

Factors Influencing Labour Turnover Intentions in Non-Governmental Organization: Insights from Christian Social Service Commission (CSSC) in Dar es Salaam

Y. I. Bangi and P. L. Mgeni

ABSTRACT

Managing labour turnover is critical for any organization sustainability and competitiveness. In the past, turnover was higher in government organizations as compared to non-Governmental Organizations. Currently however, non-Governmental organizations are facing difficulties to retain good performers, experienced and well trained employees due to high turnover. This study attempted to assess factors influencing labour turnover intentions in non-Governmental Organizations by taking the case of the Christian Social Service Commission (CSSC) in Dar es Salaam. Specifically, the study sought to assess how work-related factors, organization factors and personal factors influence labour turnover intentions at CSSC. A case study design and quantitative approach were employed in this study. Data was collected from 80 employees through standardized questionnaire, and both descriptive and inferential statistics procedures were applied in data analysis. The research revealed that organization factors and work-related factors moderately influence turnover intentions, whereas the personal factors had no significant influence. In this respect improving on salaries, fringe benefits, personal career advancement opportunities, involvement in decision making, friendly organization policies, job securities to name a few will scale down turnover intentions. However, further studies can be carried out including more variables than those assessed in this study to reveal factors affecting labour turnover intentions.

Keywords: Labour Turnover, Non-Governmental Organization, Turnover Intentions

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I. INTRODUCTION

All organizations experience a certain level of labour turnover which cause disruption especially when good performing employees leave an organization than a poor performer (Makhdoom, 2018). Despite variations that exist among organizations, non-governmental organizations are facing a serious problem of staff turnover (Lyengi, 2014). Labour turnover is not only observed from when staff leaves an organization based on organizational perspective, but also the customers' perspective. The later argues that labour turnover include transfers and promotions. Thus, this change causes an impact to those who receive services from them (Favour, 2016). Furthermore, labour turnover can either be voluntary or involuntary and both have different reasons and effects. However, this study focuses on causes of turnover rather than their types (Anvariet *al.*, 2014).

Labour turnover is cut-across challenge in various organizations regardless of their differences. Studies show that there is a rapid growth of turnover in private sector including non-governmental organizations (NGOs) (Alias, 2018; Jayathilaka1 & Ansar, 2021). This trend threatens the expansion of private sector which is crucial for economic growth to support the counter public sector. Research findings support that labour turnover in NGOs is more prevalent compared to public organizations (ibid). It is further leant that economic change is the leading cause of turnover in many organizations. Whenever the economy flourishes create more employment opportunities and few individuals will be hired by local companies to work for low compensation paid by some NGOs. In contrast, there some employees who will accept this low payment and may not leave their organizations (URT, 2017). Given the current improvement of the economy and organizations increase of salaries in the private sector the staff turnover is a particularly important. Yet, wages are only one of the variables that affect turnover.

Like any other organizations, the CSSC organization has been facing rapid staff turnover rate since the

year 2015. Its operations have grown significantly since 2016 and they require competent and professional employees who can support the organization in executing day-to-day strategic objectives and goals. Information obtained from the Human Resource Department of CSSC revealed that labour turnover rate increased to 16.0% in 2015 to 28.0% in 2018.

Although several initiatives were taken by CSSC to improve staff working environment, still the problem of staff turnover persisted (Marwa, 2016). The critical question to be answered by this study was what determines labour turnover in non-governmental organization specifically at CSSC. To answer this question, the study is set to identifying the factors influencing labour turnover in non-governmental organizations.

The surveyed literatures show that many studies conducted on labour turnover focused in organizations such insurance companies (Ryu & Jinnai, 2020; Wells & Peachey, 2014) and some were done in other organizations such as financial institutions (Favour, 2016) and Higher learning Institutions (Long *et al.*, 2012). Some tracer studies that focused on labour turnover in non-governmental organizations (Uddin, 2019; Zhang, 2016; Marwa, 2016) focused secular non-governmental organizations and not on faith based ones such as CSSC.

Employees' retention is not only saving money but also hold talented individuals crucial for the organization performance. Conversely, employee turnover causes negative impacts such as work overload, burnout, and dissatisfaction, and compromised of customer care. Moreover, Employees' satisfaction and customer satisfactions are inseparable and cannot be underestimated (Subramony&Holtom, 2011). In this regard, reducing the turnover rates could reduce cost in terms of hiring new ones and retaining customers and eventually maintain financial performance (Amina, 2014). Thus, this study attempted to bridge this gap via assessing those factors that influence labour turnover intentions in the context of Tanzania, specifically in non-governmental organizations. Despite various efforts attempted by CSSC to address this problem, but still persists. In this base, the paper aimed at assessing factors influencing labour turnover intentions in non-governmental organizations. Specifically, the study focused on assessing the influence of work-related factors, organization factors and personal factors at CSSC in Dar es Salaam.

II. PROCEDURE FOR PAPER SUBMISSION

Labour turnover is a common practice in all organizations which can either be voluntary or involuntary. Generally, it refers to the rate at which employees leave an organization. In most cases it can be costly and damaging. In a broader sense it encompasses all organization leavers through promotions, demotions, new employment, resignations, retirement or retrenchment as result or redundancy. All these types may call for replacement to ensure organization continuity (Armstrong, 2009). Though turnover is a challenge of all organizations, it is learnt from literatures that turnover intentions are higher in areas where there is low unemployment since employees have an alternative of moving from one job to another. Among other factors inappropriate systems of motivation, over workload, office politics, promotions and work performances mainly influence voluntary turnover (Rizwan, 2014).

Non-governmental organizations are independently groups that co-exist and operate along with government organization. NGOs sometimes are named as civil societies and organized at different levels such as community, national and international. However, the main goal is to serve the society economically, politically and socially (Omofonmwan, 2009). These are among the private sector organizations which are faced with high turnover intentions due continuous increase in unemployment. In such situations, organization policies favor the employer at the expense of the employees. Hence, causing dissatisfactions among them and accelerated turnover (Latif & Saraih, 2016).

Herzberg (1959), Two-Factor theory and Expectancy theories guide the current study due to their relevance as they focus on staff motivation and how it aligns to retention that eventually addresses staff turnover. The Two-Factor theory argues that the employees are attracted by both intrinsic and extrinsic motivations. Intrinsic are internal which include recognition, the work itself, responsibility, advancement, achievement, and growth. Conversely, extrinsic variables induce motivation from outside such as salary, work environment, company policies, industrial relation and supervisory or management styles (Armstrong, 2019). Both satisfier and dissatisfier factors are important for the turnover to occur or not to occur. They also guide researchers to assess factors influencing staff turnover in both government and non-Governmental organizations (Dasilveira, 2020).

On the other hand, expectancy theory by Vroom (1964) contends that behavior is motivated by projected consequences. The theory further contends that change of individual behavior in a particular way is based on the desired outcome. This theory relates with the current study because if employees expect to receive high salary, good work environment, achievement or expected to be treated fairly they will be satisfied and their turnover intention will be low when these expectations are met, and the vice versa will also be true.

There are multiple causes to labour turnover intentions and varies from one organization to another. It is essential to the organization management to identify relevant signals and take appropriate measures. Nzobanaliba (2019) advocated that absenteeism, frequent late coming can connote turnover since they represent signs of withdrawal from work. Attitudinal behavior plus other organizational factors may influence turnover. Chandra and Anjaiah (2019) added that co-workers' intentions are also significant on others to leave the organization. It is learnt that, the more positive intentions of co-works to leave, found to have a strong impact to other employees to quit as well. When dissatisfied works leave an organization, they are likely to converse their peers to leave. However, most people vacate from organizations fueled by economic factor reasons which can be used to envisage labour turnover in the market. Large organizations have been able to scale down labour turnover through provision of advancement chances and high wages to safeguard employee retention (Kilonzo, 2018). On the same line, Mustafa (2016) disclose that stressors cause employees' turnover. This can be due to mismatch between what is expected and how to meet such expectations.

Organization politics are inevitable and they are found in all organizations regardless of their differences. They involve tactics of executing power and authority in realizing desired goals. Despite the positive impacts resulting from political games, they also cause negative impacts such as; conflicts, unethical practices, loss of reputation and turnover acceleration in organizations (Hussain & Xian, 2019). Certain political behaviors favor those who engage and accepted by the authority and negatively affect none players of organization politics, hence lead to turnover intentions.

Working environment is argued to have insignificant impact on high turnover compared to other factors (Mensah, 2014). Employees are likely stay when the working environment is conducive and vice versa. It is further learnt that high level of organization inefficiency was associated with high employee turnover as most of them tend to leave for greener pasture and stable employment. Thus, unstable organization is indicated by high inefficiency employees leave for an alternative stable and better organization.

Another comparative study by Pillay (2011) and supported by Ndamo (2019), discovered that job security, career opportunities, work environment and workplace organization are highly valued factors by employees in public sector, whereas employees in a private sector rated job security, professional practice and workplace organization as priority for them to stay in an organization. Indeed, an organization working conditions is a decisive factor for employees to stay or quit. Therefore, it should be understood that conducive working conditions may motivate employees to be retained in an organization.

Moreover, Mendis (2017) revealed that career commitment strongly predicts employees' turnover intentions. Employees are highly committed to their organization are less likely to leave. This was learnt to those with individuals with high commitment. Kahiyo (2015) commended that development of an employee lowers turnover in an organization. Further, the study found that based on career development, employees advance through various stages of career progress. It is anticipated that the process of career development will be through formal training.

The major focus on staff turnover studies have concentrated on general identification of turnover factors and not categorically such as work-related factors, organizational factors or personal factors. It is also revealed that tracer studies have been conducted in non-governmental organization where most employees are hired. As such, the paper sought to bridge the revealed gap and provide implementable comments for remedy.

A. Conceptual Framework

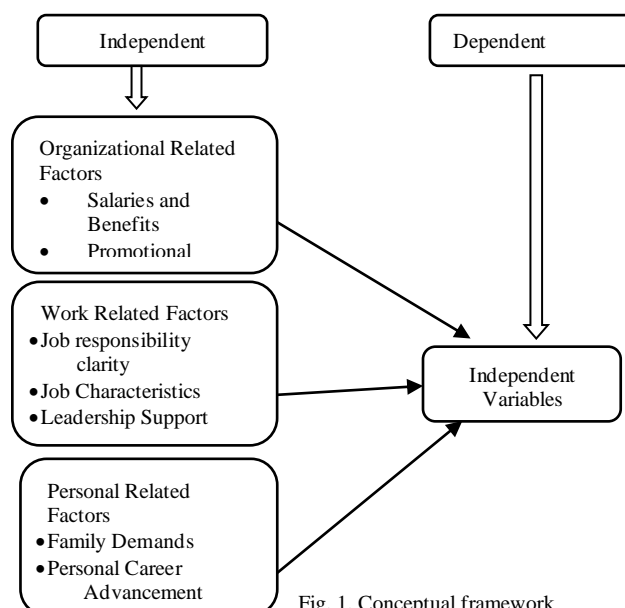


Fig. 1. Conceptual framework

The essence of a conceptual framework is to show how independent and dependent variables relate. In this study independent variables include work related factors, organizational factors and personal factors, whereas the dependent variable is employee turnover. It is envisaged to be a cause and effect relationship where independent variables will be regressor and turnover will be regressed. The decision of employees to leave will depend on the independent variable status. Whenever, independent variables are positively perceived then turnover intentions will be reduced and vice versa. The number of components for each category can vary from one organization to another. Fig. 1 above represents the relationship.

III. RESEARCH METHODOLOGY

This study employed case study design and quantitative research approach with stronger emphasis on quantitative method since all variables were measurable through statistical procedures. The target population included all employees at CSSC where structured questionnaire was distributed to 110 respondents and 80(73%) were filled and returned. Documentary review was also employed in data collection from a purposively selected interviewee. In assessing the selected variables, this paper adapted instruments from surveyed literatures. Specifically, the paper adapted one variable and regression approach from Anvari *et al.* (2014) to measure the perceived turnover intentions. SPSS version 21 computer software was employed to analyze to determine correlation between variables and hypothesis testing through regression analysis. Internal consistency reliability through Cronbach alpha (α) which was found to be 0.72 where the acceptable range is ($0.70 \leq \alpha$) as suggested level by Hair *et al.* (1998). In addition, Kaiser-Meyer-Olkin (KMO) also tested the sampling adequacy of the study and found to be acceptable as well with analysis variables of 0.863, and the cut-off range is ($0.70 \leq \alpha$). In testing the hypothesis, this paper adapted a multivariate analysis of statistical analysis where multiple regressions were performed.

A. Linear Regression Model

Multiple linear regressions (MLR) aimed at modeling the relationship between independent and dependent variables, which in the current study, job related factors, Organizational factors and personal determining factors influencing employee turnover.

$$Y = \alpha + \beta_1 \text{jobrelatedfators} + \beta_2 \text{Organizationalfactors} + \beta_3 \text{personalfactors} + \varepsilon$$

Where: Y= Labour turnover, α = Y intercept, β_1 , β_2 , and β_3 = coefficients of variables, X1= job related factors, X2= organization factors, X3= Personal factors and ε = Error term

IV. RESEARCH FINDINGS

A. Basic Information of the study sample

The study involved a sample of 80 (73%) respondents working in various departments who filled the self-administered questionnaires. We observed that; n=38; 47.5% of total respondents were male and n=42; 52.5% were female. Furthermore, results indicate that n=4; 5.0% respondents were aging between 18-25 years, n=27; 33.8% of the respondents were aging between 26-35 years, n=35; 43.8% were aging between 36 and 45. Also, n=12; 15.0% aged between 46-55, and the remaining n=22; 5% were above 55 years. The statistics signify that all age groups were considered in data collection. However, more than 50% comprised of the age between 36 to 45 years. This connotes that the age between 36-45 years comprised of an active man power available in the labour market which is also prone to turnover intentions since they still have more time to sell their labour compared to more aged employees. The study statistics also indicated that n=26; 32.5% worked with the current organization for the period of 1-2 years, n=39; 48.8% worked between 3-4 years with their current organization. n=15; 18.8% worked with their employer for five years and above. Therefore, these statistics show that most of the respondents were new to their employer.

B. Multicollinearity

Multicollinearity test revealed that the independent variables were not highly correlated with $r=0.401$ which is acceptable ($r \leq 0.9$) (Pallant, 2005). As such, all independent variables were included in the modeling procedure using an ordered logistic model.

TABLE I: MULTICOLLINEARITY TEST

Factors				
1. Organization factors	R			
	Sig.			
2. Work related factors	R	0.336**		
	Sig.	0.000		
3. Personal Factors	R	0.302**	0.401**	
	Sig.	0.000	0.000	

C. Normality Test and Outliers of the Factors

The obtained Skewness values of factors in this study ranged between -0.285 and 0.995 and kurtosis values ranged between -1.597 and 0.225. The factors of the study were therefore univariate normal as all the skewness values obtained were less than 3 or greater than -3 and all obtained kurtosis values were less than 10 (Kline, 2015). Regarding multivariate normality assessed, the obtained kurtosis critical ratios (cr) ranged between -1.7637 and 0.770548. The three factors were therefore multivariate normal as all the cr values were less than 1.96 and greater than -1.96.

TABLE II: NORMALITY OF THE FACTORS

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis	Kurtosis critical ratio (c.r)	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Personal related factors	80	30	60	45.98	7.257	-0.031	0.146	-0.515	0.292
Work Related Factors	80	5.00	27.00	12.0072	7.08284	0.995	0.146	-0.335	0.292
Organization Factors	80	1	4	2.80	0.714	-0.285	0.146	0.018	0.292
Valid N (list wise)	80	277							

D. Regression Output

The analysis through Multiple regression was performed to examine the three suggested hypotheses. The analysis output in Table III below shows all the three factors namely; Organizational factors, work related factors and personal factors are positively related to turnover intentions at CSSC by ($\beta=0.20$; sig=0.032), ($\beta=0.298$; sig=0.033) and ($\beta=0.188$; sig=0.123) at a recommended p-value of 0.05 (5%) significant value. We further revealed that organizational factors (ORG) and work-related factors (WRF) are statistically significant on turnover intentions whereas; personal related factors (PEF) are statistically insignificant since it is above the recommended p-value of 0.05. we also noted that the influence of selected variables on turnover intentions is less than 50% (ORG=20%, WRF=29.8% and PEF=18.8%). Thus, impact of this factors is very low whereby other factors not included in this study impacts more. As such, the CSSC need to investigate more factors leading to turnover intentions of its employees while paying attention to significant factors.

TABLE III: REGRESSION COEFFICIENTS ON THE INFLUENCE OF EACH FACTOR ON TURNOVER

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	23.055	3.527	6.538	0.000
	ORG	0.203	0.107	0.241	0.032
	WRF	0.298	0.135	0.278	0.033
	PEF	0.188	0.120	0.195	0.123

a. Dependent Variable: Turnover

TABLE IV: SUMMARY OF HYPOTHESES

Hypothesis	Relationship	Sig	Results
H1	Organization factors positively influences turnover intention	0.032	Null hypothesis Accepted
H2	Work related factors positively influences turnover intention	0.033	Null hypothesis Accepted
H3	Personal factors positively influences turnover intention	0.123	Null hypothesis Rejected

The findings of this study are similar to those of Eatough (2010) and (Batt, 2011). In their studies work-related behavior, management style, limited resources availability, incorrect job instructions/job descriptions, autonomy, team collaboration, training, fairness and leadership styles were revealed to be the causes of turnover intentions. Though they are not categorized into groups like in the current study still they portray similar factors for turnover intentions. Regarding leadership styles it is among the reasons why individuals decide to leave or stay in a company (Batt, 2011). More emphasis is added that leadership styles significantly impact on turnover intentions and causes significant impact (Donkor, 2021).

Based on findings from regression analysis the positive and significant influence of organization factors imply that factors such as salaries and benefits, promotional changes, organizational policies and job security have strong influence on turnover intentions. As such, salary review, provision of promotional opportunities, enhancement of job security and supportive policies enhance retention and lower turnover intentions. How we structure compensation, promotional changes and policies are essential to employees' satisfaction. Fair compensation based on their productivity and sense of equal value to all employees need to be emphasized.

However, the study found no significant influence of personal factors on labour turnover intention. To be more specific, personal factors like family demands, personal career and advancement and work life balance had positive and insignificant influence on turnover. This implies that factors relate to turnover intentions have no effect. Despite this, organizations need create an environment which may not accelerate the personal factors to influence turnover. This is possible by ensuring life balance by not overworking employees, frequent salary review to link with actual living costs from time to time and supporting employee's career development.

V. CONCLUSION AND RECOMMENDATIONS

This study aimed at assessing factors influencing labour turnover intentions at CSSC. Specifically, the paper focuses on work related factors, organizational factors, and personal factors. The study concludes that organizational factors and work-related factors have moderate positive influence on turnover intentions, while personal factors have no influence at CSSC. These findings imply that more efforts need to be directed to salary, promotion opportunities, training and development, leadership styles, organizational policies and job security. Salary review from time to time is highly recommended. Also, having policies which support career advancement to scale down turnover intentions. However, moderate positive influence of both organizational and work-related factors implies that there are other factors that impact labour turnover at CSSC. As such, it is further recommended that more studies including other variables than those identified may be conducted and might reveal different and essential findings.

CONFLICT OF INTEREST

Authors declare that they do not have any conflict of interest.

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