

**Assessment of employees' turnover in the private sector in Tanzania: the case of Ernst & young - Tanzania.**

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The study assessed the determinant factors for employees' turnover in the private sector in Tanzania. The study specifically focused at the magnitude and impact of employees' Turnover, major determinant factors for employees' turnover, and the strategies in place in reducing employees' turnover in the private sector. Qualitative approach based on case study design was opted, and the study was conducted at Ernst & young as one among many private organizations in Tanzania. The sample of the study involved 30 respondents including 10 managers and supervisors who were purposively selected by the virtue of their managerial functions, and 20 normal staff members who were selected through simple random sampling on the basis of their availability at work. It was revealed that employees' turnover at Ernst and Young was relatively high and alarming in the recent three years form 2008. Turnover rate increased by 46.7% from 2008 to 2011. Due to high rate of employees' turnover at Ernst & Young, it was revealed that the situation affected operation of the organization as it jeopardized organizational goals, reduced productivity, hindered implementation of new plans, increased recruitment costs, caused poor operational efficiency, created poor public relation, lost of the valuable knowledge and affected quality of service delivery. Furthermore, it was revealed that there were several determinant factors for employees' turnover such as high job workload, poor supervision from my manager, dissatisfaction with management style, lack of training and career development, lack of job security, when worker's qualifications and experience here not recognized, when worker contributions were not recognized, lack of sense of belongingness, dissatisfaction with pay, poor methods used in conflicts resolutions, and unfair promotion and reward system. Lastly, it was father revealed that there were poor strategies in place for reducing the high turnover rate. Among the suggested strategies, there were poor transparency in promotion poor supervision and management support to the workers, lack of feedback on actual performance appraisal, poor involvement in decision-making, and lack of housing and transport allowances. Only, health insurance scheme was revealed to be a workable strategy in place which helped in retaining

workers. However, the situation of employees' turnover was much influenced by the management, as there were inadequate measures taken and poor strategies in addressing the problem. It is recommended that managers need to regularly work side by side with employees to demonstrate teamwork and promoting from within. Moreover, exit interview with workers who leave the institution is a useful tool for understanding and managing turnover. In addition, a well-constructed survey on employees' satisfaction can yield plenty of workers' suggestions for management change. Lastly, a comparative study is recommended between private and public sectors to compare and contrast the situation, magnitude and impacts of employees' turnover.