



**ASSESSMENT OF FACTORS FOR HIGH EMPLOYEE TURNOVER
RATE ON ORGANIZATIONAL PERFORMANCE IN NDALA MISSION
HOSPITAL TABORA TANZANIA**

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ABSTRACT

This study was conducted to assess the factors for high employee turnover rate and how it affects organizational performance in Ndala Mission hospital in Tabora Municipality, Tanzania. The study was guided by Maslow's hierarchy of needs theory, (1943). The study employed Convergent Design under Mixed Research Approach. The target population of the study was 12 Hospital Managers, 12 Heads of Hospital Departments, 105 Professional Health Workers, and 34 Exit workers making a total of 163. Probability and Non-probability sampling were used to determine the study sample of 60 respondents. Questionnaires, an interview guide, and document review were used to collect data. The reliability of the instruments was determined by using the Cronbach Alpha method. Descriptive and inferential statistics were used to analyze data. The data findings revealed that Ndala Mission Hospital is facing the challenges of a high employee turnover rate. The major factors for high employee turnover rate included salary scale level to cost of living, poor management skills of manager poor working environment and extensive workload. The study concluded that a high rate of employees' turnover affected organizational performance negatively. The study recommended that Ndala Mission Hospital should review its salary scale level and benefits package to meet the living cost and help increase morale and motivation of the employees to perform effectively and efficiently.

KEYWORDS: *Employee turnover, Organizational performance, Mission Hospital*

1. INTRODUCTION

Employee's turnover is the high loss of employees who leave an organization. Employee turnover in Saud Arabia is considered to be one of the challenging issues in business for a long time to the extent of becoming a major problem among most companies in the world. It makes it difficult for employers to maintain a stable and successful operation. Employee's turnover can be troublesome and costly to the organization, Ahmed, (2016).^[1]

A study done in Ethiopia revealed that high employee turnover rates may hinder efforts to attain organizational objectives. When an organization loses a critical employee, there is a negative impact on innovation, consistency in providing services and major delays in the delivery of services to customers may occur, Taye and Getnet, (2020)^[2]. Employee turnover in the organization is one of the main issues that extensively affect the overall performance of an organization, Ubagu, and Gbuushi, (2020)^[3].

A situation analysis of Faith-Based Health services in Kenya found that the employee turnover rate in Faith-Based Health organizations is higher than in Government, Odhiambo, (2018)^[4]. In many countries, two-thirds or more of the capital recurrent expenditure reflects the labor costs. Although qualified and motivated human resources are essential for adequate health service provision have now reached critical levels in many resource-poor settings, especially in rural areas, Momanyi, (2015).^[5] An organization should identify whether turnover is voluntary or involuntary. If the organization has high rates of involuntary turnover, then careful examination of recruitment, selection, training, and motivation strategies are important to be done. If turnover is voluntary, the organization needs to look at factors that influence Hospital employees to leave.

Employee turnover is still a problem in Tanzanian organizations due to its costs, which involve time and facilities for recruitment, interviewing, and examining a replacement. Also, overtime pays, training costs which involve the time of supervisor's, personnel department and trainees; thus, no employer can ignore the issue of employees' turnover within organizations due to the operation costs explained. It also makes human resource planning in an organization mandatory because there is a great cost if highly qualified, experienced, and trained employees leave. By assessing high employees' turnover rates and its factors, the management can be in a position to improve organizational performance hence managing employees' turnover, Mashauri, (2015).^[6]

Ndala Mission Hospital according to Annual Report 2017, is owned by the Catholic Arch Diocese of Tabora which has been managed by The Sisters of Charity of St. Charles Borromeo since 1963. All Professional Staff members are 136. The hospital has a bed capacity of 150. Patron's office records informed that despite the efforts made by the management of Ndala Mission Hospital to retain the employees by introducing incentives like sponsoring their training, giving houses and loans to its staff however most of the employees who have been employed have been leaving the hospital within a short time.

TABLE 1. EMPLOYEES TURNOVER RATE FOR FOUR YEARS FROM 2017 TO 2020

YEARS	TOTAL NUMBER EMPLOYED	VOLUNTARY TERMINATION (Resigned)	PERCENTAGE TURNOVER %
2017	9	7	75
2018	19	16	84.21
2019	7	6	85
2020	5	5	100

Source: Human Resource Department (2020)

Table 1 indicates, that for the past four years the survival rate of employees had been very low and so it has caused a lot of complaints in Ndala Mission Hospital because the hospital management is likely to incur high costs for recruitment, selection, placement, orientation, induction, and training in steady of retaining and developing competent and well-experienced employees. Therefore because of these effects, managers are required to see employee's turnover as a problem that needs attention. In this case, there is a need to assess the factors

for high employee turnover rate and possible solutions to enhance effective organizational performance in Ndala Mission Hospital.

2. Statement of the Problem

As displayed in table 1 for the past four years, Ndala Mission Hospital in Tabora has been experiencing high employees' turnover rates among Nurses, Medical Doctors; Clinical officers, and Laboratory Technicians. That is 2017 the hospital employed nine (9) workers but in the same year, seven (7) left the job. In 2018 the hospital employed nineteen (19) employees however in the same year sixteen (16) staff left. Also, in 2019 the management employed seven (7) staff but six (6) resigned. Likewise, in 2020 the hospital employed five (5) staff at the same time five (5) staff resigned.

There are many complaints about the high employee turnover rate in Ndala Mission Hospital because hospital management has no enough employees to perform different activities within a short period hence, they incur more costs for hiring new employees to replace the exit workers. Moreover, Clients who mostly depend on Ndala Mission Hospital for health care are likely affected due to insufficient human power and insufficient service. This situation forces them to go to other hospitals which are very far from Ndala Mission Hospital to look for better health service and by doing so the management faces the challenge of maintaining client relationships.

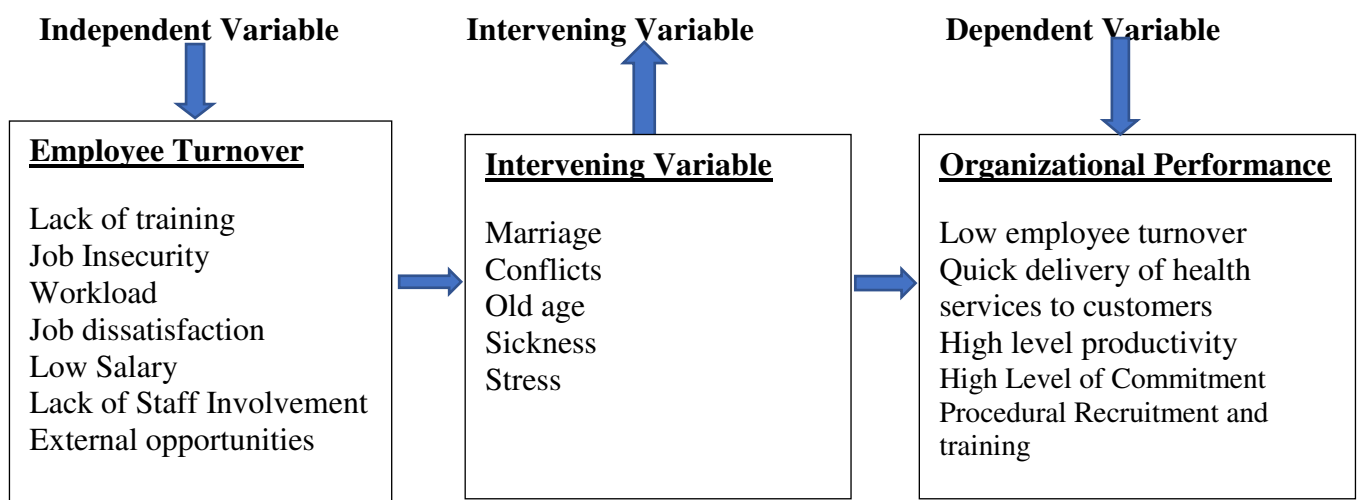
The problem of employees' turnover in Mission Hospitals has been done by many researchers (Ahmed,2016; Taye and Getnet, (2020); Ubagu and Gbuushi,(2020); Momanyi, (2015). Most of these reviews said that employee turnover can be troublesome and costly to the organization, creates a delay in the delivery of health services to clients, affects the performance of the organization, and creates poor resource settings in an organization. Although these studies addressed the problem of employees' turnover, most of them were conducted outside Tanzania and none specifically of these studies were conducted in Ndala Mission Hospital. Tabora Municipality. Hence the current researcher will investigate the factors of high employees' turnover on organizational performance in Ndala Mission Hospital Tabora Municipality.

3. Objective

To assess the factors for high employee turnover rate on organizational performance in Ndala Mission hospital in Tabora Municipality.

4. Conceptual framework

Figure 1. Researcher's Conceptual Framework Modified from Maslow Hierarchy of Needs Theory (1943s to 1954s)



Conceptual framework shows the relationship between factors of high employee turnover on organizational performance in Ndala Mission hospital according to Maslow's hierarchy of needs theory. From the conceptual framework, the independent variable in this study is employees' turnover and the dependent variable is organizational performance. A high rate of employees' turnover leads to the inefficiency of an organization. If the employees are dissatisfied with their jobs in terms of roles and duties, most of them will leave the organization and leads to poor performance of organizational goals. If employees are not satisfied with the salary, Job security, Training, and Workload, most of them will not make more efforts in performing their duties. Employees who are not satisfied with their jobs, cannot work for that company for a long time. Hence, they will be forced to move to other companies searching for greener pastures in terms of wages, better working environment, and other benefits and this leads to poor or low performance of organization due to the loss of employees.

On the other hand, there are sets of factors known as intervening variables which alter the interaction between the independent and dependent variables such as marriage, old age, sickness, stress, environments, and conflicts. When Hospital management has no good relationship with employees at the workplace, some employees can quit the job and this leads to inefficiency in an organization. Some employees after being married, they decided to follow their partners and leave their job. A high rate of employees' turnover enables hospital management to recruit new employees and incur excessive hiring costs. This situation brings financial crisis to the organization and so it can lead to poor performance. The vice versa is also true that if the employees are provided with all the indicated factors there will be low employee turnover, quick delivery of health services to customers, high-level productivity, high level of commitment and procedural recruitment and training can be followed by managers and thus bring about better organizational performance.

Maslow Hierarchy of Needs Theory is relevant to the study on the factors and effect of employee turnover on organization performance since, if employees are provided with all these factors or needs by the employer, these employees can stay for a long time and remain well settled and satisfied, contrary to the employees who lack these needs. Maslow's hierarchy of needs theory remains relevant in human resource management up today as it best analyzes the hierarchy of needs where the lower order needs (physiological and safety needs) may be linked to organizational performance. Maslow's theory is a motivation theory, whereby when training, job security, salary scale level, career growth, working condition, motivation, and recognition are not offered to employees, they can leave an organization and so this can negatively affect organizational performance. Thus, Maslow's theory had been used in the study to enlighten the importance of its practical application to employers to reduce the high employee turnover rate in Ndala Mission Hospital.

5. Review of Empirical Studies

This section focused on the review of empirical studies on factors of high employee turnover on organizational performance.

Factors of high employees' turnover rate in the organization

Al Mamun, (2017) ^[7] who conducted his study in Bangladesh found that job dissatisfaction is the key factor for high employee turnover and if organizations want to retain their employees, they must consider good pay, opportunities for development, a good working environment, and authority. According to Azeez et al, (2016),^[8] if the organization wants to survive in a competitive situation, it must have employees who are satisfied with their jobs and be motivated which causes less turnover. Kim, *et al*, (2020) ^[9] in their study revealed that authoritarian organizational culture is the factor of employee turnover intention. The researcher appreciates the above findings, however, the variation with the current study is

focused on whether managers are skilled enough to put into practice all human resource principles to reduce high employees' turnover and its effects on the organization.

A study conducted by Melissa, (2019)^[10] in Brazil, on the high employee turnover rate especially voluntary retirement that is motivated by the non-alignment of employee's interests with the company objectives. The finding of the study showed that age, gender, and marital status are not important for the employees' permanence but the promotion of training, opportunities for advancement, salaries, and fair benefits are more valued, as well as the employee's interest in ascending professionally. The study did not point out to what extent do the laws and policies contribute to the factors of high employee turnover. Therefore, the current study reflected on the existence of employment laws and policies to see whether to some extent might allow a high employee turnover rate and cause negative effects on organizational performance.

Chitra, (2018)^[11] researched factors of Employee Turnover Intention in the Private Universities in Malaysia. The study's focus was to investigate the relationship between role ambiguity, work-overload, work-family conflict, co-worker's warmth, co-worker's competence, and turnover intentions. However, the study focused on the educational sector in private universities in Malaysia. Therefore, this current study puts focus on factors for high employees' turnover in private health organizations owned by a Catholic mission.

Mleje, (2018)^[12] in her study revealed that the factors for high turnover rate in Tanzania were stress due to heavy workload at the ministry, absence of fair treatment in terms of pay package apart from salary such as extra duty allowances, honorarium, and per diem, lack of good, fair and conducive working environment. Mleje represents the few studies conducted in Tanzania on the factors of high employee turnover on organization performance. Hence the need to conduct current research to provide new insights.

6. Research Methodology

The study employed Convergent Research Design whereby a mixed approach has been applied. The reason for the choice of the research design and mixed methods was to enable the study to collect both qualitative and quantitative data at the same time and discuss the findings to get similarities or differences if they existed. The target population was Ndala Mission Hospital Management, Heads of Departments, and Professional Health Workers. The sample population consisted of 60 respondents were drawn from different health professional cadres within the hospital. Questionnaires for professional health workers, interview guides for heads of hospital departments, hospital management, and exit workers as well as document review were used to collect the required information. The reliability of the instruments was determined by using the Cronbach Alpha method which measures the internal consistency of the items in the Likert scale $r = 0.669$ for health workers questionnaires. The content validity of the instruments was determined by an expert from MWECAU. The researcher pilot-tested the instrument by using 1 hospital where 6 professional health workers were involved.

7. Presentation and Discussion of the Findings

TABLE 2. PROFESSIONAL HEALTH WORKERS' RESPONSES ON THEFACTORS FOR HIGH EMPLOYEE TURNOVER RATE IN NDALA MISSION HOSPITAL (N=36)

Factors For High Employee Turnover Rate	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
	f (%)	f (%)	f (%)	f (%)	f (%)
Salary scale in relation to livelihood	5(14)	9(25)	0(0)	13(36)	9(25)
Poor management skills of my manager	2(6)	10(28)	7(19)	16(44)	1(3)

I feel valueless among employee	7(19)	14(39)	2(6)	9(25)	4(11)
Poor working environment	11(31)	12(33)	3(8)	7(19)	3(8)
Little no window of career and knowledge growth	5(14)	9(25)	6(17)	12(33)	4(11)
No clear organizational structure	5(14)	14(39)	3(8)	12(33)	2(6)
Lack of motivation	2(6)	4(11)	2(6)	15(42)	13(36)
There is an extensive workload	1(3)	8(22)	1(3)	15(42)	11(31)
Unclear contribution of an employee to the organization	5(14)	9(25)	6(17)	10(28)	6(17)
Lack of recognition	3(8)	9(25)	4(11)	16(44)	4(11)

Source: Field Data 2021

The study sought to find out if the employees are happy with the basic salary offered by the organization. Table 2 indicated that 61% who are the majority of the professional health workers are not satisfied with the salary scale paid by the organization while 39% of employees were satisfied with the scale level of salary they receive because they are still single with few family responsibilities. This implies that the majority of professional health workers agreed that low salary to their livelihood is the major factor that causes the employee to leave Ndala Mission hospital. Pallangyo, (2020)^[13] on his work explored the influence of compensation on employee retention of the banking institutions in Tanzania. The results indicated that salary is significantly influencing employee retention. Therefore, this implies that the organization should review the terms of payment to increase their salary, most of the employees pointed out that the living standard is so high and they cannot save it for income generation it is only for daily consumption. Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires. Hence the needy to conduct current research to provide new insights to Ndala mission hospital on fair salary payment.

Exit worker 1 said:

“I asked for a transfer to join an organization with a higher salary scale compared with the one I was paid at Ndala Mission hospital. The salary paid was not enough to meet my demands due to increased cost of living” (Exit worker Interviewed on 26th June 2021)

This proves that employees left the organization because they felt that they were paid a low salary that could not meet the cost of living.

A similar response was given by exit worker 2:

“I witnessed my fellow employee left the job because low salary that did not match the workload of hospital and sensitivity of the job he performed and so I joined him later in the current job now we are here working together.” (Exit worker 2 interviewed on 29th June (2021)

The explanation given indicates that some of the employees feel that the salary they are paid is low compared to the sensitivity of the job they do and thus they decided to quit.

From table 2 the data collected indicated that 47% of the respondents agreed that poor management skills of managers as one of the factors for deciding to leave the organization. This is found through the actions of the managers who work against organizational goals, vision, and mission. 19% of the respondents did not want to give their opinion this gives the assumption that they were afraid of losing their job. According to a study conducted by Brandenburg, managers who do not consider employees ‘opinions. For these reasons therefore the organization should have performance reviews that allow subordinates to rate their managers. Bad boss or managers creates an adverse working environment, thereby

leading the employees to leave the job, Brandenburg, (2021).^[14] Also, Data obtained from table 2 provides that 58% of the professional health workers disagree with the statement of feeling valueless among employees. This indicated that the feeling of being valueless among employees does not constitute a factor for high employee turnover. It also means that the organization value the life of the workers to some extent. This implies that it is the responsibility of an organization to retain potential employees because they can contribute to the firm to reach the goals. The immediate cause of this, retaining the best employees for an employer could have a competitive advantage as compared to others. Human Resource management should take steps for an appropriate employee assessment so that the most suitable candidates are employed, Momanyi (2015)^[15]. However poor management skills of the manager in the real situation of Ndala mission hospital had been caused by the absence of a professional human resource manager. This made the organization just put a person with little knowledge of human resource principles and practices.

Concerning the poor working environment, the study, the study sought to find out if the organization offers employees a conducive environment to perform the job. Table 2 revealed that 64% of the respondents who were the majority of the employee agreed with the opinion that there is a poor working environment in Ndala Mission hospital due to the lack of necessary equipment like important machines to support their duties as professionals during working hours. The study by Azanzi confirmed that if the working environment is low-grade due to the lack of all the basic facilities such as tools and machines for surgery, some workers will not be capable of facing up the difficulty for a long time and quit for a better workplace, Azanzi (2020)^[16]. 27% of employees however disagreed that there is a poor working environment for their organization provides a healthy atmosphere to perform their job. This 27% of respondents' opinion is based on the small size of unit they work in.

When the working environment lacks the items mentioned above, employees become dissatisfied and may result in a turnover. During the interview with the head of department 1, said:

“Some employees left because they got the chance to join other Organizations with a good working environment. The organizations which offer working facilities such as transport, and meal allowances.” (Head of Department 1 Interviewed on June 28th, 2021)

Basing on the explanation above, one can see that a poor working environment characterized by a poor working facility is among the reasons for employee turnover at Ndala mission Hospital.

The study sought to determine if the organization offers the opportunity for career growth. Table 2 shows that 44% of the employee believe that the organization offers little chances for Career Growth. 44% represent the employee who agreed with the opinion while 39% disagreed with the opinion. The 17% of the respondent stated that it all depends with the managers that if there are in good terms with the managers then they will advance their careers with no frustrations and if they are not in good terms with the managers then more obstacle will be imposed to frustrate their goals and mission and eventually leave the company. Therefore, the findings imply that some managers work unprofessionally against organization goals and human resource practices, as results workers are disappointed and quit the job. Azanzi (2020)^[17]; in his study sought to investigate the effect of employee turnover on organization performance, and how these factors affect the performance of employees in an organization. The major concern to most organizations is that employee turnover is an expensive process in organizations. The study found, that the employee reward offered to the employee was not satisfactory, the organization was not committed to employee career growth development which denied the employees an opportunity for career growth, and that a low level of motivation influenced the realization of increased employee turnover employee

health and safety management. Although the current study agrees with the previous study on the effects of the determinants of high employee turnover on organizational performance however the current study will not only focus on operational cost as a major concern to the organization but also on other aspects that can negatively affect organizational performance.

The absence of training opportunities had contributed to the decision to leave the Commission to some of the employees. Exit worker 3 said:

“I asked for a transfer because I wanted to join an organization with training opportunities. There were limited training and development at Ndala Mission Hospital and I wanted to improve my carrier” (Exit worker 3 interviewed on June 29th, (2021)).

The results in table 2 indicate that 53% of professional health workers disagree with the statement and that means in Ndala Mission Hospital there is a clear organizational structure. And 39% of the respondents agreed that there is a clear organizational structure in the sense that structure is there but the implementation of that structure by hospital management is what seemed to be lacking. The study sought to establish whether organizations offer motivation to the employees. Table 2 clearly shows that 78% of employees agree that lack of motivation in an organization is the leading factor for high employee turnover in the organization. The findings established that Motivation like healthy allowance, promotion, and leave allowance is rarely provided in an organization. 17% of the respondents disagree lack of motivation is one of the factors for the high employee turnover rate. This implies that if managers rarely support these majority to complete the tasks successfully, they cannot perform well in their assigned responsibilities. Employees will not progress without the support of the manager. According to Lyegi, (2014)^[18] employees, motivation is one of the significant tools towards enhancing the employees 'commitment to their job. Lack of motivation limit employees 'commitment to their job and hence may result in employee turnover. The issue of lack of motivation was also raised in this study.

Table 2 indicated that 73% of the respondents agreed that extensive workload is the major factor for high employees' turnover in Ndala mission hospital while 5% disagree with the statement above. The study sought to find out if the organization provides flexible time for the employee to balance between work and personal life. Table 2 shows that majority of the employees agreed with the opinion of working for long hours attending to many patients. Figure 73% of the employee are not happy with the workload with little to no payments while 5% of the employees are happy with the opinion. The majority of the employee sighted that they do double duties and so they do not have quality time with their families and time for economic activities because of a busy schedule due to insufficient workers in an organization. This is similar to the study conducted by Mleje, (2018)^[19] who revealed that in her study revealed that the factors for high turnover rate in Tanzania were stress due to heavy workload at the ministry, absence of fair treatment in terms of pay package apart from salary such as extra duty allowances, honorarium, and per diem, lack of good, fair and conducive working environment.

The findings in table 2 indicated that 55% of the respondents agreed that lack of recognition is also the leading factor for high employees' turnover in Ndala mission hospital. Acquah June (2018)^[20] found that factors to influence employee retention are the recognition of employees' skills, provision of supporting and working climate, the existence of family support schemes, good working relations with colleagues, and strong teamwork. Likely, employees will not stay in their jobs due to the lack of support from managers Employees do not have to be friends with their boss, but they need to have a good relationship with their respective boss. However, one argument put forward by management experts is that boss needs to provide direction and feedback, spend time in one-to-one meetings, and work with them cooperatively. Therefore, the study suggests that a manager needs to push towards the

potential of employees and appreciate them in terms of their performance. It would be also a responsibility of an effective leader to take care genuinely of their concerns and provide tools for personal and professional development. According to the study by Mamun, (2017) ^[21] it was found that most participants indicated that there was a lack of appreciation for good performance by managers. If managers were supportive, respectful, and recognize professional health workers, achievements, this could boost their morale and lead to higher levels of job satisfaction and motivation. Management at mission hospitals should recognize and support its employees to improve satisfaction or retention. Likewise, Mvula in her study findings noted that some of the employees expected to be recognized and appreciated as a result of their performance. However, the study found that the employee's performance was not recognized and made some of the employees leave the Commission, Mvula, (2020).^[22]

8. CONCLUSION

The study revealed that Ndala mission hospital is facing the challenge of high employees' turnover rate. Workers are paid low salaries comparing to livelihood. Poor management skills of the managers, Lack of motivation, little to no window of Career Growth, extensive workload, and lack of recognition are the factors for high employee turnover rate in the organization. The study found out that a high rate of employees' turnover affected organizational performance negatively. Guided by the objective of assessing the factors for high employee turnover on organizational performance in Ndala Mission Hospital, the study observed that the findings of this study could assist hospital management in understanding better the reasons for the high employees' turnover. Finally, such understanding could provide possible solutions to prevent the negative effect of high employee's turnover in Ndala mission hospital.

9. Recommendations

From the discussion and conclusion, the following recommendations are made:

That Ndala Mission Hospital should review its salary scale and raise its benefits package, make it competitive to meet the living standard of its employees, extra duties to be on-call allowances to perform effectively and efficiently. That organization should offer a window for Career Growth to help employees to become more competent and enjoy their service.

That Ndala Mission Hospital should offer a counseling program in an organization to help workers with psychological problems. The human resource manager is required to conduct an induction course so those employees will be aware of their basic rights and responsibilities. Improve working conditions, invest in onboarding new staff offer competitive salary and benefits. Calling for regular meetings between management and workers to enable workers to give their opinion and challenges of the work openly. Management should take turn in running the hospital after three years.

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