A Study on Employees' Attrition in Public and Private Institutions in The Gambia, 2007-2017

Lamin Kanteh[1]* and Alieu Gibba[2]

[1]The Gambia Bureau of Statistics, Serekunda, The Gambia
[2]Department of Economics and Management Sciences, School of Business and Public Administration, University of The Gambia, Serekunda, The Gambia

Abstract

The main objective for conducting this study was to investigate the factors that influence employees' attrition in public and private sector institutions in The Gambia from year 2007 to 2017. The institutions targeted were mainly located in the Kanifing Local Government Area (LGA) which consists of only urban settlements. The survey population was 120 employees from 7 institutions. The sample size was 87 employees of whom 83 were involved which means 95.4% of the targeted employees. In this study, the researchers uses the descriptive survey design, random and convenience sampling techniques. The data was collected using structured questionnaires. The data was analyzed using descriptive statistics, simple cross-tabulations, tables and figures, and percentages.

The study has revealed eight main reasons for attrition in the public and private institutions in The Gambia from 2007 to 2017. Among these, the most important are the lack of career growth and advancement and inadequate remuneration packages. These were identified as major factors influencing employees' attrition in private and public institutions in The Gambia. It has looked at the main factors that trigger employees' attrition in selected public and private sectors institutions in The Gambia in a ten year period. The problems are more evident in the public institutions than the private. The study shows the level of dissatisfaction among employees in these institutions. The management should improve remuneration and compensation packages, and employees' welfare schemes.

There is a need to improve working conditions geared to attracting new employees and retaining them. This requires reinforcing staff benefits, incentives and welfare schemes, good working environment and working tools. It can raise the motivational level and commitment of the staff to their work, which in essence can boost productivity. Training policies should be reviewed, and career development opportunities and training should be fairly allocated to staff. Providing further training for career development is essential for both organizational and personal growth of the employees. This can encourage the young and enthusiastic employees to remain with the organization.

Keywords: Attrition; Institutions; Leadership; Management

Introduction

Background to the study

On average most employees generally change jobs 10 to 15 times before they finally pick their lifetime career job or during his or her career [1]. It is a common concern for managers why people leave and the effects it would have on the organization. Employee attrition can be defined as a voluntary reduction in an organization's manpower through resignation or retirement [2]. Employee attrition occurs in different forms. Involuntary attrition arises when the organization takes decision to terminate the services of an employee. With voluntary attrition the decision is undertaken by an employee to terminate his/her service by resignation from the organization. The focus of this paper is employee attrition with respect to employee resignation.

In real world, employees will always continue to leave one job for another. For most employees the reasons for such decision could be attributed to their desire for the pursuit of career development, job security, and lucrative remuneration among others. According to Alex Gray in World Economic Forum [3], "people leave jobs mainly to go to a firm with a better organizational culture and value, career opportunities, compensation and benefits". From the perspectives of Samuel and Chipunza [4], attrition is rife in workplace because there is shortage in skilled employees and, because of competition. "Competition has therefore put skilled employees who are already in short supply under pressure as they are being attracted by more than one organization at a time with various kinds of incentives".

Nevertheless, there are some other reasons for attrition. At certain point in life, individuals may have to assess their careers and if they are not happy with results will take appropriate actions [5]. Such action therefore, will lead to the pursuance of career opportunities, or simply leave the workforce, among others. In addition, the leadership styles within an organization could as well be a catalyst for at the rate with which employees leave an organization. Many employees leave because they could not get along with their immediate supervisors, managers or the leadership. They want to build their capacity, aspire for more advanced position that can help them perform optimally. Most employees who benefitted from capacity building programmes often remain in their same old position without reward or promotion whatsoever.

Based on Human Capital Theory, the level of education increases the chances of getting a better paid job and earning a higher income. Such employees are more likely to leave once the opportunity comes

their way. On the other hand, organization may try to discourage or block employees from undertaking career building programmes which they did not sanctioned. Putting an embargo on the salaries and incentives of such staff does not augur well, hence this equally accelerate the rate of attrition. Attrition is the biggest problem faced by institutions more so the public sector institutions. It is argued that the public sector employs more "knowledge-based individuals" compared to the private sector making it harder for governments to replace lost expertise [6]. Attrition can be detrimental to the growth of the organization. Under high attrition one imagines what happens to the job notably recurrent programs. The timeliness of the programs could fail, consistency will be lost, costs to recruit and train new employees will be high and the time these new employees take to learn and familiarize with the job could equally affect the quality of the work. These institutions (public and private) could as well lose expertise and institutional knowledge when employees leave or negatively affect the organizational performance. The implications of attrition to these institutions are therefore numerous.

This study focuses on employees' attrition in The Gambian public and private institutions (2007-2017), looking at the main factors and the most damaging consequences. It must be understood that human resources are the most important resources to an organization. Without them the organization will cease to exist. Currently, many organizations are increasingly finding it difficult to retain their employees. Attrition is becoming a serious problem in many organizations in the country following the introduction of university education and the production of graduates especially in the areas of economic, management, and development studies, among others. Competition and hunt for best candidates have made it difficult for organizations to keep their employees. Costs of employee attrition to many organizations are very high.

Unfortunately, there is no adequate evidence indicating the factors responsible for employees' attrition in public and private institutions in The Gambia. Much of the evidence available is either on teachers' attrition or attrition among the health personnel. According Human Resources for Health Country Profile, The Gambia (2009), the attrition rate among the health personnel was estimated to be between 30 to 50%. The study also revealed that at least 50% of the public health cadre who graduated in the last 10 years left the service. Just an adequate numbers of staff, well trained, remained in the public sector. The majority has either joined the private sector or migrated abroad.

Another worrying trend is the rate of teacher attrition in the secondary schools. The rate of teacher attrition is accelerating annually thus, impacting negatively on the performance of the students in The Gambia. The findings further revealed that teachers who opt for academic or professional development within or outside the country, many at times never returned back to the teaching field. Insufficient salaries and poor working conditions are sufficient reasons why most have switched to the banks and other institutions. This study, therefore, is conceived to help identify and provide empirical evidence on factors responsible for employees' voluntary resignations from the selected public and private institutions from 2007 to 2017.

The research is set to answer the following questions:

1. What are the main factors responsible for employees' attrition in public and private institutions in The Gambia?

2. What are the most damaging consequences of employees' attrition in public and private institutions in The Gambia?

3. What strategies can be adopted to curtail employees' attrition in public and private institutions in The Gambia?

The broad objective of the study is to investigate the factors responsible for employees' attrition in public and private institutions in The Gambia from 2007 to 2017. The specific objectives which of the study are to:

1. Identify the main reasons behind employees' voluntary resignation at the public and private institutions in The Gambia;

2. Identify the damaging consequences of attrition in the public and private institutions in The Gambia; and

3. Determine the strategies that can be adopted by the public and private institutions in The Gambia to curtail attrition.

Research hypotheses

The following hypothesis has been set for the research:

- H_0: There is no significant relationship between educational level and attrition factors of the employees.

- H_a: There is a significant relationship between educational level and attrition factors of the employees.

Justification for the study

Organizations cannot function effectively without the right caliber of staff. People are its ingredients. The success of any organization depends on staffs that are highly motivated; enjoy doing their work and feel that their efforts are rewarded. The study will try to identify some influential factors of employee attrition in public and private institutions. The study will also identify the implications or the most damaging consequences of staff attrition and thus recommend strategies to increase staff retention. Such information could be of immense help to the management of these institutions. They could use the strategies to help reduce attrition. Some of the strategies could be tailored to meet the organizational and personal goals of the employees. Furthermore, the findings will help employers strengthen efforts on areas they are doing well and improve on those areas they are faced with challenges. Finally, the study will also add to the meager literature on this topic in The Gambia.

Literature Review

The review of the literature is traditionally considered a systematic and critical review of the most important scholarly literature on a particular topic. The literature review is useful in that it helps determine an appropriate research design or methodology to follow, (instruments of data collection and analysis method) for answering the research question and gaps be identified.

Conceptually, the term employee attrition according to the Webster's Dictionary definition is "the process or state of being gradually worn down". In essence, the process of attrition starts from the time an employee starts the job and ends soon after he/she leaves, retires, or dies. In one perspective it is perceived as the number or percentage of employees who leave an organization and replaced by new ones. The different forms of employees' attrition include resignation, dismissal, redundancy, death, and compulsory retirement. Each of this may be voluntary or involuntary, desirable or undesirable. The focus of the study is the voluntary attrition.

Voluntary attrition occurs when an individual employee quits the

job at his/her own discretion or choice. In this case, the employee is the initiator to quit the job, not the employer (involuntary attrition). The cost of voluntary attrition is the loss of experience, knowledge, and talent to the organization.

Why employees leave?

For many of the departing employees, the reasons for quitting the organization have not always been spelled out. A vague reason may be given out 'I wish to tender my resignation for personal reasons', or 'on health grounds'. According to Mathis and Jackson [7], the cause of voluntary attrition is the lack of challenging work, better opportunities in the labour market, geography, and work pressure, among others. However, the most common reasons are poor salary and benefits, a lack of training and career development opportunities, dissatisfaction with management and poor workplace relationship. These are the various reasons for employees leaving the organization. They could be categorized as push and pull factors.

The pull and push factors of employees attrition: The pull and push factors are recognized to be responsible for employees' attrition/turnover. The greater percentage of the phenomena is the latter (push factors) within the establishment according to Randle [8]. Notwithstanding, Randle [8] asserted, most managers do not agree to the claim, they blame it to the pull factor. Some of the factors of attrition are either a pull, a push, or and in some cases, both.

Impact of employees' attrition: Employees attrition, whether it becomes a problem or not, to a large extent depends on the type of labour market available. In a situation wherein new employees are easily recruited and trained at a minimal cost, attrition might not be seen as problematic/damaging to the firm [9]. However, where the recruitment of competent skills is scarce, recruitment and training are relatively high or the filling-in of the vacant positions takes longer than necessary, attrition becomes damaging or problematic to the performance of the organization. It becomes costly especially when competent staff is snatched away by a rival firm or a competitor. One can as well imagine the damage that could have been caused knowing the depth of relationship that has developed between departing employees and customers. Hence, White [10] concluded that the resignation of a valuable employee is damaging to a firm but, more damaging if they pick up appointments with rival firms or competitors.

Theoretical review

Maslow's needs theory: According to the theory, people have five levels of human needs: physiological, safety, esteem and self-actualization. The theory suggested that individuals would be motivated to move on to the higher level needs only after each need in the hierarchy is met or satisfied. Maslow [11] further indicated in his book Motivation and Personality that the needs of employees have to be fulfilled or satisfied at the workplace so that the organization can have a highly motivated workforce. As elaborated by Masaiti and Naluyele [12], "an employee with no accommodation will be motivated to get a wage or income that will enable him pay for accommodation or work for an institution that will provide him with a house to live in before worrying about having a secure working environment or the respect of other workers". Essentially they noted workers should be given incentives so that they can fulfill each of their needs and move up to the hierarchy. The weakness of the theory according to Nombo [13] it does not recognize multiple needs, that is, an individual may desire for physiological, social and esteem all at the same time and not each at a particular.

Adam's equity theory: The theory states that: treat the people fairly, equitably with respect to their contribution they will get motivated. It was suggested by Adams [14]. According to the theory, people compare their contribution and benefits and costs to the contribution and benefits of others in similar situations. If they perceived that equity or fairness exists in the workplace they get motivated. On the other, if inequity or unfairness exists then they might be de-motivated.

Frederick Herzberg dual-factory theory: According to this theory, people's job satisfaction is dependent on two kinds of factors: Motivators/satisfiers and Hygiene factors. Motivators/satisfiers lead to satisfaction. They are about achievement, performance, recognition, work status, responsibility, advancement and opportunities for growth. Hygiene-factors, on the other hand, including policies and rules of the organization, supervision, relationship with the boss, relationship with peers, work condition, physical workplace, and salary. The presence of these factors is not an indication that employees will be motivated; in any case, their absence would de-motivate employees.

The theory has its limitations. What motivators an individual employee might be a de-motivator for another. The theory also does not take into consideration individual personality traits that could provide a different response to a motivator or hygiene factors.

But despite this criticism, the Two-factor Theory is useful for this study because hygiene factors and motivators are factors that could influence employees' attrition in both public and private institutions. It is the responsibility of managers to ensure that hygiene factors are attended to and motivators are implemented to increase job satisfaction.

Empirical review

Studies from African countries: According to the study by Suleiman [15] on Factors Influencing Labour Turnover in the Public Service with focus on Immigration Department of Tanzania, there are four main factors that lead to employee turnover. These are low wages, unfair treatment, and poor working conditions and availability of alternatives employers. The other factors include poor leadership, lack of job security, lack of opportunity for further training, no equity compensation and lack of incentives [13].

Another study conducted by Masanja [16] on managing labour turnover in the Public Service Commission revealed the following as factors contributing to employee turnover [13]:

1. Lack of good and fair treatment for non-salary factor;

2. Limited opportunities for training and career development;

3. Lack of sense of recognition for good work;

4. Low pay package in salary terms; and

5. Lack of objective and fair promotional opportunities.

Oginni et al. [17] analyzed about the place of job stress in labour turnover of the banking sector in the Nigerian economy. The study identified the following factors as job stress variables:

- Work materials;

- Work pressure;

- Personal problems;

- Organization policies;

- Job securities;

- Work environment; and
- Institutional policies;

The findings revealed that labour turnover was significantly influenced by the job stress variables, (at 0.05% significant level). Labour turnover also showed a strong positive correlation with the job stress factors. With this indication, the study recommends the human resources management to ensure a pragmatic review of both human resource management policies as well as the organization policies. Taking these actions the study noted will create an atmosphere where employees can carry out their functions without fear or operate in coercion.

Studies from global countries: Mathi and Malathi [18] conducted a study on: "Analyzing the causes of attrition in IT industries - the opinion of employee and employer" with the purpose of analyzing the problems. The findings revealed 3 major factors as reasons for attrition. These include autocratic management, obstacles to career advancement and the lack of recognition for performance. The study, therefore, concluded that attrition can be curtailed or drastically reduce through employees' "commitment and dedication" to work.

Similarly, Makhbul et al. [19] conducted a survey entitled "What made them go" in a bid to find out the causes of leaving and factors responsible for the intention to leave among the employees in public and private sector institutions. For both sectors, the intention to leave has a psychological dimension. In terms of the public institutions, fatigue and job satisfaction are the identified factors as the main reasons compared to fatigue and "somatic complaints", e.g. pain, nausea, dizziness etc., among the employees in private sector institutions, their findings revealed [19].

Rao [20] in the study "Factors affecting attrition and strategies of retention". The study revealed that employees don't quit organization; rather, employees quit their bosses. Attrition affects not only the individual employees but the organization as well since it is global phenomenon.

In concord with Rao [20] that "people don't quit companies but quit their bosses" is Liz [21] in an article entitled "Bad Managers Cruel to Corporate culture". The author highlighted that the attitude and behaviour of the immediate boss are central to employee attrition. In furtherance, the bad managers never bothered to define and explain to their subordinates how a given task is being done. Rather leave the employees on their own devices, to fend for themselves. A lot of these employees often use trial and error, learning the job sometimes through the hard ways. Such behaviours and attitudes form the immediate supervisor demoralize and de-motivates the skilled employees thereby hasten them to look for the exit door.

Cho et al. [22] in their study examines whether the factors that diminish the employees' intent to leave will equally raise the intentions to stay. It was found out these determinants: organizational support and organization commitment decrease the employees' intention to leave. The only determinant that increases the employees' intention to stay is the former, organizational support. From this, the study concludes that organizations particularly those in the Hospitality Industry should focus on perceived organizational support to increase employees' commitment to stay. Further on the hospitality industry, delved into the various challenges faced by the employees in the Hotel Industry. As the study revealed the industry witnessed an exodus of its employees going to other sectors thus making the situation threatened. The reasons for the high attrition according to the study was mainly due to the poor remuneration benefits, extended working hours, unfavourable work environment and slow career growth.

Similarly, Panwar et al. [23] examined the reasons why the employees are not able to cope with the industry environment in the article "High Staff turnover in Hotel Industry, due to low Remuneration and Extended Working Hours". According to the study, employees switch jobs from the hotel industry to other service oriented industries, e.g., airlines, tourism, retail and financial services. The study reveals employees dissatisfaction with money being paid to them as well as long working hours they endure. Panwar et al. [23] provides some measures for the Hotel Industry to follow in order to retain employees.

From the perspectives, attrition among the nurses in the public and private hospital comes about as a result of organizational job stress. Having reviewed some empirical studies on the variables responsible for job stress and work behaviour of health personnel, their study established that job stress is in fact has significant negative effect on work behaviour. Their study recommends that, the factors responsible for job stress should be removed. To do that, there is a need to restructure the workplace environment and build the capacity of the employees in a way that they can cope with job stress.

A survey (Annual Survey Report from year 2009) conducted in the public, private and voluntary sector organizations on "Recruitment, retention, and turnover" in UK organizations. From the findings, it was realized that of the total respondents (755), one-fifth of the new recruits have decided to quit their jobs within the first 6 months of appointment. The study outlined numerous reasons why they quit their job, the most important among them is the promised of promotions in the new organization, the desire to change career, the lack of career development opportunities in the current organization and redundancy. The report, therefore, suggests organizations to conduct exit interviews which could help determine reasons for voluntary resignations.

Why the present study/gap

The above reviews have illustrated important issues pertinent to the study of the phenomenon of attritions in organizations. Most of the studies have either focused on individual private or public institutions, or a group. So far, none of the studies reviewed have combined the two to investigate the nature of employees attrition. Besides, there is no adequate literature on employees' attrition in the country. The available pieces of literature only focused on attrition within the health care system or teacher attrition. The study is therefore taken to investigate the nature of attrition in selected private and public institutions. From the researchers' point of view, this study could be used as a benchmark for a more comprehensive study on attrition in the future.

Methodology

In this study the researchers used the descriptive survey design. Various steps were adopted to capture the data, analyze it and present the findings quantitatively. The qualitative mode of presentation of the data had equally been featured because the instrument used for data collection consists of a few of the non-structured questions. The design used in the study mainly looked at the problem of attrition, the reasons of attrition, and then mapped out strategies that institutions could adopt to curtail the scourge of the phenomenon.

Study area

The study was conducted in the Kanifing Local Government Area

(LGA). It has an area of 75.55 square kilometers, and a population of 377,134 persons, the second largest population in the country representing 20.3% of the total population of about 1.9 million. It has an annual growth rate of 1.6 and, the most densely population LGA in the country (4,991 persons per square kilometre) surpassing the national average of 174 persons per square kilometre, GBoS [24]. It is a centre of attraction for migrants (internal and external), mainly due to its strategic realm and geographical location in the country's territorial landscape. It is also the main industrial area, dominating in manufacturing industries, businesses, factories, tourism services, institutions of higher learning, etc. The study included institutions operating within the public and private sectors in the Kanifing LGA only. The selected institutions come from the financial, telecommunications and the service industries.

Population, sampling technique(s) and sample size

The target populations of the study were the Employers/Human Resources Officers of the institutions (public and private) and their employees. A total of 7 Employers/Human Resources are targeted, with 3 from the private and 4 from the public through random sampling. In total 7 employers questionnaires were administered, 6 completed and returned. In addition, a number of employees were also targeted in each of the 7 institutions ranging from 10 to 30 employees by convenience sampling method. In total 120 employees were targeted, 87 questionnaires issued and 83 filled and returned (Tables 1 and 2).

Sources of data

In this study the researchers used only primary data. The primary data in this case was the data collected from the selected public and private institutions through the use of questionnaires. Two sets of questionnaire were developed and administered to: (1) Employers, and (2) Employees of institutions (public and private).

Study variables

The dependent variable in this study is the employee attrition. The independent variables includes: remuneration, unmet expectations, job security, work life balance, management relation/poor relationship with management/supervisor/colleagues.

Validity and reliability of research instruments

Validity: Graziano and Raulin [25] refer to 'validity' as "conceptual and scientific soundness of a research study". The questionnaires were designed focusing on what the researcher wanted to measure and to answer the research questions on employees' attrition. The structure of the questionnaires was related to the social issue under study, thus enables the respondents to fill it accordingly. It requires just a reasonable amount of time to complete the forms. The educational attainment of respondents ranging from secondary education to higher was enough to allow the respondents to complete the forms with minimal errors.

Reliability: It refers to consistency throughout repeated measurements. For example, a respondent who gives a response to a particular question(s) is expected to give the same response to that question even if asked repeatedly. Giving different response to the same questions, often render the questions with inconsistency. So the researcher should frame the items in a questionnaire in such a way that it provides consistency or reliability.

In this study researchers collected data from primary sources, recorded accurately for its intended use. The instruments were first sent to individuals for review and their observations and comments incorporated. Afterwards, it was tested among few respondents, the errors were corrected and the instrument finalized ready for use in for collection.

Methods of analysis

The type of statistical techniques used by a researcher depends on the design of the study, the type of data gathered, and the questions being asked. The study used mainly close ended questions essentially to capture quantitative data. A few of the questions (4) are open ended questions geared to capture respondents opinion, views or insight about reasons of attrition, intentions of attrition and, the use of possible curbing mechanism that could be utilized by institutions.

In preparing the data for analysis the following steps were taken before the data were keyed into the computer: data editing, and data coding. The completed questionnaires were edited to ensure accuracy of data and consistency with the facts gathered. Few questionnaires had inappropriate answers and therefore, were discarded. The coding

Employers	Target population	Sample size (No. of questionnaires sent)	No. of questionnaires returned	Percentage returned (%)
Public institution	4	4	4	100
Private institution	3	3	2	66.7
Total	7	7	6	85.7

Table 1: Target institutions obtained by probability random sampling, the sample size selected by convenience sampling.

Employees	Target population	Sample size (No. of questionnaires sent)	No. of questionnaires returned	Percentage returned (%)
Public Institution				
1	17	11	10	90.9
2	13	10	10	100
3	15	10	9	90
4	30	27	26	96.3
Private Institution				
5	15	10	10	100
6	10	5	5	100
7	13	7	7	100
Total	113	80	77	96.3
Grand total*	113	80	77	96.3
*Employer total in Table 1+Employee total in this table.				

Table 2: Sample of employees obtained by convenience sampling.

process involved assigning numerical values to the survey questions. With the structured questionnaire, most of the questions were pre-coded. However, questions with the category of response option 'others, specify' allows for the respondents input. In this case, all the responses were organized and aggregated in dominant themes and then coded. Similarly some of the open ended questions were equally aggregated into themes and assigned codes.

The data entry screen was designed using the Census and Survey Processing System software (CSpro) version 6.0. Data entry was done with the same software and exported into the Statistical Packages for Social Scientist Software (SPSS). The data were analyzed using statistical tables and graphs to illustrate the various aspects of the study.

The demographic and socio-economic characteristics including age, sex, marital status, educational attainment, number of years in the present job, number of times of job switch, reasons for job switch, and intentions to leave the present job were covered in the analysis. Other statistical methods to be used include the chi-square test to determine whether the observed results correspond with the expected.

Findings and Discussion

The findings based on the data collected through self-addressed questionnaires focus on the following areas: socio-demographic characteristics of respondents, data presentation on the specific objectives of the study, discussion and interpretation of the results as well as problems encountered at the data collection stage.

Socio-demographic characteristics of the respondents

The social and demographic attributes of the respondents not only help us know who is filling in the forms but also allows us to determine whether we are reaching the target audience especially if a specific audience is the target of the study.

Socio-demographic variables: The age is an important demographic variable in social research. The age categories include less than or equal to 30 years, 31-40 years, 41-50 years, and 51-60 years. The findings revealed that majority of the respondents (39.0%) are aged 31-40 years, followed by those aged up to 30 years (28.6%). These categories are youthful and therefore ambitious and tend to be more mobile than all the other age groups. The findings also shows that 24.7% of the staff were aged 41-50 years, while the smallest group of staffs (7.8%) were in the middle ages, 51-60 years. This latter group is almost close to their retirement and so not much movement is expected.

Furthermore, of the 77 employees, 51 (66.2%) of the respondents were males, almost twice the size of their female counterparts 26 (33.8%). This is an indication that the public and private institutions are both mainly dominated by male employees thus showing gender imbalance in employment.

In terms of marital status the findings indicated that about three-quarter (74.0%) were married while one-fifth (22.1%) were never married.

Marriage in itself is a responsibility; those staff who are married are viewed as people ready to shoulder family responsibility and are therefore would be more serious in work. The proportion of staff that are divorced accounts for 3.9%.

Table 3 further illustrates the distribution of respondents by levels of education. The findings shows that 57.2% of the respondents have attained higher education levels of which 39% and 18.2% have Bachelors and Masters education credentials respectively.

This means that the majority, 44 out of 77 sampled staff had university education/academic degrees. Furthermore, 26% of the respondents had diploma and 6.5% also had postgraduate diplomas.

Respondents reasons of application for the current job: The majority of the respondents (31.2%) out of the total survey respondents (77) have stated that they took up position hoping that organization will give them opportunities for career growth and development. Of that proportion, 20.8% were found to be from the public sector and 10.4% from the private. In addition, 24.7% reported that they were inspired by the image or reputation of the organization of which 15.6% and 9.1% were employees of public and private sector institutions respectively. Another notable reason was to contribute to national development reported by a proportion of 22.1% of the respondents. This proportion consists of employees from the public (16.9%) and private (5.2%) sector institutions. In addition, 10.4% of the respondents reported taking up position with the current organization because they have the qualification and the job is related to their field of study. The 6.5% of the respondents who reported taking up job for improve pay and better working conditions are all employees from the public institutions (Table 4).

Respondents expectation: Out of the 77 sampled employees, 28 of them (36.4%) have indicated that their expectations were met after joining the organization. Of that proportion, one-fifth, (20.8%) worked in the public institutions while 15.6% were from the private. Those who reported of unmet expectations made a total of 6 (7.8%), public and private combined. Furthermore, the respondents who reported that their expectations were partly met made up 53.2% of the total sampled of which 42.9% and 10.4% were from the public and private sectors respectively. A small proportion declined to comment on whether their expectations were met or not after joining their organization all of whom were public sector employees (Table 5).

Respondents work experience: The findings in Table 6 shows the number of years employees spent at their current institution. The

	Count			Per cent		
	Public	**Private**	**Total**	**Public**	**Private**	**Total**
Age group						
Up to 30 years	9	13	22	11.7	16.9	28.6
31-40 years	25	5	30	32.5	6.5	39.0
41-50 years	15	4	19	19.5	5.2	24.7
51-60 years	6	0	6	7.8	0.0	7.8
Gender						
Male	37	14	51	48.1	18.2	66.2
Female	18	8	26	23.4	10.4	33.8
Marital status						
Never married	7	10	17	9.1	13.0	22.1
Married	45	12	57	58.4	15.6	74.0
Divorce	3	0	3	3.9	0.0	3.9
Education level						
O' Level, A Level or WASSCE	2	1	3	2.6	1.3	3.9
Certificate	3	1	4	3.9	1.3	5.2
Diploma	11	9	20	14.3	11.7	26.0
Post-graduate diploma	4	1	5	5.2	1.3	6.5
Bachelors	22	8	30	28.6	10.4	39.0
Masters	13	1	14	16.9	1.3	18.2
ACCA	0	1	1	0.0	1.3	1.3
Total	55	22	77	71.4	28.6	100.0

Table 3: Socio-demographic variables.

Reasons	Count			Per cent		
	Public	Private	Total	Public	Private	Total
Not stated	1	0	1	100.0	0.0	100.0
To contribute to National development	13	4	17	76.5	23.5	100.0
To earn better living	2	1	3	66.7	33.3	100.0
For career growth and development	16	8	24	66.7	33.3	100.0
Improve pay and better work condition	5	0	5	100.0	0.0	100.0
Inspired by Organization's image	12	7	19	63.2	36.8	100.0
Qualified and related to my area of study	6	2	8	75.0	25.0	100.0
Total	55	22	77	71.4	28.6	100.0

Table 4: Reasons for applying for the current job.

	Count			Per cent		
	Public	Private	Total	Public	Private	Total
Yes	16	12	28	20.8	15.6	36.4
No	4	2	6	5.2	2.6	7.8
Partly	33	8	41	42.9	10.4	53.2
Could not comment	2	0	2	2.6	0.0	2.6
Total	55	22	77	71.4	28.6	100.0

Table 5: Were respondents expectations met?

No. of Institutions	Count			Per cent		
	Public	Private	Total	Public	Private	Total
	Change jobs between 2007 and 2017					
One institution	14	3	17	35.9	7.7	43.6
Two institutions	13	7	20	33.3	17.9	51.3
Three institutions	1	1	2	2.6	2.6	5.1
Sub-total	28	11	39	71.8	28.2	100.0
	Never changed jobs between 2007 and 2017					
In the same institution	27	11	38	71.1	28.9	100.0
Total	55	22	77	71.4	28.6	100.0

Table 6: Number of Organization respondents worked for, from 2007 to 2017.

finding revealed that of the total sample of 77 employees, 7 (9.1%) of the respondents worked for less than one year, and 5 (6.5%) worked for 1 to 2 years in the same organizations. A total of 2 (2.6%) of employees worked in the same organizations for 2 to 3 years but all those respondents were from the public sector institutions. In addition, 8 (10.4%) of employees have 3 to 5 years worked experience in their organizations of which 6.5% are from the public sector whilst 3.9% are from the private. The study further revealed that the bulk of the employees 55 (71.4%) have more than 5 years work experience in their organizations, with 42 (54.5%) of employees from the public and 13 (16.9%) from the private institutions.

Number of institutions respondents worked for, from 2007 to 2017: The findings showed that of the total number of employees (39) that have changed jobs from one institution to another, 71.9% were public institution employees and 28.2% were from the private sector. Analyses have also shown that out of the 39 that changed jobs between periods, more than one-half (51.3%) have worked for two different institutions. This means that they have changed jobs twice, and, the greater proportion (33.3%) from the public sector is almost two times higher than those from the private sectors (17.9%). Furthermore, 43.6% of the respondents worked in only one institution, meaning they changed job only once. Out of that, 35.9% were found to be from the public and 7.7% from the private institutions (Table 7).

Data presentation on research issues

Influencing factors for leaving the organization: These factors are tied to employees' attrition/turnover in an institution with the aim of finding out if, they in any way influences an individual's decision to change the job from one institution to another. That is why, if an organization wants to keep its employees, there is a need for it to study the reasons/factors for retention. From an organization's policy point, the retention factors are just as important as those factors that influence employees to leave the organizations.

The influencing factors for employees turnover have been cited in several journals, among them included Masanja [16], Managing labour turnover in public service: a case of public service commission, Nombo [13], Factors that Contribute to Employees turnover at Private Education Institutions: A case of Eckernforde Education Institute and Suleiman [15] on Factors Influencing Labour Turnover in the Public Service with focus on Immigration Department of Tanzania. However, according to Masanja [16] the lack of job security, lack of conducive work environment, and lack of staff involvement are factors that do not necessarily influence employee turnover. It was found that these are quite interesting, hence it was determined to find out.

The findings here revealed that 39 employees have left their lasts jobs in ten years out of a total survey population of 77 employees for various reasons. One main reason was economic reasons (51.3%) and, this includes, insufficient remuneration (38.5%), lack of proper compensation (7.7%), and lack of reward for performance (5.5%). The proportion of who reported of insufficient remuneration is highest among the public sector employees (33.3%). The second most prominent

Reasons	Count			Per cent		
	Public	Private	Total	Public	Private	Total
Insufficient payment/remuneration	13	2	15	33.3	5.1	38.5
Lack of proper compensation	3	0	3	7.7	0.0	7.7
Inadequate rewards for performance	0	2	2	0.0	5.1	5.1
My expectations of the job	3	1	4	7.7	2.6	10.3
Lack of career growth/advancement	5	5	10	12.8	12.8	25.6
Working conditions/workplace environment	0	1	1	0.0	2.6	2.6
Mismatch of job profile	1	0	1	2.6	0.0	2.6
Problems with management/management relation	1	0	1	2.6	0.0	2.6
Lack of job security	1	0	1	2.6	0.0	2.6
Location of Organization	1	0	1	2.6	0.0	2.6
Total that changed jobs	28	11	39	71.8	28.2	100.0
Never changed jobs	27	11	38	71.1	28.9	100.0
Total	55	22	77	71.4	28.6	100.0

Table 7: Factors for leaving the organization.

reason for employees quitting their jobs was the lack of career growth/advancement opportunities (25.6%), reported by equal proportion of employees (12.8%) from both the public and private institutions.

Other factors influencing employees leaving their last job are the unmet expectations of the job (10.3%), of which the highest proportion (7.7%) came from the public and about 3% from the private sector. Inadequate reward for performance and unfavourable working conditions/work place environment as factors influencing attrition were mainly reported by private sector employees. On the other hand, only employees from the public institutions tend to leave their job due to mismatch of job profile, problems with management, the lack of job security or the location of the organization (Table 8).

Main reasons for leaving the organization: Table 9 shows the main reasons identified by the respondents in the public and private institutions for leaving their jobs. As already shown in Tables 7 and 8, 39 employees (28 for public and 11 for private) have worked in one, two, or three institutions from 2007 to 2017. Respondents were first asked to select from among the responses given which of them influences their quit of last job. Respondents who have given more than one response were further asked to indicate one main reason why they decided to quit their last job. Two main reasons showed out prominently: the lack of career growth and inadequate pay. According to the findings 41% of the employees left their previous jobs as a result of the lack of career growth/advancement opportunities.

Out of that proportion 23.1% and 17.9% reported to be employees of public and private institutions respectively. In addition, 28.2% of the respondent also left their job because of insufficient remunerations of which the majority (23.1%) was from the public sector institutions and 5.1% from the private sector.

The other reasons why staffs left their previous job include unmet expectation of the job (7.7%), poor work condition/relation (5.1), poor management relation (2.6%), the lack of job security (2.6%) and mismatch of job profile (2.6%), reported by employees mainly from the public sector institutions.

What should be changed about the organization, if given the authority: The study gives the respondents the opportunity to share their opinions regarding the management of their organization. They have been asked what they will change in the organization if given the authority. Most of them have listed two or more things they would want to change. These have been categorized into multiple responses. According to Table 10, 76.5% and 23.5% of the respondents/employees/

Main reasons	Count			Per cent		
	Public	Private	Total	Public	Private	Total
	Changed jobs to 1-3 institutions between 2007 and 2017					
Lack career growth/advancement	9	7	16	23.1	17.9	41.0
Insufficient remunerations	9	2	11	23.1	5.1	28.2
My expectation of the job	3	0	3	7.7	0.0	7.7
Poor work condition/relations	2	0	2	5.1	0.0	5.1
Poor management relation	1	1	2	2.6	2.6	5.1
None	2	0	2	5.1	0.0	5.1
Lack of job security	1	0	1	2.6	0.0	2.6
Political	0	1	1	0.0	2.6	2.6
Mismatch of job profile	1	0	1	2.6	0.0	2.6
Total that changed jobs	28	11	39	71.8	28.2	100.0
Work in the same institution	Never changed jobs between 2007 and 2017					
	27	11	38	71.1	28.9	100.0
Total	55	22	77	71.4	28.6	100.0

Table 8: Main reasons for leaving the organization.

Issues to change	Count			Per cent		
	Public	Private	Total	Public	Private	Total
Review training policies and programs	6	6	12	7.8	7.8	15.6
Restructure the management	13	4	17	16.9	5.2	22.1
Review, reinforce benefits and schemes	5	7	12	6.5	9.1	15.6
Introduce performance appraisal systems	3	0	3	3.9	0.0	3.9
Improve Organizational communication	7	2	9	9.1	2.6	11.7
Provide annual work plan	1	0	1	1.3	0.0	1.3
Reform staff behaviour and attitude to work	8	0	8	10.4	0.0	10.4
Review recruitment and selection procedures	4	1	5	5.2	1.3	6.5
Encourage team work	1	0	1	1.3	0.0	1.3
Improve ICT infrastructure	1	0	1	1.3	0.0	1.3
Not stated	6	2	8	7.8	2.6	10.4
Total	55	22	77	71.4	28.6	100.0

Table 9: What to change about the organization if given the authority.

staff in the public and private institutions respectively would want the management of their organizations to be restructured. They want to change and replace the administration with better personnel, the

leadership style or the manner in which responsibilities are carried out.

In addition, the respondents have also stated that they will review, reinforce benefits and schemes if given the authority. This was reported by 15.6% of the respondents with the majority coming from the private sector (9.1%) while the public accounted for 6.5%. This could mean the improvement of remunerations and compensations, staff motivations and welfare and introduction of housing schemes among others.

Another important change that the respondents want to make in their organization is to review the training policies and programs. This was reported by 15.6% of the respondents. Equal proportions of the respondents in the public and private institutions (7.8%) want to effect this change if given the authority. Staffs need to be trained on courses relevant to the organization's growth, and both senior and junior staff especially should be capacitated such that the organization does not rely a lot on external expertise.

Furthermore, the respondents if they have the authority would also want to have an improved organizational communication strategy. This was indicated by 11.7% of respondents. Such improvement involves how information flows from management to the last person, the establishment of a proper chain of command, and following the communication protocols within the organization.

Other issues of concerned that the respondents said they will change if given the authority are to reform staff behaviour and attitude to work (10.4%) reported mainly by respondents in public institutions.

Respondents intention to leave the current organization: The respondents were asked whether they have any intention to leave their current organization if they secured employment elsewhere. Results from Table 11 shows that 27.3% of the respondents in public

institutions and 14.3% of those in the private were ready to leave. On the other hand 20.8% and 3.9% in the public and private institutions respectively have no intention of leaving their organizations. There are however, a higher proportion of undecided respondents in especially in the public regarding the intention to leave their organizations.

Consequences and most damaging consequences of attrition: Table 12 illustrates the consequences of the attrition to organizations. These were the considerations of the 6 out of the 7 employer's captured in the employer's questionnaire. As shown in Table 12, about 67.0% of the employers reported that recruitment cost is a serious consequence faced by their institutions due to attrition. This was reported by 50.0% of the public sector employers and 16.7% of their counterparts in the private sector. Other consequences of attrition to organizations are training cost and hiring cost each reported by 16.7% of the employers (Figure 1).

In addition, with Table 13 results, most employers (50.0%) reported that loss of productivity is the most damaging consequence to the organization. Training cost incurred as a result of attrition is the second most damaging (33.3%) and then impact on on-going programs (16.7%) (Figure 2).

What organization can do to curb employees' attrition: Table 14 shows the different ways in which employees' attrition can be curtailed as reported by 6 out of 7 the employers involved in the study. The most recognizable way of reducing employees' attrition is by creating improved compensations/reward packages. This was reported by 50% of employers involved in the study. Better working conditions and bonding of the employees each of which accounted for 33.3% and 16.7% respectively are also ways that employers reported can be used to curb employees' attrition.

Intention to leave	Count			Per cent		
	Public	Private	Total	Public	Private	Total
Yes	21	11	32	27.3	14.3	41.6
No	16	3	19	20.8	3.9	24.7
Don't know	6	5	11	7.8	6.5	14.3
Have no thought about that	12	3	15	15.6	3.9	19.5
Total	55	22	77	71.4	28.6	100.0

Table 10: Respondents intention to leave the current organization.

Consequences of attrition	Count			Per cent		
	Public	Private	Total	Public	Private	Total
Recruitment costs	3	1	4	50.0	16.7	66.7
Training costs	0	1	1	0.0	16.7	16.7
Hiring costs	1	0	1	16.7	0.0	16.7
Loss of productivity costs	0	0	0	0.0	0.0	0.0
Impact on the on-going programs and services	0	0	0	0.0	0.0	0.0
Total	4	2	6	66.7	33.3	100.0

Table 11: Consequences of attrition.

Most damaging consequences of attrition	Count			Per cent		
	Public	Private	Total	Public	Private	Total
Recruitment costs	0	0	0	0.0	0.0	0.0
Training costs	2	0	2	33.3	0.0	33.3
Hiring costs	0	0	0	0.0	0.0	0.0
Loss of productivity costs	1	2	3	16.7	33.3	50.0
Impact on the on-going programs and services	1	0	1	16.7	0.0	16.7
Total	4	2	6	66.7	33.3	100.0

Table 12: Most damaging consequences of attrition.
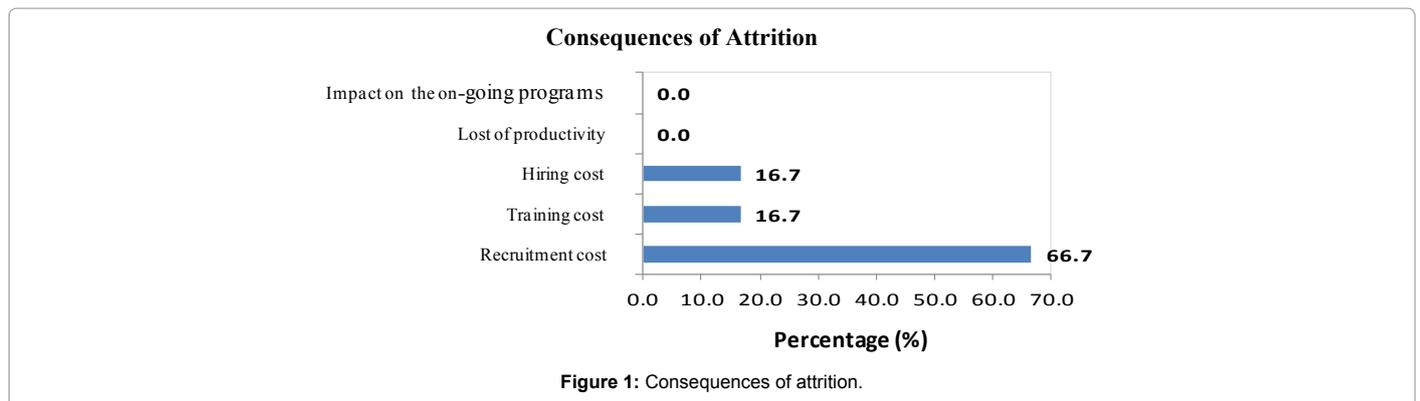
Figure 1: Consequences of attrition.

Strategies	Count			Per cent		
	Public	Private	Total	Public	Private	Total
Bonding employees	1	0	1	16.7	0.0	16.7
Improve compensations/rewards	2	1	3	33.3	16.7	50.0
Better working condition	1	1	2	16.7	16.7	33.3
Total	4	2	6	66.7	33.3	100.0

Table 13: Strategies to curb employees' attrition.
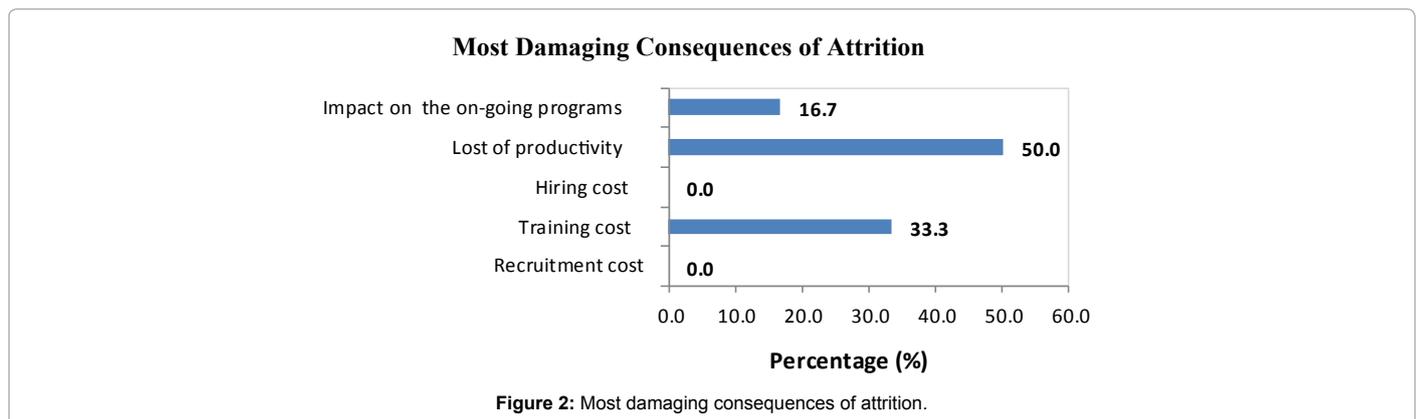
Figure 2: Most damaging consequences of attrition.

Test of hypothesis

The null hypothesis (H_0) states: There is no significant relationship between educational level and attrition factors of the employees. The alternate hypothesis (H_a): There is a significant relationship between education level and attrition factors of the employees.

The Chi square value of 46.304 was obtained after the statistical test. The value gives a *p*-value of 0.228 when which indicates that is not significant. Since the *p*-value 0.228 is greater than α at 0.05, therefore it can be concluded that there exists no significant relationship between education level and attrition factors. There is no association. Hence we cannot reject the H_0, but accept it (Table 15).

Discussion/Interpretation of Results

The discussion and interpretation of results is based on the objectives of the study: (1) The main factors responsible for employee attrition, (2) The implications or most damaging consequences of employees' attrition in public and private institutions, and (3) The strategies used by the employers in the public and private institutions to curtail attrition.

Main reasons for leaving the organization

Variable	Computed (χ^2)	DF	χ^2 *p*-value	Decision
Education level vs. attrition factors	46.304	40	0.228	Accept H_0

Table 14: Chi-square distribution.

Work experience	Count			Per cent		
	Public	Private	Total	Public	Private	Total
0-1 year	3	4	7	3.9	5.2	9.1
1-2 years	3	2	5	3.9	2.6	6.5
2-3 years	2	0	2	2.6	0.0	2.6
3-5 years	5	3	8	6.5	3.9	10.4
5 years and more	42	13	55	54.5	16.9	71.4
Total	55	22	77	71.4	28.6	100.0

Table 15: Respondents work experience.

The factors influencing employees' attrition were listed. The respondents were asked to select any (1, 2, or 3) reasons/factors that has caused them to leave their last job. These were the respondents who reported to have changed jobs for a number of times from 2007 to 2017. There were ten factors recognized to be responsible for employees' attrition. The data findings were analyzed in Table 8. The respondents were asked further to list the main reason for leaving the organization.

The findings were recorded in Table 9. There were eight main reasons. There were eight main reasons. The lack of opportunity for career growth and advancement was regarded as the number one factor influencing employees' attrition in public and private institutions. It can be recalled that of the total survey population of 77 respondents, 39 of them changed their jobs in the period, 2007 to 2017. Out of the total that left their jobs, about 41% have attributed it to the lack of opportunity career growth and advancement and the majority (23.1%) is from the public sector. This finding is similar to the study conducted by Nombo [13] where 52% of the respondents strongly agreed that lack of opportunity for career growth and advancement contribute to employee in a private college. The study therefore revealed that the lack of or limited opportunities for training and career development to employees contribute to attrition in public and private institutions. Employees, who aspire for further training and career development and were not given the opportunity, will be discouraged and end up terminating their employment.

The other cause of employees' attrition is insufficient pay/remuneration. The result revealed that insufficient pay/remuneration was ranked as second factors that influence employees' attrition in public and private institutions. According to the results in Table 9, 28.2% employees indicated that they resigned from their organization mainly because of the insufficient salary. This is also similar to the assertion of the respondents in the findings of Nombo [13] where 68% of the respondents have strongly agreed that insufficient salary was the main cause for employees' attrition in their institution. The study revealed that poor pay/remuneration is de-motivating and among the main causes of employees' attrition. Therefore, motivating the employees to stay at the organization, there is a need to increase or improve their salary level knowing that the cost of living is too high. This will help them take care of their most pressing needs, take care of the family and personal needs as well.

The third, fourth and fifth main causes as shown in Table 9 are the expectation of the job (7.7%) and poor working conditions and relations at the organization (5.1%) and poor management relation (5.1%). These declarations were made by the public sector employees only. The proportions may be small but the fact that these were reported by respondents as the main reasons why they left the organization thus require management attention. The management should be ready to fulfill the job expectations some of which were carried out on the job advertisement to attract the potential candidates. It would be rather discouraging to the new intakes to realize that on assumption of their undertakings, the expectations can no longer be met. There is also a need for the management to improve working conditions, use appropriate leadership style to reduce conflicts, improve trust between employees, supervisors and management itself. Where these are lacking, the tendency of maintaining the potential manpower in the organization will remain a challenge.

Lack of job security was the sixth main cause of employees' attrition. The proportion is small though, about 3% of the respondents viewed that lack of job security was the main reason why they left their previous organization. As noted by Maslow [26] needs hierarchy theory, human needs are arranged into five stages. When one stage is satisfied we opt for the needs in the next stage. The Safety Needs comes in the second stage which includes security, stability and freedom from fear needs. Employees at work place need to be assure of job security and freedom from intimidation so that they can be motivated and perform their work. Where employees feel that their services can be terminated anytime by the management and a replacement be brought

in, then they will view their job as unsecured and the tendency to leave that job will be high. Therefore, the study is of the view that employees whether in private or public need to be assure of their job security.

Most damaging consequences of employees' attrition

Employers have been also to state the most damaging consequences of attrition to their institutions. The majority (50%) reported that loss of productivity is the most damaging consequence to the organization. This was followed by the cost incurred for training new employees to fill the vacant positions reported by (33.3%) of the employers and then finally the impact of attrition on-going programs, also stated by (16.7%) of the employers.

Strategies to adopt to curtail employees attrition

The employers have been asked to suggest ways in which employees' attrition could be curtailed. The employers who accepted that attrition was a recognized challenged in their institution, have identified three main strategies that can be adopted to curtail the menace of attrition. The foremost among the list of strategies was to improve compensation and reward packages to the staff. This was reported by about 50% of the employers. The other strategies to use are to create a better and conducive working environment to the staff. About thirty-three per cent of the employers made this suggestion. The third strategy suggested was to bond the staff on further career training/development especially the ones been sponsored by the organization. Just as the second strategies, 16.7% of the employers made this suggestion.

Problems encountered in the field

The period of the study has been very short. Of the 7 heads of institution targeted, and issued with the questionnaire just 6 have returned the forms. Even for those 7 questionnaires, none was filled by the employer or rather they were filled by the HR officer. Furthermore, the managers did not reveal the entire information due to confidentiality and study was made with the data collected.

The interest of the employees towards the study lead to some limitations and this might have resulted in respondent bias. As the employees were busy, there was no possibility to have direct contact with them such that one could address emerging questions that may arise while they fill the questionnaire. The questionnaires were left and to be picked after few days. However, it took time (weeks) and additional cost before the questionnaires were received from some of the institutions. For two of the institutions in particular, completed forms were reported misplaced. "Your forms have been filled, unfortunately we can't find them. Sorry could you please send us the forms again"? This could affect the quality of the final result. Even whereas the forms were going to be filled by the same individuals, the information reported in the previous questionnaires were not likely to be repeated in the current ones.

Furthermore, the study concentrated on only one LGA, that is, Kanifing out of the 8 LGAs in the country. The selected institutions have been obtained by random sampling. However, a convenience sampling technique was used to obtain the respondents (employees) who formed the bulk of the sample. Ideally, the researcher would love to have a larger sample across the 8 LGAs. Institutions would have been selected from the LGAs based on proportional probability to size. Most of the public and private institutions are located in Greater Banjul, and Brikama LGAs. Then simple random sampling would have been used to select elements and not convenience sampling so that the findings could be more representative. However, time and cost was the greatest

challenge.

Whatever the downsides the study will still provide relevant information on the influencing factors of employees' attrition in the public and private institutions in The Gambia.

Summary, Conclusion and Recommendations

Summary of findings

The study has identified eight main reasons for attrition in the public and private institutions. It has shown that over the ten-year period 41% of the employees have changed their jobs due to the lack of opportunities for career growth and advancement, and 28.2% for the fact that insufficient remunerations were being paid to them. Other major reasons for employees attrition include, unmet expectation of the job (7.7%), poor work condition/relations (5.1%), poor management relation (5.1%), lack of job security (2.6%), political (2.6%), and mismatch of job profile (2.6%), reported mainly by employees of public sector institutions. As the study revealed, the lack of career growth and advancement and inadequate remunerations were the major factors influencing employees' attrition in private and public institutions in The Gambia.

In terms of implications or consequences of employees' attrition, the majority of the employers have indicated that recruitment cost is the main consequence of attrition to public and private institutions. In addition, they have also identified three factors as the most damaging consequence of attrition to their institutions. This includes the loss of productivity which is ranked highest, followed by training cost and the impact of attrition on the on-going programs or services.

There are also strategies that can be used as reported by employers to curtail the problem of employees' attrition in their institutions (public and private). The most notable strategy is to improve compensation and reward packages to staff. The other strategies include providing better working condition and bonding employees so that after their studies they can stay and serve the organization.

In addition to the strategies mentioned above by the employers, the employees were also asked to suggest measures they will take if they have the authority to change anything within their institutions with the aim of retaining the manpower. They called for the restructuring of management, reviewing and reinforcement of benefits and schemes, reviewing of training policies and programs, improving the organizational communication, reform staff behaviour and attitude to work, among others. These were the main issues employees intend to address given the authority. From the above it can be discerned that most employees are not satisfied with their terms and conditions of employment and therefore calls for immediate and long term solution.

Conclusion

The study has looked at factors and the main factors that trigger employees' attrition in selected public and private sectors institutions in The Gambia between 2007 and 2017. They include the lack of opportunities for career growth and advancement, inadequate pay/ remunerations and unmet expectations of the job. The problems are more evident in the public institutions than the private. This, however, is an indication that there exist dissatisfaction among employees in these institutions, hence, a need for strategies to be in place to address the phenomenon of attrition.

Recommendations

The study has come up with the following policy recommendations from the findings that could help employers retain their employees.

The management should improve remuneration and compensation packages, and employees' welfare schemes. There is a need to improve working conditions geared to attracting new employees and retaining them. This requires reinforcing staff benefits, incentives and welfare schemes, good working environment and working tools. It can raise the motivational level and commitment of the staff to their work, which in essence can boost productivity.

Training policies should be reviewed, and career development opportunities and training should be fairly allocated to staff. Providing further training for career development is essential for both organizational and personal growth of the employees. This can encourage the young and enthusiastic employees to remain with the organization. Where such developmental opportunities are not fairly allocated, staff will be forced to look for such opportunities where they are available.

Furthermore, management must ensure that the right people are in the right jobs, introduce performance appraisal system, so that people are promoted based solely on performance. It is important therefore, a potential employee is engaged based on his/her experience, knowledge and skills.

In order to meet up targets, the management should put in place annual work plan (work scheme) so that employees know what work is to be done and by who. There is need to encourage teamwork and improve organizational communication so that there is awareness on information required by the staff. Information should flow from management to the last to the last person.

Acknowledgements

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