

EMPLOYEE MOBILITY IN PUBLIC INSTITUTIONS IN TANZANIA: LESSON FROM SELECTED INSTITUTIONS IN ILALA MUNICIPALITY, DAR ES SALAAM

Maige Wiboga, Assistant Lecturer, Department of Business Administration, College of Business Education, Tanzania,
P.O.BOX 1968, Dar es Salaam; E-mail: bwanamaige@yahoo.co.uk

ABSTRACT

This study examines the state of labour mobility in Dar Es Salaam, Tanzania. It was conducted in four public institutions and involved a sample of 95 respondents. Moreover cross sectional research design was used in which data were collected through structured questionnaire and interviews. Data were analysed through content analysis and descriptive statistics using Statistical Package for Social Sciences version 15.0. The findings indicate presence of high employees labour mobility among public workers (Mean score of 13.51; SD=1.61; Median = 12). Some of the contributing reasons for employees' mobility which were cited in this study include lack of recognition, low salary and poor incentive schemes. Therefore employee mobility is high among public institutions in Dar es Salaam. It is recommended that employee mobility should be addressed among public workers in Dar es Salaam. Further studies can compare factors for employee mobility from government to private institutions in Tanzania.

Keywords: *Employee, Employee Mobility, Public Institutions.*

1.0 INTRODUCTION

1.1 Background

Employee mobility is the socioeconomic ease with which an individual or groups of individuals who are currently receiving remuneration in the form of wages can take advantage of various economic opportunities by moving between jobs, firms, industries, sectors within or outside their countries (Becker, 1993). Disparities between North and South and an expanding global economy are some of the factors responsible for the significant increase in movements between continents and countries in Europe and North America (Adebusoye, 2006).

According to Bontis (2002), the intellectual capital might be a factor in which movement of employees from one organization to another or from one country to another is determined. Under such conditions factors such as working conditions, salary pays, recognitions or the human capital development plans predict the level of employee who are remaining or leaving organizations. Moreover studies by Bilsborrow (1997) emphasizes that workers move from one organization to another because of the needs which have not been met in the other organization. Such needs may be related to income, working environment, education or personal factors. De Haan, & Rogaly (2002) also emphasize that the state of employee mobility in different parts of the world are associated to wages, recognition and working environment. In respect to Africa, Jolly, Reeves and Piper (2005) acknowledge that the volume of African emigrants is not clearly documented. While the estimated number of moving employees as per Africa Union are indicated to be 50 million of the 150 million international workers' migrants in the world. The International Labour Organization estimates that 20 million African workers are migrants and that the number of labour migrants in Africa today constitutes one fifth of the global total (Kothari, 2002). In its anticipations, the International Organization for Migration attributes just 16.2 million of the total estimated 175 million migrating workers in the whole world to African countries (Kicinger, 2004). Therefore, the reported findings which indicates the movement of individuals for job seeking in Africa give a picture that, there is a high concern in relation to individual movements in relation to job seeking and job changing need. Hence more examinations of the status is needed especially in sub-Saharan African countries. There are different reasons for labour mobility or migration of individuals within countries, some of these reasons includes the process of searching for jobs or in attempt to change employment status (Nwokocha, 2007). For example, Akinyele (2005), Akinyemi, (2000) and Gbemiga, (2005) investigated socio-economic factors influencing movement of people in Nigeria found that most of the respondents left their homes and places because of their inability to secure jobs.

1.2 Labour Mobility in Tanzania

Currently the government of Tanzania is implementing Public Sector Reform Programme which is associated with the introduction of various circulars, guidelines, and acts to help public institution with knowledge on managing employee mobility without bringing much negative effects to institutions. The employment policy of 1999 is one of them, which provides chances for free mobility of public service employees within the public service and among the public service and private sectors, that every public service employee is free to apply for any advertised post by his/her present employer or

any other public service or private sector employer. Employers are not allowed to forbid any public employee to change work, especially if the new job is associated with career advancement or better earnings (URT, 1999). So it is expected that there will be much mobility within the public service due to variations in terms of roles and wages provided by different public institutions and sectors but such movement needs to be handled carefully so that it does not affect the performance in such institutions.

1.3 Statement of the Problem

Ghosh, (2000) revealed existence of labour mobility among organizations and between the countries which are associated with financial dissatisfaction and recognition. If not well managed and documented, labour mobility can have impacts in organizations in terms of competitiveness and survival. Unfortunately, studies about labour mobility are very few in sub-Saharan Africa and Tanzania in particular. In this regard this paper assesses the employee mobility in public institutions in Dar es salaam and examine the reasons related to such mobility.

1.4 Objectives

The specific objectives of this study was to examine the level of employees mobility in public institutions in Ilala Municipality in Dar Es Salaam. Moreover, researchers intended to identify factors associated with employee mobility and examine the influence of human capital development on employee mobility in public institutions in Ilala Municipality.

1.5 Significance of the study

This study is expected to generate knowledge to human resources practitioners on the need to improve working conditions hence reducing employee mobility in institutions. It will contribute to literature on the factors related to employee mobility in the context of developing nation's public institutions. The study might also give an insight in improvement of working conditions in private owned institutions in developing nations and Tanzania in particular.

1.6 Review of Related Literature

The concept of labour mobility can be generally described as a cross-border movement for the purposes of employment. It is sometimes referred as economic migration, the concept which is also equivalent to the term labour migration (Adebayo, 2000). On the other hand, migration is described as the population movement from one location to another either within the same geographical boundaries or across territorial boundaries with the focus of looking for employment or economic opportunities at a particular time and space (Adebayo, 2000; Gould, 1974). For example Okunmadewa (2001) insists that the number of migrants or labour mobility in countries as well as acrossing border are increasing due to an attempt to search for employment and human security.

1.7 Factors for global Employee mobility

Todaro's Theory of Labour Migration emphasizes that, the principal motive behind migration has been centred on the wage differential among regions. This is well-established in migratory studies. Todaro, (1976) explained that as long as there are differences in wages earned, labour would move from low wage region to a higher wage area. The centripetal and centrifugal forces otherwise known as push-pull are factors that could either attract or discourage people to migrate. Ghaffari and Singh, (2000) remarked that the push factors are those that compel a person due to different reasons to leave that place and go to some other place. For instance, low productivity, unemployment and underdevelopment, poor economic conditions, lack of opportunities for advancement, exhaustion of natural resources and natural calamities may compel people to leave their native place in search of better economic opportunities. De Haas, (2007:13) observed that there is generally city ward migration where rapid growth of industry, commerce and business take place. Sometimes people are also attracted to cities in search of better cultural and entertainment activities thus, pull factors operate not only in the rural-urban migration, but also in other types of domestic as well as international migration. Those who are pushed into migration are simultaneously pulled by the expectation of finding something better elsewhere. De Haas (2008) described this migration theory as the most comprehensive attempt at integrating both endogenous and exogenous factors together.

There is a global debate regarding the fair distribution of human capital. This is most pointed with respect to educated individuals, who typically migrate from poorer places to richer places seeking for opportunities, making 'the rich richer and the poor poorer. Causes quest for higher studies, higher wages, better facilities, more opportunities for advancement, incapacity of home countries to provide employment corresponding to the qualifications and skills acquired by the individual as well as widespread poverty, play greatly as reasons for international employee mobility. Moreover, disparities in an expanding global economy are some of the factors responsible for the significant increase in movements outside the continent to countries in Europe and North America (Makinwa-Adebusoye, 1992).

During the late 19th and early 20th centuries, human capital in the United States became considerably more valuable as the need for skilled labour came with new found technological advancement. New techniques and processes required further education than the norm of primary schooling, which thus led to the creation of more formalized schooling across the nation. This early insight into the need for education allowed for a significant jump in US productivity and economic prosperity, when compared to other world leaders at the time (UN, 2004). The volume of African emigrants is not known with any degree of certainty. While the Africa Union (AU, 2005) reports that one third or 50 million of the 150 million international migrants in the world are Africans (AU, 2005), the International Labour Organization (ILO, 2002) estimates that 20 million African workers are migrants and that the number of labour migrants in Africa today constitutes one fifth of the global total (ILO, 2002). In sharp contrast, the International Organization for Migration attributes just 16.2 million of the total estimated 175 million migrants worldwide to Africans, though these figures exclude large numbers of undocumented African migrants (IOM, 2003).

1.8 Historical Perspectives on the Employee Mobility in Sub-Saharan African

The movements of individuals in sub-Saharan Africa for the reasons of either looking for new jobs or changing the current hold jobs started years back before colonial time and continued during and after colonial period. For example, before colonial time pastoralists used to shift between Somalia and Ethiopia, between Kenya and Tanzania and between northern Nigeria and the Cameroons (Gwen, 1976). Sedentary farmers also moved seasonally in search of supplementary income during the dry season from the drier interior into the plantations of west Africa and also to the coastal farm estates of East Africa (Adebusoye, 1987).

During colonial time the colonial administration introduced structural changes notably rapid improvement of transportation systems and monetization of the economy, the deliberate development of mining and plantation agriculture and the introduction of taxes. These innovations created early regional inequalities the factor which influenced labour mobility. Consequently, in West Africa, there were periodic short-term migrations of labour from Burkina Faso, Mali and Togo to the coffee plantations of Cote d'Ivoire. Similarly, in British West Africa, Ghana, Sierra Leone and the Gambia obtained labour migrants from Nigeria and the French colonies of Togo, Mali and Burkina Faso (UNECA, 1983).

Coming to East Africa, colonial labour laws encouraged circular labour movement in such a way that families lived in labour reserves from which men were drawn to work on plantations while the rest of the family remained behind. For example workers from several countries in East Africa such as Rwanda, Burundi, Mozambique and Malawi were recruited to work in Uganda, Kenya and Tanzania. In line to that, migrant workers during the colonial period remained largely within Sub-Saharan Africa especially between neighbouring countries. There were also long distance movements between colonial blocks which were facilitated and encouraged by colonial laws to ensure labour for colonial enterprises (Gould, 1974). It is therefore true to the fact that employees mobility which happened long period again does not stop until today in individual countries especially in sub-Saharan African and several developing nations such as Tanzania. Considering Ghosh,(2000), it is clearly indicated that labour mobility is still a matter of concern both in institutions and countries. This fact calls for examination on the predictors of such employee mobility especially under the current development conditions.

2.0 METHODOLOGY

The study used mixed research method where by both qualitative and quantitative methods were used in data collection and in analysis. Kombo and Tromp (2006) insist that quantitative and qualitative approaches to research are complimentary, when appropriate, they should be used together so as to maximize the strength and minimize the limitation of each. In line to that qualitative research design enable researchers to give a complete, detailed description of observed phenomena, while quantitative research designs enable them to construct statistical models in an attempt to explain what is observed (Kothari, 2004). The cross sectional survey research design was used, this was considered to suffice the study demands because it allowed collection of data from public institutions at a single point in time. Bryman (2004), Gay, Mills and Aïrrasian (2006) emphasize that, cross sectional survey is a good design for collecting information in a relatively short period of time and making predictions.

Moreover the study was done in the Ilala municipality of the Dar Es Salaam region, Tanzania. The region is located in the eastern part of the country with approximation of four million people. The majority of the people in this region are employees of different organizations both government, private and in international organizations. This area was considered to be ideal for this study due to the presence of a high number of public institutions and many public workers compared to other regions in Tanzania at large. In this study teachers were targeted due to fact that they make a big ratio of workers in

the country and Dar es salaam in particular. To represent the other professionals in the public sector, accountants, community development officers and doctors from public institutions were also included. Together with these categories, the administrators in the institutions where employee were drawn from were also included in the study. Public servants working in the selected public institutions were estimated to be over 1000. The sample size in this study was 95 (whereby 90 were normal serving employees and the 5 respondents were administrators or were working in administrative posts). The demographic and descriptive characteristics of the respondents included in this study were as indicated in the Table 1:

TABLE.1: DEMOGRAPHIC AND DESCRIPTIVE CHARACTERISTICS OF RESPONDENTS (N = 95)

Socio-demographic variable	Category	Number of respondents (%)
Age in (years)	Less than 30	18 (18.9)
	30-39	55 (57.9)
	40-49	12 (12.6)
	50 and above	5 (5.3)
Sex	Male	45 (47.4)
	Female	50 (52.6)
Institutions covered by the study	Benjamin W. Sec.School	41 (43.2)
	Jangwani Sec. School	19 (20)
	Ministry of Education and Vocational Training	22 (23.2)
	Ilala Municipal Council	13 (13.7)
Marital status	Married	63 (66.3)
	Single	29 (30.5)
	Widowed	2 (2.1)
	Divorced	1 (1)
Education level	University degree	64 (67.4)
	Advanced diploma	14 (14.7)
	Diploma	14 (14.7)
	Certificates	1 (1)
	Others	2 (2.1)
Occupation	Teachers	66 (69.5)
	Accountants	10 (10.5)
	Community development officers	6 (6.3)
	Others	13 (13.7)

Structured questionnaires with closed items were used in collecting information from non administrative employees. Closed questions have been found to be effective at keeping respondents to subject of concern due to their objectivity, as well as in collecting adequate information from a large number of subjects within a relatively short period of time (Cohen et al., 2000). Moreover, structured questionnaires with closed items are quick to complete and easy to code for statistical analysis. Gravetter & Forzano (2003) states that by presenting people with a few carefully constructed questions it is possible to obtain self-reported answers about attitudes, opinions, personal characteristics and behaviours. It is also believed that the use of questionnaires ensure privacy of respondents, and maintain confidentiality (Petro, 2009). Together with questionnaires, focus group discussion was another instrument which was used to obtain information from few randomly selected employees with an intention of obtaining their feeling in line to the information provided through questionnaires. On top of that, administrative staff in institutions where normal employees were drawn were also included in the sample and were interviewed using semi-structured interview questions. Patton (2002) explains that, interview is a process of asking people questions about their feelings, thoughts, intentions and how they organize the world and the meaning they attach to what goes on in the world. The intention of engaging the top administrative officials in interview was necessary so as to get their feeling about the current employee mobility in their institutions and the possible reasons for mobility. The estimated time for the interview with administrative officials was between 15 to 20 minutes. The data obtained through questionnaires were coded and total scores by major sections or items representing various clusters were computed. Using descriptive statistics, frequencies and percentages were computed through statistical package for social sciences (SPSS) version 15.0. Moreover, the qualitative information from administrators' interviews and from employees' focus group discussion were descriptively analysed through content analysis.

3.0 RESULTS AND DISCUSSION

Considering the the requirements raised by the objectives in this study: To examine the level of employees mobility in public institutions in the Ilala Municipality in Dar Es Salaam; to identify the factors associated with employee mobility and to examine the influence of human capital development on employee mobility in public institutions in Ilala Municipality, the results obtained are presented as follows;-

3.1 The level of Employees' Mobility in Public Institutions in Ilala Municipality

The responses to this objective required the employees to give their experience of mobility since their employment. The questionnaire required them to **Agree** or **Disagree** whether they have experience of moving from one public institution to another. Table 2 present the ratio of employee who agreed with the statements provided.

Table 2: Employee Mobility in Public Institutions in Ilala Municipality (N = 90)

	Frequency	Agree
		Percentage
Are you currently working with your first appointment employer?	32	35.6
Are you currently working with the second employer?	28	31.1
Are you currently working with the third employer?	22	24.4
Have you changed employers more than three to several times?	9	10
Are you working out of your first career due to change of employer / job?	7	7.8
Are you working in the same career regardless of the change of employer?	37	41.1
Do you have a feeling of leaving your current employer?	61	67.8

These data indicated that thirty two (35.5%) employees pointed out that they have never changed their employer since they were employed. Twenty eight (31.1%) employees have changed their employer at least once, while twenty two (24.4%) employees pointed out that they have changed their employer at least twice. Nine (10%) employees indicated that they have changed their employer more than twice. Seven (7.8%) employees pointed out that they changed career due to change of jobs and employers. Thirty seven (41.1%) employees indicated that they are still working in the same career regardless change of their employers. Furthermore the big number of employees sixty one (67.8%) indicated that they are about to leave their current employers if conditions allow them to do so. That is to say sixty one (67.8%) respondents who were employees in the public section of Ilala municipality were willing to leave their employer by the time of this study.

The findings from this objective suggest that, the question of employee mobility is to a large extent the issue of concern in public institutions in Ilala Municipality as suggested by the percentages of responses among selected public employee.

The most surprising finding is the situation that, most employees are ready to leave their current employers given the possibilities at any given time. This suggests that, employers have to engage in revisiting issues along their employees and improve them where necessary.

When the same objective was addressed by using a Lickert scale with four items and five levels: 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree, the expected maximum score if the respondent would select 5 to each item would be 20 and this would imply highest level of labour mobility experience in public institutions. The trend of score followed this flow in other levels where the least expected scores was 4 if the respondent selected 1 for each item. This also implies that, there is completely no employee mobility in public institutions. However, if the respondent would select 3 for every item the total score would be 12 which implies that respondents are not sure on the question of labour mobility. In determining the level of labour mobility, three levels were used which includes minimum, median and maximum each one representing the state of labour mobility in specific given values.

Using descriptive statistics, results suggest that, significant number of employees have experience of employee mobility. This fact was reflected by the score of (M= 13.51; SD=1.61) which is above the median (12). This finding suggests again that, significant number of employees have the experience in changing employers and are concerned with the working conditions. Providing personal opinion, one employee in a focus group discussion added that;

".....employee mobility exists in our public institutions because of unsatisfactory working conditions. In this the government needs to revisit and implement some of the employment policy guidelines so as to avoid losing potential workers who leave their jobs in search for green pastures and recognition".

In addition to the general status for the employee mobility in Ilala Municipality, the paper addressed the question of whether the mobility vary between one profession and another. To respond to this idea, the information obtained are indicated in table 3.

Table 3: Employee Mobility by Professions in Public Institutions in Ilala Municipality

Variables	Number of Respondents (%)			
	Teachers (N = 66)	Accountants (N = 10)	Community Development Officials (N = 6)	Others (N = 13)
Employees moved from one institution to another since their first employment	4 (7)	3 (30)	6 (100)	2 (20)
Employees working out of their career due to change of job and employer	17 (27)	2 (20)	3 (50)	6 (60)
Employees who are willing to leave their current employers	55 (86)	2 (20)	6 (100)	6 (60)

Considering the data obtained and presented in the table, the state of mobility in some professions selected for the purpose of this study indicates that; Four (7%) teachers indicated that they have at least moved from one institution to another since their first employment. Three (30%) accountants also agreed that, they have changed their employers. In line to that six (100%) community development officers who were included in the sample indicated that they have all moved at least from one institution to another since their first employment. Two employees (20%) from others category who comprise of medical doctors, programme coordinators and human resources officers indicated that they have also experienced changing of employers and institutions since their first appointment. Data also revealed that seventeen (27%) teachers were working out of their career due to change of job and employer. While two (20%) accountants were working out of their career due to change of job and employer.

When the respondents were asked to express their willingness to leave their current employer, fifty five (86%) teachers, two (20%) accountants, six (100%) community development officers and six (60%) employee in the others category indicated that they were willing to leave their current employers. Findings in this paper therefore reveal the fact that, some public servants, in public institutions are more mobile than other workers in public institutions. For instance community development officers were much more mobile among the few selected institutions in this study as compared to teachers and accountants. The researcher also discovered that good number of community development officers and teachers, are ready to move from their current employers as compared to other employee, such as accountants and those in the others category (Medical Doctors, Human Resource Officers).

During focus group discussion, respondents admitted also to have experienced labour mobility in their working experience in public institutions but, it was not caused by employees' advancement of education only, rather lack of employers' support for training (off job training), lack of recognition and appreciation, incentives and low salary provided. In support of this observation, one respondent said:

“Our employer does not support us to grow academically with fear of losing our service due to possibility of changing employers when we advance our education. This in turn leads most of us to support our education by our own means. In most cases this is what makes employees move for search of green pastures so as to repay back the used private resources ”.

Another male respondent admitted that it was very difficult for him to secure financial support from the employer when he got admission to pursue studies for Bachelor of Arts with Education at the University, even though he tried to secure financial support from the employer he failed. This made him decide to change the programme from Bachelor of Arts with Education to Bachelor of Arts with Sociology. He said:

"I am now working out of my first career as community development officer just because my employer refused to support my studies. Teaching profession is among the low paying professions in our society hence I cannot spend my money for pursuing a degree which will not pay me back."

On the same matter administrative officials interviewed during the field work agreed that labour mobility was there in the public sector. One administrative official said:

"..... I cannot deny the fact that, employees' mobility is there in our organization though not to a greater extent. Last year two of our staff members secured new jobs in private sector which were well paying than the former in public sector. Now they are working with private sector."

Another administrative officer admitted that employee mobility do exist in the public sector and gave various reasons by saying:

"Some employees have a tendency of changing their career when they get opportunity to advance their education. After schooling these employees come back to their employer demanding to be recognized and be re-allocated in other department. For example, one of our store keeper who after pursuing his bachelor degree in human resource and management demanded a position in the department of personnel and administration. Re-categorization could not be effected because the department of human resources had enough human resource officers. She had to remain until when the vacancy could be available. Unfortunately, she could not wait; she opted to quit and now she is working with another employer."

Further, findings here indicate clearly the presence of employee mobility in public institutions in Ilala Municipality, which can represent the reality taking place also in other areas of Dar es salaam and Tanzania in general. The serious concern identified in this study is the high rate of employee which are ready to quit their current employers, the situation which might indicate a lack of interest, concentration and harmony in their current duties and positions. If this situation is left for a long time , there is a possibility that, the level of production and work effectiveness can be compromised. Hence, employers have a role to do so as to change the ongoing tendencies and the existing mentality among working through making improvement in their scheme of services.

3. 2 Factors Associated with Employee Mobility in Public Institutions in Ilala Municipality

In an attempt to establish factors associated with employee mobility in public institutions, the researcher in this paper asked respondents to state the factors which made them to leave their former employers or become willing to leave their current employers. The responses from respondents were recorded and summarised as indicated in Table 4.

Table 4: Factors Associated with Employees' Mobility in Public Institutions in Ilala Municipality (N = 90)

Factors associated with employee mobility

	Frequency	Percentage
Low pay (salary)	77	85.5
Academic advancement	40	44.4
Lack of recognition/promotion	68	75.5
One's behaviour	15	16.6
None of the above	9	10.0

These responses showed that seventy seven (85.5%) employee moved or were willing to leave their employer because of low salary they were paid, while forty (44.4%) employees said they left or were willing to leave their employers because of high level of education they possess. Sixty eight (75.5%) employees pointed out that they left or were willing to leave their employer because of lack of recognition or promotion from their employers. Fifteen (16.6%) employees left or were willing to leave because it is their custom/ culture to do so and they do feel comfortable to change jobs and employers and nine (10%) employees said their mobility was not due to low salaries, academic advancement, and lack of recognition or promotion, but was due to other factors such as illness, marriages and termination of the contracts. These views given by the respondents confirm that labour mobility does exist in the public sector and it was attributed to a combination of many factors. Apart from the academic advancement of the employees, low salary and lack of recognition or promotion seemed to be the leading factors. On top of that, when the employees, who indicated willing to leave their current employers, were

asked to state the reasons associated with their decisions, they gave several reasons. Some of these reasons are summarised in table 5.

Table 5: Factors Associated with Employee's Decision to Leave the Current Employers (N = 90)

<i>Reasons associated with employees intention to leave the current employer</i>	Frequency	Percentage
Difficult to get a secured job	63	70
Fear to compete	58	64.4
Fear to loose contributions	40	44.4
Family responsibilities	25	27.7

Table 5 indicated that sixty three (70%) employees mentioned difficulties to get a secured job in other organizations; fifty eight (64.4%) employees pointed out the fear to compete with other competitive organizations, and forty (44.4%) employees pointed out that they were still working with their employer just because of fear to lose their social security fund contributions if they leave and twenty five (27.7%) employees pointed out that they have not changed their employers because of family roles/responsibilities, for instance, married couples with children. Generally the responses showed that most employees in public sector even if they were willing to leave their employer for example 86% teachers they didn't do so easily as some of them found difficulties to get secured job in other organisations or institutions, the second and third reasons which hinder employees from changing their employers were fear to compete and lose social security fund contributions respectively and the family responsibilities reason was last ranked.

3.3 The Influence of Human Capital Development on Employee Mobility in Public Institutions in Ilala Municipality

The third question of this paper intended to explore the relationship between human capital development and employee mobility in public institutions in Tanzania. Data for this question were gathered using interview schedules with individual administrative officials and a questionnaire for employees. Employees were given questionnaires to fill in and their responses were computed and summarized in frequency and percentage as shown in Table 6.

Table 6: The Influence of Human Capital Development on the current employee Mobility in Ilala Municipality (N = 90)

	Frequency	Percentage
Academic advancement determines leaving of an employer	72	80
No plan to leave an employer regardless academic advancement	58	64.4
Willingness to change career due to academic advancement	66	73.3
Inability to leave an employer due to low level of education	59	65.6
High level of education enhance employee's mobility	62	68.9

These responses showed that seventy two (80%) respondents out of ninety respondents agreed to the statement that academic advancement determines leaving of an employer, fifty eight (64.4%) said that have no plan to leave their employer regardless their academic advancement, Sixty six (73.3%) respondents admitted that they were willing to change their current career due to their academic advanced, fifty nine (65.6%) respondents showed that they were not able to leave their employer due to low level of education they possess and sixty two (68.9%) respondents pointed out that high level of education enhance employees' mobility. Such findings indicate that human capital development has a direct influence on whether employee are going to move from one organization to another or will remain in the same organization for longer or whole time of their employment.

During an interview with one of the administrators involved in this study, it was shown that some employee left their employment after advancing in education levels. He said:

"I have the experience of employees leaving their job after advancing their education. This year one employee who was a very hard working physics teacher left here to one of the University here in Dar es salaam as a registrar after she had completed her master degree in Business Administration."

He also added:

"Last year we lost three employees at a time; they got new jobs in other organizations. They did so because they had qualifications. Among the three employees who left one was a bachelor degree holder whereas other two were masters' holder."

Another administrator said:

"I experience high labour turnover these days than it used to be in the past ten years, in most cases employees with better qualifications say degree/masters holders are the one who leave job more frequently."

On the same issue another administrator pointed out that;

"Currently we are experiencing shortage of teachers in our secondary schools regardless of the increase in their enrolment in universities. We have also programmes for in service training which allows teachers at work to advance their career, but majority of these teachers go to private sector after advancing their education."

To check the feelings of employees on what they think and comment on the question of the influence of human capital development on employee mobility, some employee were invited to participated in a focus group discussion. During the discussion many employees showed interest of leaving their current employers after upgrading their level of education. For example, one employee commented that;

".....being a teacher in junior classes (primary and secondary) is like feeding on peppers; teachers are not appreciated for whatever good they do; they are less paid, no allowances, no recognition. All these make teaching environment a bitter place for me to stay. If I get the opportunity to advance my education I won't hesitate to change my employer."

Considering these views provided by respondents, it was observed that there is a greater influence of human capital developments in labour mobility in public institutions. However, some employees said they advanced their knowledge in order to improve their performance; they could leave their employer only if their rights were ignored.

4.0 CONCLUSIONS

From this study it was found that, many employees in public institutions in Ilala, Dar es salaam-Tanzania, have moved from one employer to another in the previous years. The major reasons for mobility were reported to be such as change in education levels, low salary from the current employers, employment security and seeking for recognition in other institutions. On top of that the study indicates that human development plans to promote workers' skills development and advancement in terms of knowledge related strongly to employees mobility are required. Therefore the lesson from the public institutions in Ilala districts indicates a higher employees mobility in public sectors with many employees intending to leave their current working institutions for the reasons related to salary amounts, education achievements and recognition reasons.

4.1 Recommendations

From the findings, it is recommended that employee mobility should be managed in a way that institutions are not affected in terms of expertise and skill availability. Either it is emphasized that human capital development plans should be made in such a way that those employees who advance their skills receive the salary and recognition relevant to their qualifications the fact which can help to retain them in the same institution. This might help institutions to avoid losing human skills necessary for the development and advancement of their institutions.

Further studies are recommended to investigate the relationship between institutional human capital development policies and implementations and how each of these constructs are related to employee's mobility both in public and private owned institutions.

Acknowledgement

I would like to thank our Almighty God whose power and blessings prospered me throughout the time I dedicated in preparation of this paper. My deep sense of gratitude also should go to my supervisor, Mr. Yona Matekere, for his academic support and intellectual guidance. Moreover I wish to extend my sincere thanks to the heads of different institutions in Dar es salaam who were involved in this study. Finally is to all my respondents who reserved sometime to respond to some questions. Thank you all!.

REFERENCES

- Airasian, P.(2006). *Educational research: Competencies for analysis and application*, 8(1).
- Adebayo, A. (2000). Youth Unemployment and National Directorate of Employment and Self Employment Programmes. Lagos: Nil Publications.
- Adebusoye, P. M. (2006). Geographic labour mobility in sub-Saharan Africa. *International Development Research Centre (IDRC) Working Paper, 1*.
- Adebusoye, P. M. (2006). The nature and scope of International Migration. Data in Nigeria. *International Migration Review*, 21(4).
- Akinyele, O. (2005) "Poverty, Malnutrition and the Public Health Dilemma of Disease".University of Ibadan Postgraduate School Interdisciplinary Research Discourse 2005. Ibadan [10]
- Akinyemi, A. I ; Olaopa O; Oloruntimehin O; (2000). Migration Dynamics and Changing RuralUrban Linkages in Nigeria. Obafemi Awolowo University, Ile Ife.
- Becker, G.S. (1993). Human Capital: A Theoretical and Empirical Analysis with Special Reference to Education (3rd ed.). Chicago: University of Chicago Press.
- Bilsborrow, R. E. (1997). *International migration statistics: Guidelines for improving data collection systems*. International Labour Organization.
- Bontis, N. & Fitzenz, J. (2002). Intellectual capital ROI: A current map to human capital antecedents and consequences. *Journal of Intellectual Capital*, 3(3), 223-247.
- Bryman, A. (2004). *Social Research Methods* (2nd ed.). New York: Oxford University Press.
- Cohen, L., Manion, L., & Marrison, K. (2000). *Research Methods in Education* (5th ed.). London: RoutledgeFalmer.
- De Haas, H. (2008), The International Dynamics of Migration Processes. International Migration institute
- De Haan, A., & Rogaly, B. (2002). Introduction: Migrant workers and their role in rural change. *Journal of Development Studies*, 38(5), 1-14.
- Gay, L. R., Mills, E.G., & Airasian, P. (2006). *Educational Research: Competencies for Analysis and Application*. Ohio: Merrill Prentice, 95 (1), 23-27.
- Gould, W.T.S. (1974). International Migration in Tropical Africa: A Bibliographical Review. 1976. Types *International Migration Review*, 8: 347-65.
- Gbemiga, A. J. (2005) Socio-Economic Factors Associated with Urban-Rural Migration in Nigeria: A Case Study of Oyo State, Nigeria. *Journal of Human Ecology*. 17(1):11.
- Ghosh, B. (Ed.). (2000). Managing migration: time for a new international regime?. OUP Oxford.
- Gwen, A. (1976). Types, Processes and Policy Implementation of Various Migration in Western Cameroon: *The dynamics of migrations: Internl Migration and Fertility*. Occasional monograph Series 1:5 Interdisciplinary Communication Program, Smithsonian Institution
- Ghaffari, H., & Singh, S. P. (2000). Economic determinants of rural-urban migration with special reference to Iran. In *SDR* (Vol. 7, pp. 39-47).
- Gravetter, F. J., & Forzano, L.-A. B. (2003). *Research methods for the behavioral sciences*. Belmont, CA: Wadsworth.
- Jolly, S., Reeves, H., & Piper, N. (2005). Gender and migration: Overview report.
- Kicinger, A. (2004, February). International migration as a non-traditional security threat and the EU responses to this phenomenon. Warsaw: Central European Forum for Migration Research.
- Kombo, D. & Tromp, D. (2006). *Proposal ad Thesis Writing: An Introduction*. Nairobi: Paulines Publications Africa.
- Kothari, U. (2002). Migration and chronic poverty (Vol. 16). Manchester: Institute for Development Policy and Management: Chronic Poverty Research Centre.
- Kothari, C.R (2004), *Research methodology: methods and techniques, (2nd ed.)* NewDelhi:WileyEastern
- Makinwa-Adebusoye, P.K. (1992). Labour Migration and Female-Headed Households.
- Nwokocha, E.E. (2007). Gender Inequality and Development in Nigeria: A Review on Antithesis. SouthSouth Journal of Culture and Development. Forthcoming.
- Okunmadewa, F. (2001). "Poverty Reduction in Nigeria: A Four-point Demand". Annual Guest Lecture. Ibadan: University of Ibadan.
- Pallant, J. (2005). *SPSS Survival Manual (2nd ed.): A step guide to data analysis using SPSS for windows (version 12)*. New York: Open University Press.
- Patton. M. Q. (2002). *Qualitative research and evaluation methods* (3rd ed.). Thousand Oaks, CA: Sage Publications
- Petro, B. (2009). *Teachers' views and attitudes towards adolescents who are involved in sexual relationships in Tanzanian secondary schools*. UD. M.A. Dissertation.
- The African Union (2005). International migration and development: dynamics and challenges in South and Southern Africa. In *United Nations expert group meeting on international migration and development* (pp. 6-8).

United Nations Economic Commission for Africa (UNECA), 1983. International Migration, Population Trends and their Implication for Africa. African Population Studies Series No. 4,
International Labour Organisation (2002). *Skilled labour migration from developing countries: Study on India*.
International Organisation for Migrations (2003). *Migration as a livelihood strategy of the poor: the Bangladesh case*. Bangladesh: Refugee and Migratory Movements Research Unit, Dhaka University.
Todaro, M. (1976). Migration and economic development. A review of theory, evidence, methodology and research priorities. Mimeograph, University of Nairobi, Kenya
United Nations. (2004). Patterns of urban and rural population growth, New York; United Nations
URT. (1999). The United Republic of Tanzania. Employment policy. Dar es Salaam.