16 – 20 years" and "20 + years". The last independent variable is the salary levels of respondents which has six independent groups:

"700,000 – 899,999", "900,000 – 1,199,", "1,200,000 – 1,599,999", "1,600,000 – 1,999,999", "2,000,000 – 2,799,999", "2,800,000 – 3,299,999", "3,300,000 – 3,599,999", and "3,600,000 + ".

With the exception of Gender (nominal variable), the study took into account the ordinal nature of the other independent variables and have an ordered alternative hypothesis, hence a **Jonckheere-Terpstra test** was run as well. The Jonckheere-Terpstra test is similar to the Kruskal-Wallis H test, which can be used to determine if there are statistically significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable. However, unlike the Jonckheere-Terpstra test, the Kruskal-Wallis H test does not predict how the differences in the scores of the dependent variable will depend on the ordinal nature of the groups of the independent variable. The Jonckheere-Terpstra test is a rank-based nonparametric test that can be used to determine if there is a statistically significant trend between an ordinal independent variable and a continuous or ordinal dependent variable. The Jonckheere-Terpstra test tests for an ordered difference in medians where you need to state the direction of this order (this will become clearer below). It is also known as the Jonckheere-Terpstra test for ordered alternatives.

4.4.2.1 Gender

A Kruskal-Wallis statistical test was conducted to assess if there were significance differences in retention strategies score between the different category of gender (Male / Female). From the table, Kruskal-Wallis H test results in table 4.4.2.1.1 showed that there was a statistically significant difference in retention strategies score between the gender except Supervision. With Chi-Square ($\chi^2(2)$) value = 4.079, $p = 0.043$, the study found a statistically significant difference in Recognition score for gender with a mean rank score of 293.04 for females and 265.82 for the males. A look at the statistically significant difference in Feedback score for gender reveals a Chi-

Square ($\chi^2(2)$) value = 4.0766, $p = 0.029$. There is therefore a statistically significant difference in feedback score for gender with a mean rank of 294.30 for females and 264.72 for the males. With Chi-Square ($\chi^2(2)$) value = 3.916, $p = 0.048$, the study found a statistically significant difference in Career Advancement score for gender with a mean rank score of 292.80 for females and 266.03 for the males.

These results seem to be in line with what was found by Wongel et al (1999) that females have attached their higher recognition than males. Moreover, the findings are not in echo with Komives (1991) who found no gender differences in the motivational levels of employees. Hence, these results could be linked to their length of stay in the public service and therefore the need for more performance feedback and recognition in order to help them succeed in their public service career.

Table 4.4.2.1.1: Kruskal-Wallis H test of difference in Non-financial motivating factors as retention strategies among the Gender

Grouping Variable: Gender		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
Recognition	Male	297	265.82	4.079 (1)	0.043
	Female	259	293.04		
Feedback	Male	297	264.72	4.765 (1)	0.029
	Female	259	294.30		
Supervision	Male	297	277.88	0.010 (1)	0.921
	Female	259	279.21		
Carrier Advancement	Male	297	266.03	3.916 (1)	0.048
	Female	259	292.80		

Note: N = Sample; DF = Degrees of freedom

Source: Results from survey data (2016)

4.4.2.2 Designation

4.4.2.2.1 Kruskal-Wallis H test of difference in Non-financial motivating factors as retention strategies among the different Designations

From the results in table 4.4.2.2.1, Kruskal-Wallis H test showed that there was a statistically significant difference in retention strategies score between the different job designations except supervision. With Chi-Square ($\chi^2(2)$) value = 15.475, $p = 0.000$, the study found a statistically significant difference in Recognition score between the different job designations with a mean rank recognition score of 251.30 for the Director /HR Manager/ Assistant Administrative Secretary/Head of department position, 195.78 for the Assistant Director /Head of section position and 292.19 for the Human Resource /Administrative Officer group. A look at the statistically significant difference in Feedback score between the different job designations reveals a Chi-Square ($\chi^2(2)$) value = 7.386, $p = 0.025$. There is therefore a statistically significant difference in feedback score between the different designations with a mean rank feedback score of 263.73 for the Director /HR Manager/ Assistant Administrative Secretary/ Assistant Administrative Secretary/ Head of Department position, 216.24 for the Assistant Director /Head of section position and 287.35 for the Human Resource /Administrative Officer group.

Table 4.4.2.2.1: Kruskal-Wallis H test of difference in Non-financial motivation factors as retention strategies among the different designations

Grouping Variable: Designation		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
Recognition	Director /HR Manager/ Assistant Administrative	106	251.30	15.475 (2)	0.000

Grouping Variable: Designation		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
	Secretary/ Head of Department				
	Assistant Director /Head of section	34	195.78		
	Human Resource /Administrative Officer	416	292.19		
Feedback	Director /HR Manager/ Assistant Administrative Secretary/ Head of Department	106	263.73	7.386 (2)	0.025
	Assistant Director /Head of section	34	216.24		
	Human Resource /Administrative Officer	416	287.35		
Supervision	Director /HR Manager/ Assistant Administrative Secretary/ Head of Department	106	267.61	2.436 (2)	0.296
	Assistant Director /Head of section	34	245.99		
	Human Resource /Administrative Officer	416	283.93		

Grouping Variable: Designation		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
Carrier Advancement	Director /HR Manager/ Assistant Administrative Secretary/ Head of Department	106	263.99	13.888 (2)	0.001
	Assistant Director /Head of section	34	188.07		
	Human Resource /Administrative Officer	416	289.59		
	Total	556			

Note: N = Sample; DF = Degrees of freedom

Source: Results from survey data (2016)

Again from the table 4.4.2.1.1 above, Kruskal-Wallis H test showed that there was a statistically significant difference in Carrier advancement score between the different job designations. With Chi-Square ($\chi^2(2)$) value = 13.888, $p = 0.001$, the study found a statistically significant difference in carrier advancement score between the different job designations with a mean rank recognition score of 263.99 for the Director /HR Manager/ Assistant Administrative Secretary/ Head of Department position, 188.07 for the Assistant Director /Head of section position and 289.59 for the Human Resource /Administrative Officer group. Supervision score on the other hand was not statistically different between the different designations indicating that there is virtually no significant influence of Supervision on the job designation of participants in this study. Hence, irrespective of the job

designation of employees, extent of supervision is not likely to influence the choice of a worker to stay or leave an organization.

4.4.2.2.2 Jonckheere-Terpstra (JT) test of difference in Non-financial motivation factors as retention strategies depending on the ordinal nature of the groups of the Designation

To enable the researcher predict how differences in scores of the retention strategies will depend on the ordinal nature of the groups of the considered independent variables, the Jonckheere-Terpstra test is performed and presented in table 4.4.2.2.2 below. The test null hypothesis is expressed in terms of the distributions of Retention strategies scores across the groups of independent variables. With p-values of 0.001, 0.039 and 0.014, *statistically significant differences* are established between the distributions of Recognition, Feedback and Career Advancement respectively across the three categories of job designation {(Director /HR Manager/Head of department), (Assistant Director /Head of section) and (the Human Resource /Administrative Officer positions)}. The null hypothesis is therefore rejected and the study concludes that, retention is highly influenced by position of the employee, with the lower level employee being more likely to leave as compared to those in categories up the ranks of job designations. In the case of supervision however, there was no statistically significant difference between the distribution across the three categories of designation (p-value = 0.195). Therefore, the null hypotheses is accepted and we conclude that, the distribution of supervision is the same across the three categories of job designation.

These findings are supportive of previous studies (Keller, (1999); Locke and Latham (2004); Kotler and Keller (2006) and Nolan, 2012). Appreciation and recognition of subordinates' contribution by supervisors leads to higher confidence and even self-esteem since it leaves a long term impact. The study

outcomes implied that respondents {(Director /HR Manager/ Assistant Administrative Secretary/ Head of Department) and (Human Resource /Administrative Officers)} were highly attracted to stay with availability of career advancement opportunities which are fairly utilized and thus enable employees exhibits their full potentials with devotion and commitment in the Tanzania public service as is the case for the Assistant Director /Head of section. Also the findings significantly supported all aspects of non-financial motivating factors as pivotal catalyst and effective instrument in enhancing promoting employee and organisational performance as revealed by non-management and management staffs since these factors are very crucial for the progress in their career in the hierarchy of Tanzania public service.

Table 4.5.2.2.2: Jonckheere-Terpstra (JT) test on Non-financial motivation factors as retention strategies among the different Designations

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Recognition is the same across categories of Designations	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.001	Reject the null hypothesis
2	The distribution of feedback is the same across categories of Designations	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.039	Reject the null hypothesis
3	The distribution of Supervision is the same across categories of Designations	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.195	Retain the null hypothesis

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
4	The distribution of Career Advancement is the same across categories of Designations	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.014	Reject the null hypothesis

Asymptotic significances are displayed. The significance level is .05.

Source: Results from survey data (2016)

4.4.2.3 Age

4.4.2.3.1 Kruskal-Wallis H test of difference in Non-financial motivation factors as retention strategies among the different Age group

The Kruskal-Wallis H test results in table 4.4.2.3.1 indicated that, there was a statistically significant difference in retention strategies score between the different age groups except for Feedback. With Chi-Square ($\chi^2(2)$) value = 16.817, $p = 0.001$, the study found a statistically significant difference in Recognition score between the different age groups with a mean rank recognition score of 234.69 for the age group of 20-29 years, 317.89 for the for the age group of 50 years and above, 274.02 for the age group of 30-39 years and 252.08 for the age group of 40-49 years. A look at the statistically significant difference in Supervision score between the different age groups reveals a Chi-Square ($\chi^2(2)$) value = 18.964, $p = 0.000$. There is therefore a statistically significant difference in supervision score between the age groups with a mean rank supervision score of 336.60 for the age group of 20-29 years, 337.31 for the for the age group of 50 and above years, 276.49 for the age group of 30-39 years and 245.94 for the age group of 40-49 years.

Table 4.4.2.3.1: Kruskal-Wallis H test of difference in Non-financial motivation factors as retention strategies among the different Age group

Grouping Variable: Age group		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
Recognition	20-29 years	66	342.69	16.817 (3)	0.001
	30-39 years	316	274.02		
	40-49 years	147	252.08		
	50 years & above	27	317.89		
Feedback	20-29 years	66	302.95	7.632 (3)	0.054
	30-39 years	316	280.02		
	40-49 years	147	254.83		
	50 years & above	27	329.87		
Supervision	20-29 years	66	336.60	18.964 (3)	0.000
	30-39 years	316	276.49		
	40-49 years	147	245.94		
	50 years & above	27	337.31		
Carrier Advancement	20-29 years	66	334.00	12.261 (3)	0.007
	30-39 years	316	275.73		
	40-49 years	147	254.53		
	50 years & above	27	305.80		

Note: N = Sample; DF = Degrees of freedom

Source: Results from survey data (2016)

Again from the table 4.4.2.3.1, Kruskal-Wallis H test showed that there was a statistically significant difference in Carrier advancement score between the different age groups. With Chi-Square ($\chi^2(2)$) value = 12.261, $p = 0.007$, the study found a statistically significant difference in carrier advancement score between the different age groups with a mean rank Carrier advancement score of 334.00 for the age group of 20-29 years, 305.80 for the for the age group of

50 years and above years, 275.73 for the age group of 30-39 years and 254.53 for the age group of 40-49 years. Feedback score on the other hand was not statistically different for the different age groups indicating that there is virtually no significant influence of Feedback on the various age categories of participants in this study. Hence, irrespective of the age of employees, feedback is not likely to influence the choice of a worker to stay or leave an organization.

4.4.2.3.2 Jonckheere-Terpstra (JT) test of difference in Non-financial motivation factors as retention strategies depending on the ordinal nature of the groups of the Age

To enable the researcher predict how differences in scores of the retention strategies will depend on the ordinal nature of the age groups, the Jonckheere-Terpstra test is performed and presented in table 4.4.2.3.2 The test null hypothesis is expressed in terms of the distributions of Retention strategies scores across the age groups. With p-values of 0.010, 0.014 and 0.019, therefore *statistically significant differences* are established between the distributions of Recognition, Supervision and Career Advancement respectively across the four categories of age groups (20-29 years, 30-39 years, 40-49 years, and 50 years and above). The null hypothesis is therefore rejected and the study concludes that, retention is highly influenced by age of the employee, with the lower level employee being more likely to leave as compared to those in categories up the ranks of age groups. In the case of Feedback however, there was no statistically significant difference between the distribution across the four age groups (p-value = 0.054). Therefore, the null hypotheses are accepted and conclude that, the distribution of performance feedback is the same across the age group.

These finding echoes what was found by Kotler and Keller (2006) that recognition was more valued by young employees. The results implied that young public servants have vast career opportunities ahead as compared to the

old ones who have already been in the senior positions within the hierarchy of Tanzania public service. Moreover, supervision and career advancement were significant important to the age a group 20-29 and that of 50 years and above as these factors are very crucial for the progress in their career. Additionally, the results have been in agreement with what was found in previous studies (Lynn, et al. 1996) that age as a career stage indicates the importance to which employees place different rewards within their career ladder.

Table 4.4.2.3.2: Jonckheere-Terpstra (JT) test of difference in Non-financial motivation factors as retention strategies depending on the ordinal nature of the groups of the Age Group

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Recognition is the same across categories of Age Group	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.010	Reject the null hypothesis
2	The distribution of feedback is the same across categories of Age Group	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.202	Retain the null hypothesis
3	The distribution of Supervision is the same across categories of Age Group	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.014	Reject the null hypothesis
4	The distribution of Career Advancement is the same across categories of Age Group	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.019	Reject the null hypothesis

Asymptotic significances are displayed. The significance level is .05.

Source: Results from survey data (2016)

4.4.2.4 Office Category

4.4.2.4.1 Kruskal-Wallis H test of difference in Non-financial motivation factors as retention strategies among the different Office Category

The Kruskal-Wallis H test results in table 4.5.4.1.1 indicated that there was a statistically significant difference in retention strategies score between the different office categories in the public service of Tanzania. With Chi-Square ($\chi^2(2)$) value = 16.817, $p = 0.001$, the study found a statistically significant difference in Recognition score between the office categories with a mean rank recognition score of 319.91 for the Independent Departments, 291.28 for the Local Government Authorities, 250.79 for the Regional Secretariats, 190.74 for the Government Institutions/Authorities, 181.03 for Government Agencies and 150.79 for the Ministries. A look at the statistically significant difference in feedback score between the different office categories reveals a Chi-Square ($\chi^2(2)$) value = 53.578, $p = 0.000$. There is therefore a statistically significant difference in feedback score between the office categories with a mean rank office categories score of 321.23 for the for Local Government Authorities, 306.19 for the Independent Departments, 258.49 for the Regional Secretariats, 199.87 for the Government Agencies, 188.87 for the Government Institutions/Authorities and 183.44 for the Ministries.

Table 4.4.2.4.1: Kruskal-Wallis H test of difference in Non-financial motivation factors as retention strategies among the different Office Category

Grouping Variable: Office Category		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
Recognition	Ministry	68	150.79	84.712 (5)	0.000
	Regional Secretariat	49	250.79		
	Local Government	58	291.28		

Grouping Variable: Office Category		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
	Authority				
	Independent Department	332	319.91		
	Government Agency	15	181.03		
	Government Institution/Authority	34	190.74		
Feedback	Ministry	68	183.44	53.578 (5)	0.000
	Regional Secretariat	49	258.49		
	Local Government Authority	58	321.23		
	Independent Department	332	306.19		
	Government Agency	15	199.87		
	Government Institution/Authority	34	188.87		
Supervision	Ministry	68	201.68	28.530 (5)	0.000
	Regional Secretariat	49	288.81		
	Local Government Authority	58	302.97		
	Independent Department	332	296.85		
	Government Agency	15	221.20		
	Government Institution/Authority	34	221.68		
Carrier Advancement	Ministry	68	153.29	91.061 (5)	0.000
	Regional Secretariat	49	231.58		

Grouping Variable: Office Category		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
	Local Government Authority	58	324.73		
	Independent Department	332	317.57		
	Government Agency	15	211.30		
	Government Institution/Authority	34	165.76		

Note: N = Sample; DF = Degrees of freedom

Source: Results from survey data (2016)

Again, there is a statistically significant difference in supervision score between the office categories with a mean rank office categories score of 302.97 for the for Local Government Authorities, 296.85 for the Independent Departments, 288.81 for the Regional Secretariats, 221.68 for the Government Institutions/Authorities, 221.20 for the Government Agencies and 201.68 for the Ministries. Also from the table 4.4.2.4.1, Kruskal-Wallis H test showed that there was a statistically significant difference in Carrier advancement score between the different office categories. With Chi-Square (χ^2 (2)) value = 91.061, $p = 0.000$, the study found a statistically significant difference in carrier advancement score between the different office category with a mean rank Carrier advancement score of 324.73 for the for Local Government Authorities, 317.57 for the Independent Departments, 231.58 for the Regional Secretariats, 211.30 for the Government Agencies, 165.76 for the Government Institutions/Authorities and 153.29 for the Ministries.

4.4.2.4.2 Jonckheere-Terpstra (JT) test of difference in Non-financial motivation factors as retention strategies depending on the ordinal nature of the groups of the Office categories

To enable the researcher predict how differences in scores of the retention strategies will depend on the ordinal nature of the office categories, the Jonckheere-Terpstra test is performed and presented in table 4.4.2.4.2 below. The test null hypothesis is expressed in terms of the distributions of Retention strategies scores across the office categories. With p-values of 0.000 and 0.004, therefore *statistically significant differences* are established between the distributions of Recognition and Career Advancement respectively across the six office categories (Ministries, Independent Departments, Government Agencies Government Agencies, Regional Secretariats, Local Government Authorities and Government Institutions/Authorities). The null hypothesis is therefore rejected and the study concludes that, retention is highly influenced by office category of the employee, with the lower level employee being more likely to leave as compared to those in categories up the ranks of office category. In the case of Feedback and supervision however, there was no statistically significant difference between the distribution across the six office categories (p-value = 0.132 and 0.279 respectively). Therefore, the null hypotheses are accepted and conclude that, the distribution of performance feedback and supervision is the same across the office categories.

These findings are in agreement with what was found by Meir and Hicklin (2008) Sulaiman& Ogunsina (2011). The implication of these results is that the provision of non-financial motivating factors as component of retention strategies by employers to employees in the categories of the Tanzania public service has a significance importance to the continuation of staying in the public service. As table 4.4.2.4.2 shows, Recognition and Career Advancement has significance as non- financial motivator to public servants within the Tanzania public service as it was revealed by respondents from the

Ministries, Regional Secretariats, Local Government Authorities, Independent Departments, Government Agencies and Government Institutions/Authorities

Table 4.4.2.4.2: Jonckheere-Terpstra (JT) test of difference in Non-financial motivation factors as retention strategies depending on the ordinal nature of the groups of the Office category

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Recognition is the same across categories of Office	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.000	Reject the null hypothesis
2	The distribution of feedback is the same across categories of Office	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.0132	Retain the null hypothesis
3	The distribution of Supervision is the same across categories of Office	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.279	Reject the null hypothesis
4	The distribution of Career_Advancement is the same across categories of Office	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.004	Reject the null hypothesis

Asymptotic significances are displayed. The significance level is .05.

Source: Results from survey data (2016)

4.4.2.5 Work Experience

4.4.2.5.1 Kruskal-Wallis H test of difference in Non-financial motivation factors as retention strategies among the different Working experience levels

A Kruskal-Wallis statistical test was conducted to assess if there were significance differences in scores between the years of working experience of participants (less than 1 year, 1 – 5 years, 6 - 10 years, 11 - 15 years, 16 - 20 years and more than 20 years) within the Tanzania public service. As shown in the results of “Kruskal Wallis Test” in table 4.5.5.1.1, that there was no statistically significant difference in recognition, feedback, supervision and carrier advancement score between the different year groups with Chi-Square ($\chi^2(2)$) value = (7.356, $p = 0.195$), (10.984, $p = 0.052$), (7.302, $p = 0.199$) and (7.386, $p = 0.193$) respectively. Hence, irrespective of the length of working experience of employees in the public service, extent of length of service is not likely to influence the choice of a worker to stay or leave an organization.

Table 4.4.2.5.1: Kruskal-Wallis H test of difference in Non-financial motivation factors as retention strategies among the different years of working experience in the public service

Grouping Variable: Working service		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
Recognition	Less than 1 year	1	548.50	7.356 (5)	0.195
	1-5 years	138	280.15		
	6-10 years	218	283.80		
	11-15 years	139	278.55		
	16-20 years	39	227.71		
	Above 20 years	21	293.79		

Grouping Variable: Working service		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
Feedback	Less than 1 year	1	548.50	10.984 (5)	0.052
	1-5 years	138			
	6-10 years	218	282.11		
	11-15 years	139	297.41		
	16-20 years	39	242.31		
	Above 20 years	21	317.95		
Supervision	Less than 1 year	1	543.50	7.302 (5)	0.199
	1-5 years	138	274.11		
	6-10 years	218	284.60		
	11-15 years	139	271.49		
	16-20 years	39	249.15		
	Above 20 years	21	332.31		
Carrier Advancement	Less than 1 year	1	544.00	7.386 (5)	0.193
	1-5 years	138	266.20		
	6-10 years	218	290.78		
	11-15 years	139	279.07		
	16-20 years	39	239.12		
	Above 20 years	21	288.64		

Note: N = Sample; DF = Degrees of freedom

Source: Results from survey data (2016)

4.4.2.5.2 Jonckheere-Terpstra (JT) test of difference in Retention Strategies depending on the ordinal nature of the groups of the working experience

To enable the researcher predict how differences in scores of the retention strategies will depend on the ordinal nature of the groups of the considered independent variables, the Jonckheere-Terpstra test is performed and presented in table 4.4.2.5.2 below. The test null hypothesis is expressed in terms of the distributions of Retention strategies scores across the groups of independent variables. With p-values of 0.300, 0.131, 0.856 and 0.839, therefore statistically significant differences are not established between the distributions of recognition, feedback, supervision and carrier advancement respectively across the six working experiences categories ((less than 1 year, 1 – 5 years, 6 - 10 years, 11 - 15 years, 16 - 20 years and more than 20 years). The null hypothesis is therefore retained and the study concludes that, retention is not highly influenced by ordinal nature of working experience of the employee.

These findings are in agreement with the fact that different stages in career have been thought to influence person work-related attitudes, perceptions and behaviour and even influence motivation of an individual (Hanna and Srivastava, 1998). At times different kinds of motivation factors are more or less salient to employees who go through several career stages hence a call to deploy different styles of management (Hair et al., 2010). The findings imply that public servants in the Tanzania public service who have few years may be differently motivated in comparison with others who have more than twenty years of working experience who may be approaching retirement.

Table 4.4.2.5.2: Jonckheere-Terpstra (JT) test of difference in Jonckheere-Terpstra (JT) depending on the ordinal nature of the years of working experience in public service

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Recognition is the same across categories of working experience	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.300	Retain the null hypothesis
2	The distribution of feedback is the same across categories of working experience	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.0131	Retain the null hypothesis
3	The distribution of Supervision is the same across categories of working experience	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.856	Retain the null hypothesis
4	The distribution of Career_Advancement is the same across categories of working experience	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.839	Retain the null hypothesis

Asymptotic significances are displayed. The significance level is .05.

Source: Results from survey data (2016)

4.4.2.6 Education

4.4.2.6.1 Kruskal-Wallis H test of difference in Non-financial motivation factors as retention strategies among the different Educational levels

The Kruskal-Wallis H test results in table 4.4.2.6.1 indicated that there was a statistically significant difference in retention strategies score between the

different education levels of staff in the public service of Tanzania. With Chi-Square ($\chi^2(2)$) value = 45.375, $p = 0.000$, the study found a statistically significant difference in recognition score between the office categories with a mean rank recognition score of 331.53 for the employees with Undergraduate qualification, 258.26 for the employees with Masters qualification and 202.18 for the employees with Postgraduate qualification. A look at the statistically significant difference in feedback score between the different education levels reveals a Chi-Square ($\chi^2 (2)$) value = 44.976, $p = 0.000$. There is therefore a statistically significant difference in feedback score between the education levels with a mean rank education levels score of 325.27 for the employees with Undergraduate qualification, 267.80 for the employees with Masters Qualification and 185.44 for the employees with Postgraduate qualification. Moreover, supervision score on education levels reveals a Chi-Square ($\chi^2 (2)$) value = 20.443, $p = 0.000$. Therefore, there is a statistically significant difference in supervision score between the education levels with a mean rank education levels score of 304.59 for the employees with Undergraduate qualification, 277.52 for the employees with Masters Qualification and 208.61 for the employees with Postgraduate qualification.

Table 4.4.2.6.1: Kruskal-Wallis H test of difference in Non-financial motivation factors as retention strategies among the different Educational levels

Grouping Educational level		Variable:	N	Mean Rank	Test Statistics	
					Chi-Square (df)	Sig
Recognition	Undergraduate		211	331.53	45.375 (2)	0.000
	Postgraduate		75	202.18		
	Masters		270	258.26		
	Total		556			
Feedback	Undergraduate		211	325.27	44.976 (2)	0.000
	Postgraduate		75	185.44		
	Masters		270	267.80		

Grouping	Variable:	N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
	Total	556			
Supervision	Undergraduate	211	304.59	20.443 (2)	0.000
	Postgraduate	75	208.61		
	Masters	270	277.52		
	Total	556			
Carrier Advancement	Undergraduate	211	323.24	35.523 (2)	0.000
	Postgraduate	75	203.40		
	Masters	270	264.40		
	Total	556			

Note: N = Sample; DF = Degrees of freedom

Source: Results from survey data (2016)

Again from the table 4.4.2.6.1 above, Kruskal-Wallis H test showed that there was a statistically significant difference in Carrier advancement score between the different education levels. With Chi-Square ($\chi^2(2)$) value = 35.523, $p = 0.000$, the study found a statistically significant difference in carrier advancement score between the different education levels with a mean rank Carrier advancement score of 325.27 for the employees with Undergraduate qualification, 267.80 for the employees with Masters Qualification and 185.44 for the employees with Postgraduate qualification.

4.4.2.6.2 Jonckheere-Terpstra (JT) test of difference in Non-financial motivation factors as retention strategies depending on the ordinal nature of the groups of the Educational levels

To enable the researcher predict how differences in scores of the retention strategies will depend on the ordinal nature of the educational levels, the Jonckheere-Terpstra test is performed and presented in table 4.4.2.6.2 below. The test null hypothesis is expressed in terms of the distributions of Retention

strategies scores across the educational levels. With p-values of 0.000, 0.000 and 0.000, therefore *statistically significant differences* are established between the distributions of recognition, feedback and career advancement respectively across the three education levels (Undergraduate, Postgraduate and Masters). The null hypothesis is therefore rejected and the study concludes that, retention is highly influenced by education levels of the employee, with the lower level employee being more likely to leave as compared to those in categories up the ranks of education level. In the case of Supervision however, there was no statistically significant difference between the distribution across the three education levels (p-value = 0.105). Therefore the null hypotheses are accepted and conclude that, the distribution of supervision is the same across the education levels.

These findings are in agreement with what was found by Meir and Hicklin (2008) Sulaiman& Ogunsina (2011). The implication of these results is that the provision of non-financial motivating factors as component of retention strategies by employers to employees in regard to education levels of employees in the of the Tanzania public service has a significance importance to the continuation of staying in the public service as it was revealed not only by respondents with undergraduate level of education but also respondents with postgraduate and masters education qualifications who were more attached to all non-financial motivating factors strategies. This may be linked to the fact that the instruments that guide the administration of Tanzania public service require such kind of factors so as to keep the public servants working in the public service as they go up the career ladder to prove their worthwhile.

The study results echoes Churchill et al. (1979) findings that education levels could influence a person, as the education levels increases so as the rewards and responsibility change. In addition, better educated employees have been proved to value recognition more (Huddleston et al., 2002). Moreover, the

results reflect that respondents need more support in the form of training, more opportunities for career growth and also feedback since some are still not experienced and aspiring to move up the corporate ladder in the public service. To some other extent those in the management level, the results reflect that even though they are (well) established by being in more senior positions with power and authority still may be in need of more recognition.

Table 4.4.2.6.2 Jonckheere-Terpstra (JT) test of difference in Non-financial motivation factors as retention strategies depending on the ordinal nature of the groups of the Educational levels

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Recognition is the same across categories of Education Level	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.000	Reject the null hypothesis
2	The distribution of feedback is the same across categories of Education Level	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.000	Reject the null hypothesis
3	The distribution of Supervision is the same across categories of Education Level	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.0105	Retain the null hypothesis
4	The distribution of Career_Advancement is the same across categories of Education Level	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.000	Reject the null hypothesis

Asymptotic significances are displayed. The significance level is .05.

Source: Results from survey data (2016)

4.4.2.7 Salary

4.4.2.7.1 Kruskal-Wallis H test of difference in Non-financial motivation factors as retention strategies among the different Salary group

The Kruskal-Wallis H test results in table 4.4.2.7.1 indicated that there was a statistically significant difference in retention strategies score between the different salary groups in the public service of Tanzania. With Chi-Square ($\chi^2(2)$) value = 29.846, $p = 0.000$, the study found a statistically significant difference in recognition score between the salary groups with a mean rank recognition score of 319.82 for the employees in the salary group 1,200,000 - 1,599,999; 320.06 for the employees in the salary group 3,600,000 and above; 279.59 for the employees in the salary group 700,000 - 899,999; 277.24 for the employees in the salary group 3,300,000 - 3,599,999; 267.23 for the employees in the salary group 900,000 - 1,199,999; 232.99 for the employees in the salary group 1,600,000 - 1,999,999; 214.41 for the employees in the salary group 2,000,000 - 2,799,999 and 169.57 for the employees in the salary group 2,800,000 - 3,299,999.

A look at the statistically significant difference in feedback score between the different salary groups reveals a Chi-Square ($\chi^2(2)$) value = 51.161, $p = 0.000$. There is therefore a statistically significant difference in feedback score between the salary groups with a mean rank feedback score of 352.60 for the employees in the salary group 3,600,000 and above; 327.24 for the employees in the salary group 3,300,000 - 3,599,999; 316.17 for the employees in the salary group 1,200,000 - 1,599,999; 284.04 for the employees in the salary group 900,000 - 1,199,999; 252.38 for the employees in the salary group 700,000 - 899,999; 217.93 for the employees in the salary group 1,600,000 - 1,999,999; 172.51 for the employees in the salary group 2,000,000 - 2,799,999 and 167.96 for the employees in the salary group 2,800,000 - 3,299,999.

Table 4.4.2.7.1: Kruskal-Wallis H test of difference in Non-financial motivation factors as retention strategies among the different salary levels

Grouping Variable: Salary groups (Tshs)		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
Recognition	700,000 - 899,999	90	279.59	29.846 (7)	0.000
	900,000 - 1,199,999	142	267.23		
	1,200,000 - 1,599,999	158	319.82		
	1,600,000 - 1,999,999	46	232.99		
	2,000,000 - 2,799,999	38	214.41		
	2,800,000 - 3,299,999	14	169.57		
	3,300,000 - 3,599,999	42	277.24		
	3,600,000 above	26	320.06		
Feedback	700,000 - 899,999	90	252.38	51.161 (7)	0.000
	900,000 - 1,199,999	142	284.04		
	1,200,000 - 1,599,999	158	316.17		
	1,600,000 - 1,999,999	46	217.93		
	2,000,000 - 2,799,999	38	172.51		

Grouping Variable: Salary groups (Tshs)		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
	2,800,000 - 3,299,999	14	167.96		
	3,300,000 - 3,599,999	42	327.24		
	3,600,000 above	26	352.60		
Supervision	700,000 - 899,999	90	273.93	40.388 (7)	0.000
	900,000 - 1,199,999	142	264.93		
	1,200,000 - 1,599,999	158	303.38		
	1,600,000 - 1,999,999	46	249.38		
	2,000,000 - 2,799,999	38	198.47		
	2,800,000 - 3,299,999	14	143.86		
	3,300,000 - 3,599,999	42	332.20		
	3,600,000 above	26	371.50		
	Carrier Advancement	700,000 - 899,999	90		
900,000 - 1,199,999		142	279.55		
1,200,000 - 1,599,999		158	320.02		
1,600,000 - 1,999,999		46	229.63		

Grouping Variable: Salary groups (Tshs)		N	Mean Rank	Test Statistics	
				Chi-Square (df)	Sig
	2,000,000 - 2,799,999	38	200.66		
	2,800,000 - 3,299,999	14	148.07		
	3,300,000 - 3,599,999	42	324.86		
	3,600,000 above	26	302.48		

Note: N = Sample; DF = Degrees of freedom

Source: Results from survey data (2016)

Moreover, supervision score on education levels reveals a Chi-Square (χ^2 (2)) value = 40.388, $p = 0.000$. Therefore, there is a statistically significant difference in supervision score between the salary groups with a mean rank supervision score of 371.50 for the employees in the salary group 3,600,000 and above; 322.20 for the employees in the salary group 3,300,000 - 3,599,999; 303.38 for the employees in the salary group 1,200,000 - 1,599,999; 273.93 for the employees in the salary group 700,000 - 899,999; 264.93 for the employees in the salary group 900,000 - 1,199,999; 249.38 for the employees in the salary group 1,600,000 - 1,999,999; 198.47 for the employees in the salary group 2,000,000 - 2,799,999 and 143.86 for the employees in the salary group 2,800,000 - 3,299,999.

Again from the table 4.4.2.7.1, Kruskal-Wallis H test showed that there was a statistically significant difference in Carrier advancement score between the different education levels. With Chi-Square (χ^2 (2)) value = 39.993, $p = 0.000$, the study found a statistically significant difference in carrier advancement score between the different salary groups with a mean rank Carrier

advancement score of 324.86 for the employees in the salary group 3,300,000 - 3,599,999; 320.02 for the employees in the salary group 1,200,000 - 1,599,999; 302.48 for the employees in the salary group 3,600,000 and above; 279.55 for the employees in the salary group 900,000 - 1,199,999; 253.52 for the employees in the salary group 700,000 - 899,999; 229.63 for the employees in the salary group 1,600,000 - 1,999,999; 200.66 for the employees in the salary group 2,000,000 - 2,799,999 and 148.07 for the employees in the salary group 2,800,000 - 3,299,999.

4.4.2.7.2 Jonckheere-Terpstra (JT) test of difference in Non-financial motivation factors as retention strategies depending on the ordinal nature of the groups of the Salary groups

To enable the researcher predict how differences in scores of the retention strategies will depend on the ordinal nature of salary levels, the Jonckheere-Terpstra test is performed and presented in table 4.4.7.2.2. The test null hypothesis is expressed in terms of the distributions of Retention strategies scores across salary levels. With p-values of 0.479, 0.776, 0.398 and 0.908, therefore statistically significant differences are not established between the distributions of recognition, feedback, supervision and carrier advancement respectively across the eight salary groups (700,000 - 899,999; 900,000 - 1,199,999; 1,200,000 - 1,599,999; 1,600,000 - 1,999,999; 2,000,000 - 2,799,999; 2,800,000 - 3,299,999; 3,300,000 - 3,599,999 and 3,600,000 and above). The null hypothesis is therefore retained and the study concludes that, retention is not highly influenced by salary groups of the employee. The findings have shown no statistically significant between the distributions of recognition, feedback, supervision and carrier advancement respectively across the eight salary groups in the Tanzania public service. This implies that money can be spent but it remains imperative to understand and identify alternatives motivating factors since some motivators may not be sufficient as a stand-alone motivator.

Table 4.5.7.2.1: Jonckheere-Terpstra (JT) test of difference in Non-financial motivation factors as retention strategies depending on the ordinal nature of the Salary groups

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Recognition is the same across categories of Salary group	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.000	Reject the null hypothesis
2	The distribution of feedback is the same across categories of Salary group	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.0132	Retain the null hypothesis
3	The distribution of Supervision is the same across categories of Salary group	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.279	Reject the null hypothesis
4	The distribution of Career_Advancement is the same across categories of Salary group	Independent samples Jonckheere-Terpstra Test for ordered Alternatives	.004	Reject the null hypothesis

Asymptotic significances are displayed. The significance level is .05.

Source: Results from survey data (2016)

CHAPTER FIVE

5.0 CONCLUSION AND RECOMMENDATIONS

Overview

This chapter presents the conclusion and recommendations on findings of the study undertaken on the selected MDA's. In Tanzania public service, public sector organisation/institutions do face problems of losing their qualified and experienced employees to the same public institutions and sometimes even to the private sector despite their efforts in trying to motivate them so that they remain in their institutions. The main objective of the study was to assess the influence of the non-financial motivating factors in relation with demographic factors on how they influence employees' retention in Tanzania.

5.1 Conclusion

The study sought to look at the relevance of the Motivation Theory proposed by Abraham Maslow and Fredrick Herzberg with intent to assess the influence of non-financial motivating factors on employee retention with relationship and differences between demographic factors within the United Republic of Tanzania (URT) Mainland Public Service. As indicated by Kruskal Wallis and Jonckheere-Terpstra (JT) results, the non-financial motivating factors in relations to demographic factors like age, gender, education level and working experience have shown statistical significance for the retention of employees in the public service of Tanzania and hence the significance of the Need Theory and Two factor theory.

By focusing on the non-financial motivating factors such recognition, performance feedback, supervision and career advancement, the internal drive of the public servants is stimulated and the need for motivation is more important. However, different age groups, designations have significant importance attached to the non-financial motivating factors for their retention in the Tanzania public service since each group respond differently up the

career ladder. The study findings have also shown how challenging is retention as argued by Lockwood (2006) and also explain retention variations as each employee is unique from the other, hence managers should not underestimate when formulating or even implementing a retention policy.

The study findings of the research have also revealed that females have been significantly attached more than males on non-financial motivating factors which suggest a positive influence on employee retention in the public service. Moreover, there was a significance attachment to the distributions of recognition, feedback and carrier advancement respectively across the three categories of job designation {Director /HR Manager/Head of department; Assistant Director /Head of section and the Human Resource /Administrative Officer positions the case was not similar to supervision.

Likewise on Age of the public servants, there was statistically significant differences are established between the distributions of recognition, supervision and carrier advancement respectively across the four categories of age groups. The young public servants attached more significance to career advancement as compared to the old ones who have already been in the senior positions within the hierarchy of Tanzania public service. Moreover, supervision and career advancement were significant important to the age a group 20-29, 30-39 and that of 50 years and above as these factors are very crucial for their day to day fulfilment of responsibilities while they progress in their career.

Correspondingly to the six office categories (Ministries, Independent Departments, Government Agencies Government Agencies, Regional Secretariats, Local Government Authorities and Government Institutions/Authorities) within the public service of Tanzania, there was statistically significant differences between the distributions of recognition and carrier advancement as non-financial motivators respectively but the case

was not on feedback and supervision.

Although the use of non-financial motivating factors is important in the public service, there was no statistically significant differences between the distributions of recognition, feedback, supervision and carrier advancement respectively across the six working experiences categories ((less than 1 year, 1 – 5 years, 6 - 10 years, 11 - 15 years, 16 - 20 years and more than 20 years). Something that reveals that at times different kinds of motivation factors are more or less salient to employees who go through several career stages hence a call to deploy different styles of management. Churchill et al. (1979) conveyed that education levels could influence a person, as the education levels increases so as the rewards and responsibility change. This was evidently statistically significant by differences between the distributions of recognition, feedback and carrier advancement respectively across the three education levels (Undergraduate, Postgraduate and Masters).

Nevertheless, only a comprehensive mixture of non-financial and financial motivating factors through fair human resource practices can enhance retention as showed from the results respondents ranked the selected motivating factors. This in turn may help to decrease the rate of turnover in the public institutions or even in public sector institutions. The study findings may assist managers in the formulation and implementation of retention policies using the non-financial motivating factors in the public service or even in the private sector. Moreover, the study may present a clear direction for managers when designing motivation programmes for retaining staff that have wide-ranging demographical backgrounds.

5.2 Recommendations

Non-financial motivating factors are at times neglected when discussing motivation (Hair et al, 2010). Notwithstanding deliberately considering their importance, the use of financial motivating factors might be of temporal effect.

Basing on the empirical findings and the conclusion of the study, the following recommendations are proposed:

- As it was found by Laird et al, (2015) that millennial are two or three times prone to turnover as compared to Baby boomers then human resource practitioners should deliberately the implementation of strategies which enhance the management of multigenerational workforce to reduce turnover intentions.
- Provision of useful training to the employees basing on the training needs of their own as well as for the need of achieving the organisation goals. As this was rated amongst useful motivating factors, it will help the public institutions retain employees and at the same time improve performance.
- As supervision was not ranked useful motivating factor, management personnel ought to have their managerial and leadership skills nurtured to improve their daily administrative and HR issues.
- Furthermore, providing recognition and also opportunities to employees that will enhance their career development and at the same time facilitate succession planning in the public service considering that these two were ranked as the most useful motivating factors.
- Lastly, HR practitioners in the public service have to fairly recognize the potentials of public servants in ensuring that they serving a competitive government since motivation is the fuel that keeps human resource running.

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APPENDIXES

APPENDIX 1: QUESTIONNAIRE OF THE STUDY

Dear Participant,

You are cordially invited to participate in this study which intends to **assess the influence of non-financial motivators on employees' retention in the Tanzania's Public Service**. The study is conducted by Peter S. Bunyazu a currently Master's Degree (MPA) candidate at the Seoul National University – Korea.

Like a forest without trees, a research without empirical testing of theory is of low value therefore; your cooperation is of great significance in validating this study. This survey will take approximately 10 minutes to complete. Please note that the questionnaire is guaranteed and made to protect your identity and the answers you give cannot be tracked down and will be considered as confidential. The results obtained from this study will be used for academic purpose only. Your participation in this research study is voluntary and highly appreciated.

I sincerely appreciate the time from your busy schedule to complete this brief survey. If you have questions or concerns about this process or the survey itself, please contact +821 091 988 449, +255968449 (WhatsApp) or peter2015@snu.ac.kr.

PART A: DEMOGRAPHIC CHARACTERISTICS

Please indicate your answer in the following statements

1. Your Designation/Title

Director /HR Manager/Head of department	
Assistant Director /Head of section	
Human Resource /Administrative Officer	

2. Your office is under

Ministry	Regional Secretariat	Local Government Authority	Independent Department	Government Agency	Government Institution/ Authorities

3. What is the name of your organisation/institution? (Optional)

4. What is your Gender identity?

Male		Female	
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5. In which age group do you belong?

20 – 29 years		30 - 39 years		40 – 49 years		50 years and Above	
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6. What is the highest level of education you have completed?

Undergraduate		Masters	
Postgraduate		PhD	

7. How many years have you been working in public service?

Less than 1 year		11 - 15 years	
1 – 5 years		16 - 20 years	
6 - 10 years		More than 20 years	

8. In which salary group do you belong? (Tshs)

700,000 to 899,999		2,000,000 to 2,799,999	
900,000 to 1,199,999		2,800,000 to 3,299,999	
1,200,000 to 1,599,999		3,300,000 to 3,599,999	
1,600,000 to 1,999,999		More than 3,600,000	

PART B: EMPLOYEE RETENTION STRATEGIES

Please indicate your level of agreement with each of the following statements **in relation to retention on a scale of 1 to 5**, where 1 is the lowest (Very Poor) and 5 is the highest (Excellent) [1-Strongly disagree; 2-Disagree; 3-Neutral; 4 – Agree; 5- Strongly agree].

A. Recognition	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Recognition of employees contributions/achievements improves my performance in achieving organisational objectives					
2. My supervisor recognises and appreciates my contributions by spoken/written thank you					

A. Recognition	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
3. I remain working because in my organisation employees' contributions/achievements are acknowledged publically (i.e use of memento, trophy or certificate, in a meeting, special event, newsletter, on the noticeboard or office website)					
4. I am likely not to look for another job outside my organisation if my contributions/achievements are recognised					
5. Recognition and appreciation of employees' contributions/achievements in my organisation is transparent and fair to all employees					

A. Recognition	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6. To me a job with higher recognition would make me turn down a good pay job					

B. Feedback	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I understand how my performance is evaluated and feel motivated on feedback that is "praise in public and correct in private"					
2. Receiving regular reviews/feedback from my supervisor improves my performance and that keeps me in this organisation					
3. In my organisation, I receive continuous, adequate, useful and constructive feedback from my supervisor					

B. Feedback	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4. Employee performance evaluations in my organisation are not fair (biased) and inappropriate					
5. Mentoring and coaching from my supervisor would not make me seek another job elsewhere					
6. Receiving constructive performance feedback would make me turn down a job with good pay					

C. Supervision	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. My supervisor demonstrates integrity and sets the example for others to follow and that ethical standards keeps me working in my					

C. Supervision	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
organisation					
2. I would not consider leaving my job when my supervisor honestly treats me and other employees fairly					
3. Support from management and interactions with my supervisor makes my organisation a comfortable place to work					
4. My supervisor is clear about the results to achieve that helps me to stay focused on my job					
5. My supervisor promotes teamwork and understands the benefits of maintaining a balance between work and personal life.					

C. Supervision	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6. In my role feeling valued by supervisor is more important than the other one with good pay					

D. Career Advancement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. My organisation has adequate opportunities for professional growth in this organization that I can't even quit my job.					
2. My supervisor is actively interested and encourages my professional development/advancement					
3. My supervisor's efforts towards my strengths and weaknesses encourages me to learn and stay working					

D. Career Advancement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
in this organisation					
4. Growth/career opportunities are open and fairly provided to every employee in this organisation					
5. I have opportunities to apply my talents and expertise pivotal for future career progression in this organisation					
6. I would turn down a good pay job over the one with good career development opportunities					

Please rank the following non-financial motivators in accordance with the importance of how each strategy influences your remaining working in your organization with regards to superior subordinate relationship on a scale of 1(More useful) to 5 (least useful).

Motivator	Rank
1. Recognition	
2. Feedback	
3. Supervision	
4. Career Advancement	
5. Pay	

**THANK YOU SO MUCH FOR YOUR
PARTICIPATION**

APPENDIX 2: SAMPLING CHARACTERISTICS

SAMPLE SIZE CHARACTERISTICS

Item	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Respondents' Designation				
Assistant Directors and Heads of section	34	6.12	34	6.12
Directors/ Human Resource Managers/ Assistant Administrative Secretaries and Heads of department	106	19.06	140	25.18
Human Resource Officers and Administrative Officers	416	74.82	556	100.00
Respondents' Gender				
Female	256	46.58	259	46.58
Male	297	53.42	556	100.00
Respondents' Age Group				
20 – 29 years	66	11.87	66	11.87

Item	Frequency	Percent	Cumulative Frequency	Cumulative Percent
30 - 39 years	316	56.83	382	68.71
40 – 49 years	147	26.44	529	95.14
Above 50 years	27	4.86	556	100.00
Education Level				
Undergraduate	211	37.95	211	37.95
Postgraduate	75	13.49	286	51.44
Masters	270	48.56	556	100.00
Respondents' Office Category				
Government Agencies	15	2.70	15	2.70
Government Institutions/Authorities	34	6.12	49	8.81
Independent Departments	49	8.81	98	17.63
Local Government Authorities	332	59.71	430	77.34
Ministries	68	12.23	498	89.57
Regional Secretariats	58	10.43	556	100.00
Working Experience				

Item	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Less than 1 year	1	0.18	1	0.18
1 – 5 years	138	24.82	139	25.00
6 - 10 years	218	39.21	357	64.21
11 - 15 years	139	25.00	496	89.21
16 - 20 years	39	7.01	535	96.22
More than 20 years	21	3.78	556	100.00
Salary Group level (TZS)				
700,000 to 899,999	90	16.19	90	16.19
900,000 to 1,199,999	142	25.54	232	41.73
1,200,000 to 1,599,999	158	28.42	390	70.14
1,600,000 to 1,999,999	46	8.27	436	78.42
2,000,000 to 2,799,999	38	6.83	474	85.25
2,800,000 to 3,299,999	14	2.52	488	87.77
3,300,000 to 3,599,999	42	7.55	530	95.32
More than 3,600,000	26	4.68	556	100.00

APPENDIX 3: RESPONDENTS' LEVEL OF AGREEMENT

Table 4.4.1: Percentage of respondents' level of agreement on the statement tested on the influence motivating factors on employees' retention

Motivating Factor	Element tested	Sample	Disagreeing choices	Neutral	Agreeing choices	% Disagree choices	% Neutral	% Agree choices
Recognition	Recognition towards employees' contributions on organisational objectives	556	24	11	521	4.32	1.98	93.71
	Written/spoken recognition	556	43	24	489	7.73	4.32	87.95
	Public recognition	556	78	39	439	14.03	7.01	78.96
	Likely to stay if employee's contributions are recognised	556	54	37	465	9.71	6.65	83.63
	Fair and transparent recognition	556	70	42	444	12.59	7.55	79.86
	Total		2780	269	153	2358	48.38	27.51
Feedback	Feedback (praise in public & correct in private) by supervisor	556	40	30	486	7.19	5.40	87.41
	Regular feedback from supervisor	556	33	19	504	5.94	3.42	90.65
	Adequate, continuous, useful and constructive	556	39	29	488	7.01	5.22	87.77

Motivating Factor	Element tested	Sample	Disagreeing choices	Neutral	Agreeing choices	% Disagree choices	% Neutral	% Agree choices
	feedback from supervisor							
	Appropriateness and fairness of performance evaluations	556	317	35	204	57.01	6.29	36.69
	Mentoring and coaching by supervisor	556	70	61	425	12.59	10.97	76.44
	Total	2780	499	174	2107	89.74	31.3	378.96
Supervision	Supervisor's integrity and ethical standards	556	37	45	474	6.65	8.09	85.25
	Supervisor's honest and fair treatment	556	29	32	495	5.22	5.76	89.03
	Management and supervisory support	556	25	20	511	4.50	3.60	91.91
	Clear supervisory directives on results	556	24	34	498	4.32	6.12	89.57
	Supervisor's teamwork promotion and work balance maintenance	556	34	26	496	6.12	4.68	89.21
	Total	2780	149	157	2474	26.81	28.25	444.97

Motivating Factor	Element tested	Sample	Disagreeing choices	Neutral	Agreeing choices	% Disagree choices	% Neutral	% Agree choices
Career Advancement	Adequacy of opportunities for professional growth	556	67	51	438	12.05	9.17	78.78
	Supervisor's interest and encouragement on professional development	556	40	37	479	7.19	6.65	86.15
	Supervisor's efforts and encouragement towards strengths-weaknesses	556	43	34	479	7.73	6.12	86.15
	Openness and fairness on growth opportunities provision	556	52	38	466	9.35	6.83	83.81
	Opportunities to apply talents and expertise	556	40	46	470	7.19	8.27	84.53
	Total	2780	242	206	2332	43.51	37.04	419.42
	Pay compared to selected non-financial motivating factors	A job with higher recognition over a good paying job	556	63	38	455	11.33	6.83
A job with constructive performance feedback over a good paying job		556	62	61	433	11.15	10.97	77.88
Being valued by supervisor over a good paying job		556	41	44	471	7.37	7.91	84.71

Motivating Factor	Element tested	Sample	Disagreeing choices	Neutral	Agreeing choices	% Disagree choices	% Neutral	% Agree choices
	Career development opportunities over a good paying job	556	35	53	468	6.29	9.53	84.17

Source: Results from survey data (2016)

Designation

Overall Percentage of level of agreement on the influence motivating factors on employees' retention by respondents'

Designation

Motivating Factor	Designation	Disagreeing	Neutral	Agreeing	% Disagreeing	% Neutral	% Agreeing
Recognition	Human Resource/ Administrative Officers	204	114	1762	9.81%	5.48%	84.71%
	Management	65	39	596	9.29%	5.57%	85.14%
Feedback	Human Resource/ Administrative Officers	372	135	1573	17.88%	6.49%	75.63%
	Management	127	39	534	18.14%	5.57%	76.29%
Supervision	Human Resource/ Administrative Officers	113	125	1842	5.43%	6.01%	88.56%
	Management	36	32	632	5.14%	4.57%	90.29%
Career Advancement	Human Resource/ Administrative Officers	186	152	1742	8.94%	7.31%	83.75%
	Management	56	54	590	8.00%	7.71%	84.29%

Source: Results from survey data (2016)

Gender

Overall Percentage of level of agreement on the influence motivating factors on employees' retention by respondents' Gender

Motivating Factor	Gender	Disagreeing	Neutral	Agreeing	% Disagreeing	% Neutral	% Agreeing
Recognition	Males	162	89	1234	10.91%	5.99%	83.10%
	Females	107	64	1124	8.26%	4.94%	86.80%
Feedback	Males	276	91	1118	18.59%	6.13%	75.29%
	Females	223	83	989	17.22%	6.41%	76.37%
Supervision	Males	91	79	1315	6.13%	5.32%	88.55%
	Females	58	78	1159	4.48%	6.02%	89.50%
Career Advancement	Males	140	110	1235	9.43%	7.41%	83.16%
	Females	102	96	1097	7.88%	7.41%	84.71%

Source: Results from survey data (2016)

Age

Overall Percentage of level of agreement on the influence motivating factors on employees' retention by respondents' Age

Motivating Factor	Age Group	Disagreeing	Neutral	Agreeing	% Disagreeing	% Neutral	% Agreeing
Recognition	20 - 29 years	24	23	283	7.27%	6.97%	85.76%
	30 - 39 years	178	89	1313	11.27%	5.63%	83.10%
	40 - 49 years	63	35	637	8.57%	4.76%	86.67%
	Above 50 years	4	6	125	2.96%	4.44%	92.59%
Feedback	20 - 29 years	51	24	255	15.45%	7.27%	77.27%
	30 - 39 years	298	90	1192	18.86%	5.70%	75.44%
	40 - 49 years	123	55	557	16.73%	7.48%	75.78%
	Above 50 years	27	5	103	20.00%	3.70%	76.30%
Supervision	20 - 29 years	11	16	303	3.33%	4.85%	91.82%
	30 - 39 years	91	98	1391	5.76%	6.20%	88.04%
	40 - 49 years	45	40	650	6.12%	5.44%	88.44%
	Above 50 years	2	3	130	1.48%	2.22%	96.30%

Motivating Factor	Age Group	Disagreeing	Neutral	Agreeing	% Disagreeing	% Neutral	% Agreeing
Career Advancement	20 - 29 years	12	26	292	3.64%	7.88%	88.48%
	30 - 39 years	157	119	1304	9.94%	7.53%	82.53%
	40 - 49 years	68	55	612	9.25%	7.48%	83.27%
	Above 50 years	5	6	124	3.70%	4.44%	91.85%

Source: Results from survey data (2016)

Education

Overall Percentage of level of agreement on the influence motivating factors on employees' retention by respondents' Education

Motivating Factor	Designation	Disagreeing	Neutral	Agreeing	% Disagreeing	% Neutral	% Agreeing
Recognition	Undergraduate	79	47	929	7.49%	4.45%	88.06%
	Postgraduate	35	8	332	9.33%	2.13%	88.53%
	Masters	155	98	1097	11.48%	7.26%	81.26%
Feedback	Undergraduate	208	64	783	19.72%	6.07%	74.22%
	Postgraduate	46	16	313	12.27%	4.27%	83.47%
	Masters	245	94	1011	18.15%	6.96%	74.89%
Supervision	Undergraduate	51	60	944	4.83%	5.69%	89.48%
	Postgraduate	23	13	339	6.13%	3.47%	90.40%
	Masters	75	84	1191	5.56%	6.22%	88.22%
Career Advancement	Undergraduate	75	71	909	7.11%	6.73%	86.16%
	Postgraduate	34	21	320	9.07%	5.60%	85.33%
	Masters	133	114	1103	9.85%	8.44%	81.70%

Source: Results from survey data (2016)

공공부문에서의 인재유지를 위한 비재정적 요소의 영향에 관한 연구: 탄자니아 사례를 중심으로

Peter Sumbuka Bunyazu

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글로벌행정전공

이 연구는 탄자니아 공공부문의 인재 확보·유지에 미치는 비재정적 동기의 영향을 분석하기 위해 매슬로우(Maslow)와 허츠버그(Herzberg)의 동기이론을 활용하여 경험적 연구를 시도하였다. 연구를 위해 63개 기관에 근무하는 556명의 공무원들에게 설문조사를 수행하였다. 연구 결과, 비재정적 동기요인은 인재유지에 있어서 인구학적 변수, 근무경력, 직위 등의 집단별 차이를 갖는 것으로 분석되었다. 각 개인에게는 특수성을 발견할 수 있다는 점을 고려한다면, 관리자가 유지정책을 수립하고 집행함에 있어서 개별 공무원에 대한 특성에 따른 차별적 접근이 필요하다. 이 연구는 인재유지가 매우 중요한 개발도상국 정부에게 비재정적 동기를 활용하는 방법에 대해 중요한 정책적 시사를 제공한다.

주요어: 인재유지, 공공부문과 비재정적 동기 요인

학번: 2015-24468

