

# The Extent Human Resource and Organization Behavior Ensure Organizational Long-Term Sustainability at Work Place in Wamata

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**Abstract:-** The business case study on the extent human resource and organization behavior ensure organizational long-term sustainability at the workplace was done at WAMATA. The general objective of the case study was to assess the impact of human resource management practices and organizational behavior on organizational sustainability. Specifically, a business case study aimed to determine possible challenges and propose relevant solutions to mitigate those challenges. The business case study was driven by the situation faced by WAMATA of alarming trend of employee turnover. A descriptive case study design was employed to gather insights into the organizational dynamics at WAMATA. Primary data was collected through interviews with key stakeholders, while secondary data was obtained through documentary reviews. Data collection instruments used included interview questions and documentary review schedule. Data collection methods used to gather information from organizational records and reports included interviews and documentary review. Thematic analysis was used to analyze collected data, allowing for the identification of key themes and patterns related to human resource management and organizational behavior. Proposed solution include developing of friendly organization policies, create career paths and growth opportunities, flexible work hours, WAMATA should enhance employee involvement in decision-making, WAMATA should prioritize on work-life balance, and creation of learning and development programs. The business case recommends to WAMATA to improve working environment and to integrate ICT into business environment to enhance productivity and sustainability. The study concludes the practice of critical importance of human resource management and organizational behavior in achieving long-term sustainability at the workplace. The study recommends for continuous monitoring and evaluation of HR practices, fostering a culture of innovation and adaptability

**Keywords:-** Human Resource Behavior, Human Resource Management, Organizational Sustainability.

## I. INTRODUCTION

Employee turnover has become a major concern that becomes a significant focus for top-level management and HR specialists in Non-Government Organizations (NGOs), employee turnover stands out as one of the most expensive and difficult-to-solve challenges in aspect of human resources dilemmas that an organization's management encountered. WAMATA manages a diverse array of programs spanning health, education, awareness campaigns, and civil advocacy across various social settings, with its primary focus on addressing the HIV/AIDS crisis. Interestingly, WAMATA faces an unusual struggle with employee retention, a contrast to the typical situation in most public sector organizations. The effectiveness of NGOs like WAMATA relies heavily on their staff. However, the challenge of retaining employees is a notable hindrance to the organization's long-term viability and the efficient and effective implementation of its projects (WAMATA, 2023).

As Mr. Rutahindurwa who is Chief Executive Officer of WAMATA reviewed annual report of the organization for the past three years, noticed that; HR department is one of the internal units that consumes large budget for recruitment and training of the new employees yearly. Also, Mr. Rutahindurwa come to realization that most of the employees excluding those in top position have stayed with the organization for the less than one and half years before left organization. Mr. Rutahindurwa was focused to determine the primary cause of the problem that drive most of the recruited employees out of the company within less than two years, as he deep deeply into the problem by conducting several regular discussions with the employees and HR department; come to realization that human resource policy of the company was mainly contributed to the influencing employee turnover in WAMATA. Thus, several interventions were made such as creating suitable working condition by reform its HR policy. However, the numbers of employee's turnover in WAMATA still remain high yearly.

Therefore, this business case study was conducted on based on the scenario facing WAMATA in relations to its low retention of talented human resource. The primary focus was to find the possible solution that contributed on improving employee retention in Non-Government organization. The study used WAMATA as case study organization, with the core protagonist being Mr. Rutahindurwa who is Chief Executive Officer of WAMATA. Also, the business case

included Head of Human Resources as another protagonist of the study to contribute on the information necessary for the business case.

#### ➤ *Background of NGOs Industry in Tanzania*

The government is starting to see Non-Governmental Organizations (NGOs) as powerful groups that can help make the country better. This is contributed by the various reforms in political, social, and economic aspects implemented by the government of Tanzania since 1985 (Gebregiorgies, 2022). The Tanzanian government knows that it's a good idea to work together with NGOs and also include other important groups like donors, communities that need help, different parts of society, and the general public. currently, it is estimated that there are more than 8,500 local and international NGOs in Tanzania (National Council of NGOs (NaCoNGO), 2017).

They work on lots of different things like gender equality, human rights, protecting the environment, speaking up for causes, and helping communities grow and develop. These NGOs have an important role in educating and informing the public about various issues, including their legal rights and the services they should get. They also help people understand what the government is trying to do (Gebregiorgies, 2022; Amiri & Pagheh, 2019).

NGOs often provide essential social services in areas where government resources may be limited. This includes healthcare, education, clean water, and sanitation. They run clinics, schools, and programs to improve the living conditions of communities. NGOs and other Civil society organizations in the country have a significant impact on community development, for instance, according to the report of TWAVEZA of 2021; NGOs contributed a staggering 279 billion shillings in just three years (Foundation For Civil Society , 2021). This demonstrates the significant financial resources that NGOs can mobilize and invest in community development projects, social services, and poverty alleviation efforts. This not only benefits the communities directly involved but also has a broader impact on the Tanzanian economy by fostering social stability and economic growth.

#### ➤ *Overview of WAMATA Organization*

Walio Katika Mapambano na AIDS Tanzania (WAMATA) stands as the pioneering grassroots, voluntary organization in Tanzania dedicated to combating HIV/AIDS. WAMATA operates within the legal framework of the United Republic of Tanzania, having obtained official recognition under the Non-Governmental Organizations Act of 2002 (WAMATA, 2023). Established in 1989, WAMATA achieved formal registration as a Civil Society Organization (CSO) on March 21, 1990, and obtained Certificate of Registration No. SO 7264 from the Registrar of Societies within the Ministry of Home Affairs. Subsequently, WAMATA further solidified its status as a non-governmental organization, receiving Certificate of Compliance No. 0841 on June 25, 2009, in accordance with the Non-governmental Organization Act of 2002 (WAMATA, 2023).

WAMATA's main goal is to involve communities in research and new ideas that help them find lasting solutions for HIV/AIDS-related issues in Tanzania. WAMATA has been doing this for more than 30 years, working closely with people who are affected by HIV/AIDS in the country. WAMATA has concentrated on several important areas in the past. These include getting communities involved, helping them become stronger, finding solutions for HIV/AIDS, making households affected by HIV/AIDS economically stronger, also engaging in introducing new innovative strategies to increase the efficiency of an organization. and moreover, WAMATA focuses on strengthening its self, community, and overall civil sectors to ensure it delivers the required services effectively (Wamata, 2023).

#### ➤ *Business Case Scenario*

According to Mr. Rutahindurwa (2023), WAMATA have a total of more than 120 employees who can be categorized into two main groups: The Management Team and the Implementation Team. The Management Team in WAMATA comprises the leadership and strategic decision-makers within the organization. This team is responsible for charting the course of the NGO, setting objectives, and ensuring that the organization's mission to combat HIV/AIDS is effectively executed.

The Management Team includes roles such as the Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Financial Officer (CFO), and other key managerial positions (Wamata, 2023). The Implementation Team forms the backbone of WAMATA's operations. Comprising the majority of the staff, this team is responsible for executing WAMATA's programs and initiatives on the ground. It includes roles such as healthcare professionals, community organizers, educators, and advocacy specialists. These dedicated individuals work directly with the communities affected by HIV/AIDS, ensuring that projects are implemented efficiently and effectively.

Despite WAMATA's noble mission and dedication to addressing the HIV/AIDS crisis, WAMATA faces a significant challenge in the form of employee turnover. Despite its tireless efforts to combat HIV/AIDS, the organization has encountered difficulties retaining its valuable human resources. WAMATA experiences an annual retention rate of only 65%, indicating that 35% of its staff members leave the organization each year (Wamata, 2023; Rutahindurwa, 2021). The average employee tenure within WAMATA is approximately 1.5 years, signaling a relatively short span of service before individuals choose to depart. Thus, Mr. Rutahindurwa see the necessity to intervene to address the problem and promote retention ability of the organization and ensuring organizational long-term sustainability.

#### ➤ *Intervention Strategies Adopted*

To improve the retention of talented employees, Mr. Rutahindurwa held a meeting with the management to assess the situation. they came up with several measures to rectify the situation. Recognizing the need to offer competitive compensation, WAMATA conducted a salary review against

the 2020 labour market. This analysis aims to ensure that the organization's salaries are aligned with industry standards, making it more appealing to talented professionals.

Further, Mr. Rutahindurwa facilitated the introduction of training scholarship reflects WAMATA's commitment to employee growth and development. Also, WAMATA focused on enhancing its employee's well-being by providing transportation and communication allowances acknowledging the practical challenges employees may face in their roles. The major intervention was made in 2020 when HR Department introduced a performance appraisal system using the 360-degree method is a significant step towards a more transparent and employee-centric evaluation process. This approach allows employees from various ranks to evaluate each other interchangeably, providing a well-rounded assessment of performance. The aim was to promote a culture of constructive feedback, continuous improvement, promoting accountability, and motivating the employees to stay and contribute to the organization's mission.

Despite the proactive measures taken by Mr. Rutahindurwa and the management team at WAMATA, it appears that the situation regarding employee retention did not show significant improvement. This presents a challenging scenario for the organization, which warrants a closer examination of potential reasons and further actions.

#### ➤ Business Case Problem

Over the past three years, WAMATA has grappled with a persistent issue: the alarming trend of employee turnover. Despite being a dedicated grassroots NGO with a crucial mission to combat the HIV/AIDS crisis in Tanzania, the organization has struggled to retain its talented workforce. This issue has far-reaching implications for the continuity and effectiveness of its initiatives.

Between 2019 and 2020 the employee turnover rate was 30% and 35% respectively, Exit interviews and feedback revealed issues related to limited career growth opportunities and compensation. Also, Mr. Rutahindurwa determined that few opportunities for professional development that limit the employee in NGOs to learn new skills and knowledge relevant to the dynamic working environment. Employees at WAMATA find themselves stuck without the opportunity to learn new skills or information, making it difficult to adjust to the changing demands of their roles. In a sector that is always evolving, particularly given the complex nature of HIV/AIDS interventions, skill stagnation can lead to frustration and lower job satisfaction among employees. This was justified during interview with head of HR department who described that, *"The nature of WAMATA operation create a gap in a capacity building for our employee, this become challenges for the workforce that is craving for the expanding their skills and knowledge outside the basic routine task. This drive them to move to other organizations that have more learning opportunities that align with dynamic working environment"* (Head of HR department, 2024).

It was further explained that, *"It became critical for the WAMATA to invest on the team growth, when we host meeting with the employees, one of the factors that mostly highlighted is need for the skills growth. It's one of the asset that we can agree we underleveraged as the company and it cost us highly die to turnover"* (Head of HR department, WAMATA, 2024).

Also, Mr. Rutahindurwa who is CEO of WAMATA added by explained that, *"We can agree that since WAMATA mostly relies on project implementation from partners and donors, we lack a professional development structure that limits our workforce's potential to excel in their profession. Thus, results in high employee turnover."* (Chief Executive Officer, WAMATA, 2024).

Also, ineffective recruitment procedure of the company was another factor determined by the protagonist, this led to recruiting employee to the positions that do not fit the job requirement or working environment that do not support performing job. WAMATA's recruitment procedure was judged to be ineffective in terms of matching candidate skills to job needs and organizational culture. This misalignment causes frustration with work, poor performance, and ultimately turnover since people are placed in situations that do not match their talents. This was explained by the protagonists during an interview, *"We need to reassess our hiring approach at WAMATA. Our organizations witnessed too many situations where skill does not fit the role, resulting in disappointment on both sides; employee as well as WAMATA."* (Chief Executive Officer, WAMATA, 2024).

Also, it was explained that, *"To develop an organized workplace culture, we must not only match skills and jobs but also ensure that our company standards communicate with our new employees. Initial misalignment that we have observed is a key breach in our retention of talent efforts, indicating the need for an extra screening and on boarding procedure."* (Chief Executive Officer, WAMATA, 2024).

Further, inconsistent management styles that involve over supervisions and inconsistency communication channel employed to disseminate relevant information and feedback. This was explained by the Head of HR department who said that, *"To ensure that WAMATA accomplishes the project and program that we establish with quality, we have strictly implemented close supervision strategies. However, employees have negatively perceived this over-supervision. They see this over-supervision as a limitation to autonomy and lack of trust to them, we will need to find a means of addressing this perception."* (Head of HR department, WAMATA, 2024).

Also, it was outlined during an interview with the protagonists that, *"Several feedbacks from employees indicated dissatisfaction with the management style adopted by WAMATA, they indicated a lack of alignment between a common vision of the organization and consistent communication. We should have a feedback mechanism that must go beyond a top-down approach and establish an environment of mutual respect and open communication."* (Head of HR department, WAMATA, 2024).



Moreover, Mr. Rutahindurwa realized lack of carrier advancement opportunities that offer opportunities for the growth as other drive for turnover in WAMATA, as employee stay in same position for certain period without moving to high position can cause them to feel undervalued and motivate them to look for other opportunities in other organizations. The lack of proper carrier growth paths within WAMATA has been a serious barrier to long-term employee retention. Employee motivation declines when they see no clear way forward without promotion, prompting them to seek possibilities outside the current organization. During an interview with WAMATA CEO, he explained that, *"WAMATA lack a proper framework that provides a clear path for career development, employees do not see opportunities for being promoted to high positions within an organization due to the organizational structure of our NGOs."* (Head of HR department, WAMATA, 2024).

To address this issues, Mr. Rutahindurwa and the management team; initiated interventions such as salary reviews and the introduction of training scholarships. WAMATA recognized the necessity of competitive remuneration and undertook a full wage assessment in line with 2020 labor market trends to guarantee their pay scales are competitive and fair. This move aims to retain talent by appropriately recognizing and rewarding their achievements. The protagonists explained this strategy during interview that, *"As a strategic reaction to our teams' feedback, we have changed our pay structure to reflect changing labor market conditions. WAMATA believe in rewarding staff for their commitment and effort. This compensation modification is a step towards acknowledging their essential contributions to our cause."* (Chief Executive Officer, WAMATA, 2024).

Also, it was explained that, *"We decided to conduct a critical review of our salary system to reflect the market standard to show a firm commitment to ensure the workforce is fairly paid. Through this strategy, WAMATA aimed to retain its talent as well as to attract new talents"* (Chief Executive Officer, WAMATA, 2024).

WAMATA has introduced training scholarships to demonstrate its commitment towards worker growth and development. This initiative aims to assist the professional development of its employees by enabling them to obtain qualifications and training relevant to their roles and the labor market demands. Protagonists explained during interview by saying, *"Recognizing that the world is changing, WAMATA introduced a strategy of empowering employees with opportunities to learn new skills relevant to the job market. This is critical for our employees as it prepares them with adaptability skills for the changes in future"*(Head of HR department, WAMATA, 2024).

Furthermore, WAMATA implemented a 360-degree performance appraisal technique, representing a substantial move towards a more honest and comprehensive assessment procedure. This strategy enables full evaluations from fellow workers, subordinates, and supervisors, providing an integrated view of employee performance and growth opportunities. This explained further by the head of HR

department who described that, *"To ensure that we recruit employees who meet the requirements of the task assigned, WAMATA implemented the 360-degree appraisal system that enables a firm to understand the strengths of the workforce and where need improvement."* (Head of HR department, WAMATA, 2024).

Also, WAMATA decided to aid the employees by providing them with transportation and Communication Allowance, this strategy aimed to reduce the financial burden by reducing the basic expenses and promoting wellbeing of its workforce. During interview it was explained that, *"WAMATA decided to improve the wellbeing of its employees and make their everyday tasks easier by supporting them with transport and communication allowances, demonstrating the commitment of WAMATA to assist our employees both in and outside of the workplace."* (CEO, WAMATA, 2024).

Those strategies introduced by WAMATA aimed to promote professional and career development, job satisfaction, and overall employee well-being, reflecting a commitment to creating a supportive work environment and strengthening the organization retention of talented workforce. However, the problem of employee turnover still persists in WAMATA with a rate between 35-40% in 2022. This alarming trend raised concerns about the long-term viability of the organization and its ability to effectively combat HIV/AIDS. Mr. Rutahindurwa now grapples with questions about why employee turnover persists despite these efforts. Is there a need for further adjustments to the interventions or new strategies to uncover and address underlying issues? The long-term sustainability of the organization is at stake if the turnover trend continues, raising concerns about WAMATA's ability to fulfil its vital mission. Thus, Mr. Rutahindurwa was faced with decision-making challenges whether the interventions should be fine-tuned, overhauled, or supplemented with new strategies to create a comprehensive and sustainable retention approach.

Therefore, this business case determines underlying factors contributing to turnover that have not been identified or adequately addressed by the previous intervention strategy by WAMATA and provide suggestion on the way forward.

## II. THEORETICAL LITERATURE

### ➤ Theories Related to the Study

Relevant theories that explain the correlation between human resource practices in WAMATA and employee retention were reviewed. This business case study was guided by Maslow's hierarchy of needs and Herzberg's two factor theory, the theories provided insightful knowledge on the business case scenario.

### ➤ Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs, developed in the 1950s, is a theory that emphasizes people's desire to fulfill their needs, with these needs prioritized by their importance. This theory serves as the foundation for content theories of job

satisfaction, which focus on identifying factors that contribute to workers' satisfaction (Maslow, 2019).

Maslow's theory categorizes human needs into five stages, with each stage representing a different level of priority. These stages are as follows: physiological needs (such as food, shelter, and clothing), safety and security needs (related to physical protection), social needs (involving social interactions and relationships), esteem needs (concerning recognition and appreciation from others), and self-actualization needs (pertaining to personal accomplishment and leaving a legacy) (Madubi, 2017).

Understanding how Maslow's Hierarchy of Needs relates to the low retention of talented human resources in NGOs like WAMATA can shed light on the underlying causes. For example, if the organization fails to address employees' safety and security needs, such as job security or financial stability, this could contribute to turnover. Similarly, a lack of recognition or opportunities for personal and professional growth may impact employees' esteem and self-actualization needs.

#### ➤ *Herzberg's Two-Factor Theory*

Herzberg's Two-Factor Theory is a psychological theory that explores the factors that influence employee job satisfaction and dissatisfaction in the workplace (Maslow, 2019). Developed by Frederick Herzberg in the 1950s, this theory suggests that there are two sets of factors that impact an individual's job satisfaction and motivation, and they operate independently (Tugba Turabik, 2014; Akinyi, 2014).

Hygiene factors are the factors that, if absent or inadequate, can lead to job dissatisfaction. While motivators are the factors that, when present, can enhance job satisfaction and motivation. Herzberg's Two-Factor Theory provides valuable insights into the employee retention challenges faced by WAMATA and similar local NGOs in Tanzania. The low retention rate may be linked to the absence of motivator factors. If employees do not feel a sense of achievement, recognition, or growth opportunities within the organization, they may be more inclined to seek employment elsewhere (Akinyi, 2014). The hygiene factors, if not adequately addressed, can lead to dissatisfaction and potentially contribute to turnover. Issues related to institutional politics, poor management, insufficient compensation, challenging working conditions, and strained relationships at work can demoralize employees (Parab, 2019).

The theoretical review of Herzberg's Two-Factor Theory suggests that WAMATA should focus on both motivator and hygiene factors to improve employee retention.

#### ➤ *Empirical Literature*

A study conducted by Nakiyimba, et al., (2020) investigated the connection between rewards and employee retention within Non-Governmental Organizations (NGOs), focusing on Plan International and Save the Children operating in Uganda. The findings revealed a positive correlation between rewards and employee retention. While

the NGOs offered competitive base pay, allowances, and benefits, shortcomings included the lack of job evaluation, rigid reward policies, and inadequate recognition of high performers. A study conducted by Mtinda, (2019) investigated the impact of talent management practices on the performance of Executive Agencies, focusing on the Tanzania Public Service College. It was revealed from the study that inadequate talent management strategies, including weak succession planning, limited training, and poor career development, significantly affected organizational performance.

Also, Ambukege, (2020) investigated the factors influencing employee retention in Tanzanian government institutions, with a specific focus on the National Health Insurance Fund (NHIF). The findings highlighted the significance of economic factors in retaining employees, such as salary, loans, and job security. Institutional support, including retirement planning seminars, was appreciated by employees, and a positive physical work environment contributed to job satisfaction. This study was supporting outcomes of similar study by (Mubondo, 2013; Irema, 2015) that both indicated that non-Governmental Organizations (NGOs) in Tanzania experience a high turnover rate.

### III. METHODS

#### ➤ *Selection of Protagonists of the Study*

In this case study, the main protagonists were Chief Executive Officer of WAMATA and the Head of the HR department. These individuals have been chosen for their roles and the valuable insights they can provide regarding the issue of low retention of talented human resources within the organization. The selection of these protagonists were carried out through purposive sampling, a deliberate method used to choose individuals who possess relevant information and expertise related to the problem being investigated. To engage with the management team, official and appropriate channels were used for communication and data collection.

#### ➤ *Business case Research Design*

This study uses qualitative study approach where data was collected, processed and analyzed using qualitative methods and presented using narrative method. This qualitative business case use descriptive or analytical case study approach was utilized to investigate the extent HR and OB ensure organization long term sustainable at work place. This type of case study enables to understand and assess the actions taken in light of the specific context described in the case. This design aims to explore and conceptualize the case study problem and enable the study to appraise and evaluate seemingly complicated past events; develop the connection between case problem and solutions.

#### ➤ *Data Collection Methods and Instruments*

Both primary and secondary data were collected in the business case study. Primary data were collected through semi-structured interviews guide with the selected chief protagonist, the CEO of WAMATA, and the Head of the HR department. These interviews were conducted face-to-face to allow for in-depth discussions. The semi-structured format

provides a balance between pre-defined questions and the flexibility to explore relevant topics as they arise during the conversation. Also, secondary data were collected through documentary reviews by analyzing various documents. The documents to be analyzed include the annual report, performance appraisal reports, and any other relevant reports or documents related to employee retention and human resources management within WAMATA.

#### ➤ *Data Management and Analysis*

All data collected through interviews was recorded and transcribed verbatim to ensure accuracy and completeness. This process involves creating written transcripts of the interviews, capturing the responses of the protagonists in their entirety. Thematic analysis employed to analyze both the primary and secondary data. Thematic analysis is a qualitative research method that involves identifying patterns and themes within the data. In this case, it used to extract key insights and findings related to the low retention of talented human resources in WAMATA. The thematic analysis follow an inductive approach, allowing emerging themes to inform the analysis.

This means that themes were derived directly from the data, without imposing preconceived categories or assumptions. This approach ensures that the analysis remains data-driven and unbiased. The secondary data, including documents like annual reports and performance appraisal reports, were subjected to thematic analysis. Data from these documents was coded into themes that emerge during the analysis process. This provided additional context and insights into the factors contributing to poor retention. And finally, the findings from the primary data and secondary data were synthesized to gain a comprehensive understanding of the factors influencing low retention of talented human resources in WAMATA. This synthesis help forms a cohesive narrative and provide a holistic view of the problem.

#### ➤ *Proposed Solution:*

- *Developing of Friendly Organization Policies*

Implementing friendly organizational policies entails developing explicit incentive systems that specify the conditions under which awards are provided. This guarantees that awards are distributed transparently and fairly, addressing employee perceptions of inequality and unhappiness. A study by Bangi and Mgeni (2022) Underline the significance of developing friendly organizational policies in decreasing turnover intentions. The policy should lay out clear channels for advancement, increasing employee satisfaction and motivation, and gradually promoting organizational stability and success. WAMATA may build a healthy work environment by implementing clear and fair reward systems that make employees feel valued and recognized for their accomplishments. This can improve morale, motivation, and job satisfaction, resulting in increased retention rates. Employees are more inclined to stay with a company when they feel valued and adequately compensated for their efforts.

- *WAMATA should Create Career Paths and Growth Opportunities*

Creating clear career routes and growth possibilities entails outlining prospective career tracks inside the organization and giving employees options for progress, promotion, and skill development. According to study by Gomathy (2023) emphasize the role of human resource practices in attracting, developing, and retaining talent, ensuring fair treatment, fostering positive workplace dynamics, and complying with legal standards for organizational success. WAMATA can encourage employees to stay with the company and achieve long-term career ambitions by providing clear career routes and opportunities for advancement.

- *Flexible Work Hours*

WAMATA should implement flexible working hours, giving employees options like flexible time, reduced workweeks, part-time schedules, or job-sharing arrangements. This flexibility allows a wide range of employee demands and preferences, allowing them to more effectively integrate work and personal responsibilities. Flexible working hours allow individuals to tailor their work schedules to suit unique needs, decreasing stress and improving work-life balance. This can lead to enhanced job satisfaction, morale, and loyalty to the organization, resulting in improved retention rates. This was also advised by the study by Kaliboti (2022) that proposed for NGOs to introduce flexible working hours and increased work autonomy. This approach allows employees to schedule their work to accommodate non-work matters during off-peak working hours or seasons without compromising their task.

- *WAMATA should Enhance Employee Involvement in Decision-Making*

WAMATA should encourage staff participation in decision-making processes enables people to submit concepts, provide feedback, and take responsibility of the company's direction. Regular meetings, surveys, suggestion boxes, and interactive decision-making platforms can all help encourage involvement. WAMATA can instil a sense of ownership and belonging in its employees by including them in decision-making. This can increase employee engagement, morale, and job satisfaction, resulting in improved retention rates as employees feel more linked to the organization's mission and values. This strategy was explained in a study of Muhoho (2018) that the role of workplace participation in creating a strong bond between organization and its workforce.

- *WAMATA should prioritize on Work-Life Balance*

Prioritizing work-life balance include providing flexible scheduling, remote work choices, enough time off, and valuing employees' personal time. This helps to avoid burnout, minimize stress, and improve overall wellbeing of employee. WAMATA could promote a positive work atmosphere that appreciates its employee's wellbeing and satisfaction by encouraging work-life balance. According to study by Gragnano *et al.* (2020) explained the necessity for NGOs to create a balance in working environment.



- *Creation of Learning and Development Programs*

Establishing learning and development program involves providing staff opportunity to improve their abilities and expertise through training, workshops, conferences, and instructional materials. This allows employees to improve both professionally and personally. By investing in training and development, WAMATA can show its dedication to employee development and advancement. This can boost employee motivation, resulting in improved employee retention as employees see prospects for growth and development. This method was also proposed in several studies, for instance study by Ambukege (2020) that outlined positive working environment and training program as driving factors for retention. Also, Mtinda (2019) described positive role of training plan.

#### IV. CONCLUSION AND RECOMMENDATIONS:

##### ➤ *Conclusion*

It is concluded that the business case of low retention of talented resources for WAMATA demonstrates the major issues that non-governmental organizations (NGOs) face in East Africa. Despite its commendable objective to address Tanzania's HIV/AIDS problem, WAMATA faces high staff turnover, jeopardizing its long-term survival and performance. The business case recognized various factors causing a low rotation rate for the WAMATA including limited opportunities for professional development, ineffective recruitment procedures, inconsistent management styles, and lack of career advancement opportunities. The business case established that these issues would have severe effects on WAMATA, including decreasing employee productivity and morale, increasing hiring and training expenses, and possible interruptions to the organization's activities.

WAMATA has adopted a number of measures to address these issues, including wage evaluations, training scholarships, performance appraisal systems, and the provision of transport and communication benefits. Despite these initiatives, the turnover issue persists, highlighting the need for additional action. To address the low retention of talented human resources, the business case study proposed several solutions to WAMATA.

##### ➤ *Recommendations*

Recognizing that organizational policies must be customized to fit the needs and expectations of employees is critical. Implementing friendly organizational rules, such as transparent reward systems and flexible working hours, can dramatically improve satisfaction with work and retention. As a result, future research should focus exploring the role played by human resources policy in promoting employee retention.

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