

Case study

**FACTORS CONTRIBUTING TO POLICE OFFICERS TURNOVER IN
TANZANIA: EXPERIENCE FROM POLICE FORCE IRINGA
MUNICIPALITY**

ABSTRACT

The focus of this study was to assess the factors contributing to police officer turnover in Tanzania, particularly at Iringa police force. The study specific objectives were to examine the contribution of inadequate monetary incentives, poor working conditions, inadequate career advancement opportunities on police officer turnover in Iringa Police Force. The study utilized a descriptive and cross-sectional, research design was applied at a 95% level of confidence. Both Open ended type of questionnaires and closed-ended type were used, as well as an interview guide for the key informants to get primary data and secondary data that were obtained through documentation or documentary review. The study used both qualitative and quantitative where qualitative data were analyzed by using interpretations and explanations while quantitatively data involved the use of software suggested for analysis called Statistical Package for Social Sciences and the findings were tabulated and figured for presentation. Based on the findings, the regression analysis output confirmed that there is a significant positive relationship between inadequate monetary incentives and police officer turnover as the p-value is 0.022. Furthermore, the regression analysis output confirmed that there is a significant positive relationship between poor working condition and police officer turnover as the p-value is 0.025, which is less than 0.05, likewise inadequate career advancement opportunities were also significant with p value of 0.028. The study recommends provision of fringe benefits and review of salary is done from time to time as these were found to be the main problems which facilitate turnover intention, also management were asked to provide enough working tools and attractive offices to their officers, as majority of officers complains on them. Furthermore, management should set enough budget for training and learning sessions and scholarships to be provided for officers who wish to go further studies. The researcher suggested that similar studies be carried out in other regions to determine the impact of these factors in influencing the employee's turnover especially those in military forces.

Keywords: *Monetary Incentives, Working Conditions, Career opportunities and Turnover*

1.0 INTRODUCTION

Comment [h1]: Pay attention this statement, so that your result and discussion should be inline with this statement

Police Force was established for the first time, on 25th August 1919 by British Colonial Government. This was after the British Conference where the European Countries divided the African continent into their Colonies. Tanganyika by then under the Germany rule introduced Police with aim of protecting the colonial interest. The Police was established under Section 6 of the Police Force ordinance charged with duties of maintaining law and order. Although Colonial Government had instructed reform –oriented measures, the British Colonial authority did not Institute the rehabilitation of Police in Tanganyika more emphasis was put on how to utilize them as a source of cheap labour for the benefit of colonial government. This persisted even after independence. Later on, legislation came into force, known as Police Force ordinance Cap 322 as amended by the Police Force and Auxiliary service Act, revised Edition 2002. Cap 322, Section 5 (2) States that: “The Police force shall be employed in and through the United Republic for the preservation of Peace and Maintenance of law and order, Prevention and election of crimes”.

All members of the force shall be bound to serve anywhere in the United Republic or on board any ship within the territorial water of the United Republic and to proceed to any neighboring country and to proceed to such other places as their duties of this Act. As provided in Police Force and Auxiliary Services Act, Cap 322. It is true that one can say that, to maintain peace and security it needs sustainable skilled labour, better Working conditions and good working environment.

In Tanzania the Ministry of Home Affairs has diverse mandates and functions to its departments. According to Police Force department, the service is delivered to customers through a network of regional/district offices and service points. According to the Police Report (2016) the Department of Police Force strives to become the leading state Department in Tanzania in terms of providing service through successful stakeholder relationships, collective and collaborative solution finding, empowerment, flexibility and creativity. Moreover, the Police Force aims at transforming itself from a reactive to a proactive department and to be recognized for being a successful service provider and staff commitment in providing excellent service. However, for more than a decade, the Police Force is still faced with Labor turn-over of its employees that has continued to reduce the efficiency and effectiveness in the provision of services to its clients.

One of the problems experienced by the department is the high rate of staff turnover source (Matimbwa and Ochumbo, 2019). The department of Police Forces loses some of their staff

members who tend to move to better paying corporate organizations, which suggests inadequate initiatives that have been done to ensure labor retention in the Police Force. Consequently, the remaining staff experiences an increased workload leading to low morale, high levels of strain and therefore making the Police Forces fail to accomplish its task due to shortage of labor supply.

Tanzania Police Force spends a lot of money and time in attracting and recruiting new employees by sending some policemen on training in order to attain the vision of the institution. These motivation strategies improve the performance of the organization by building a force which is efficient, skilled and community-centred and which can be charged with the maintenance of public safety and security in the country.

Despite these substantial efforts made to ensure that workers especially police officers are motivated, there has been an increase in labour turnover and poor performance in a field of police force which have been experienced in the recent years. For example, the trends of labour turnover in Tanzania police force in Iringa Municipality from 2015-2019 indicate that, in the year 2018, more than 9 police members left the job; whereas in 2019, there were 13 members of the police force who quitted the job (Widambe & Chachage, 2022). But as time went on, the rate of labour turnover increased by the year 2016 and 2017 at the national level. For 2018 and 2019, evidence shows that the labour turnover increased from 5% to 9% respectively (Tanzania Police Annual Report, 2019). Thus, the resignation and dismissal of police have been revealed to persist and threaten the police force in Tanzania and in the Iringa municipal police force in particular.

2.0 THEORETICAL REVIEW

Herzberg (1959), proposed a two factors theory or motivation-hygiene theory. According to him there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg the opposite of satisfaction is no satisfaction and the opposite of dissatisfaction is no dissatisfaction. Herzberg proposed that every worker has two sets of needs –motivational hygiene needs. The theory suggest that police officers will stay in their posts as long as they can satisfy their needs and they are motivated (job satisfaction), but when their needs are not meet, they automatically call for departure hence employees' turnover.

Comment [h2]: Eventhought this research is case study, but better if supported by empirical evidence or previous reaserch relate determinant factor of turn over, ei. Employee turn over. Incosistency finding of previous study is important for supporting research problem of turn over

Comment [h3]: Insuffience supporting references

Herzberg argued that employees are motivated by internal values rather than values that are external to the work in other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called “Motivators”. The motivation factors include recognition, sense of achievement growth and promotion opportunities, responsibility, meaningfulness of the work. There are certain job factors that cause dissatisfying experiences to employees. These factors are extrinsic to work. These factors were referred by Herzberg as hygiene factors. They are also called dissatisfies or maintenance factors as they are.

The theory in question posits a rather simplified view of human behavior within organizational settings. It assumes that all individuals lack inherent loyalty to any organization and that as soon as their needs cease to be satisfied, they will actively seek alternative employment opportunities. While this assumption may hold true for certain individuals, it falls short of capturing the multifaceted and nuanced nature of employment dynamics in the real world. Expanding on this notion, it's important to consider several key aspects. The theory assumes that an individual's services are readily replaceable and that organizations can easily find suitable replacements. However, in reality, the process of identifying, recruiting, and onboarding new talent can be arduous, time-consuming, and costly. Organizational performance and productivity can also suffer during the transition period.

In summary, while the theory underscores the significance of addressing employees' needs to reduce turnover, it tends to oversimplify the intricate web of factors that shape job retention and commitment. It's crucial to acknowledge that employees' decisions regarding their tenure within an organization are influenced by a multitude of interrelated variables. Organizations aspiring to retain and engage their workforce effectively must adopt a comprehensive approach that considers both individual and organizational needs. This approach recognizes that loyalty and commitment can be cultivated when these needs align harmoniously.

3.0 METHODOLOGY

In this study mixed approaches were used since both qualitative and quantitative approaches with stronger emphasis on quantitative method were used. It applied statistical model to analyze data which provided comprehensive proof that answered the research questions under the study. The quantitative approach was employed where by questionnaires were addressed to police

officers with no managerial/ administrative positions and for qualitative part interviews were conducted to the police officers with leadership positions. In the current study the researcher used descriptive and cross-sectional research designs. It was descriptive because it aims to describe the factors contributing to turnover among police officers. It was cross-sectional because data collection, analysis, and interpretation were done once. Through this design, adequate and relevant information concerning the study, based on the actual picture and opinion of the heads of units, was collected. Also, the case study was helpful in looking at the phenomenon sufficiently for the purpose of realizing the objectives of the study.

The target population was 400 police officers from Iringa Municipality and the sample size was 196. The reason behind the selection of police officers is due to the fact that these are the most neglected group of employees whose concerns regarding their payments and welfare in general were given little consideration and most of them decide to change their jobs as they fail to meet the cost of living or are involved in some bad behaviors like corruptions to meet their obligations. Both open-ended type of questionnaires and closed-ended type were used, as well as an interview guide for the key informants to get primary data and secondary data that were obtained through documentation or documentary review. The study used both qualitative and quantitative where qualitative data were analyzed by using interpretations and explanations while quantitative data involved the use of software suggested for analysis called Statistical Package for Social Sciences and the findings were tabulated and figured for presentation.

4.0 RESULTS

4.1 Contribution of Monetary Incentives on Police Turnover in Iringa Police Force

The study under consideration delves into the critical issue of how monetary incentives impact police turnover rates, with a particular focus on various financial aspects, including allowances, bonuses, fringe benefits, reward systems, and salary packages. The results presented in the study provide valuable insights into the perceptions and experiences of the police force personnel in relation to these monetary incentives. Firstly, it was revealed that a substantial portion of the surveyed police force personnel, specifically 124 individuals, corresponding to 63.4% of the total sample, acknowledged that the management of the police force indeed provides them with allowances. This acknowledgment highlights the role of allowances as a form of monetary motivation and recognition extended to these dedicated professionals.

Comment [h4]: Is there validity and reliability test for instrument of research

Comment [h5]: Commonly in the scientific paper there is Result and discussion. Please put discussion, comparing author result with previous research

Similarly, an equivalent number of 124 respondents, constituting 63.3% of the study's participants, declared that their employers offer bonuses as part of their compensation packages. Bonuses serve as a performance-based reward mechanism, and their provision can significantly influence employee motivation and job satisfaction, potentially reducing turnover rates within the police force. In contrast, the study found that 116 individuals, representing 59.2% of the respondents, denied the availability of fringe benefits from their employers. Fringe benefits encompass a wide range of supplementary perks, such as health insurance, retirement plans, and other non-monetary advantages. The absence of such benefits might be a factor contributing to job dissatisfaction and potentially high turnover.

Furthermore, the research revealed that a significant majority, again comprising 124 individuals or 63.5% of the sample, agreed that the reward system in place for them was perceived as fair and robust. A fair and transparent reward system can foster a positive work environment and promote employee retention, as it ensures that contributions are duly recognized and rewarded. Lastly, a noteworthy finding was that 195 individuals, accounting for 59.2% of the participants, denied the regularity of salary/package reviews. The absence of periodic salary reviews can impact employee morale and financial well-being, potentially leading to dissatisfaction and higher turnover rates among police force personnel.

In conclusion, the study's results shed light on the intricate relationship between monetary incentives and police turnover rates. While allowances, bonuses, and perceived fairness in reward systems appear to have a positive impact, the absence of fringe benefits and irregular salary/package reviews may contribute to challenges in retaining police force personnel. These findings emphasize the significance of well-structured monetary incentive systems in mitigating turnover and enhancing job satisfaction within the police force.

Table 1: Monetary incentives

Monetary incentives	Disagree	Neutral	Agree
Allowances given to police officers	25(12.9%)	46(23.7%)	124(63.4%)
Employer provides bonuses	32(16.2%)	42(21.5%)	124(63.3%)
Employers provides fringe benefits	116(59.2%)	52(26.9%)	27(14.0%)
Reward system is fair and firm	27(14.0%)	44(22.6%)	124(63.5%)
Salary is reviewed from time to time	195(59.2%)	53(26.9%)	27(14.0%)

Source: Field data (2023)

The study findings imply that the majority of employees were not highly satisfied with the salary offered but impressed with bonuses and other benefits given. Compensation plays a significant role in influencing job-satisfaction which facilitates employees' retention. This is because of two reasons. First, money is an important instrument in fulfilling one's needs; and two; employees often see pay as a reflection of managements' concern for them. Consequently, employees want a pay system, which is simple, fair and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result.

In the same tone one of the key informants said on 15 May 2023 at 9:32hrs that;

“Salary is not enough as the cost of living is too high, and recommends management to review the salary scale for employees of lower cadres; also, they said compensation given to some officers do not match with the work they perform and the current cost of living”

According to Maicibi (2013) employees who earn good salary stay longer in the employment. Many police officers complained that apart from monthly salary there are no any incentives which can act as motivators. Police officers claimed that even though they get monthly salaries, it is not enough to make them sustain life. As a result, there is lack of motivation, dissatisfied employee will not be committed to his or her work instead the employee will quit the job. Though the issue of lack of salary review is a national issue it is the national wide problem, the most affected police officers are people in rural areas because they do not have any other income generating activities. This is the reason why some of officers decided to shift from rural areas to urban areas seeking for better life hoping that they will succeed. Yumkella (2006) argues that poor financial compensation, lack of annual increment and unsatisfactory working condition are the most likely push factors causing workers to move between sectors or across the borders. Griffeth *et al.*, (2000) noted that pay and pay-related variables have a modest effect on turnover.

Likewise, the qualitative findings cemented the results as one of the key informants asserted on 15 May 2023 at 10:15hrs that:

“We normally want to motivate our officers to achieve good results, however several challenges limit us, these include insufficient funds, attitude of the politicians towards police officers, lack of professionalism, and poor perception of the public towards police force. So, if the government will allocate enough funds for the force all employees will feel valued”.

Theoretically, money serves as an incentive primarily because it can be exchanged for other desirable outcomes such as goods, services, or privileges. These findings are in line with Mendis (2017) who indicated that remuneration, cash incentives, work life balance, supervisor support and employee recognition variables were negatively and significantly correlated with turnover intention. And those relationships were strong. Results of regressing the reward system on turnover intention showed that reward system is a powerful predictor of labour turnover in logistics industry of Sri Lanka. The research findings give evidence that better financial and non-financial rewards have strong impact on employee turnover intention. Therefore, to reduce employee's high intention to leave the company, the management needs to develop well balanced reward system in both financial and non-financial aspects.

Regarding allowances and bonuses found to be inadequate the findings also supported by Mwenda and Mgomezulu (2018) who found that the current amount of allowance was inadequate incentive to attract employees. Further, the education authorities should introduce additional incentives to alleviate the hardship that teachers experience in rural schools. Furthermore, Weldeyohannes (2013) assert that compensation plays a vital role in retaining employees especially in remote areas, the study concluded that teachers were highly dissatisfied with financial and non-financial aspects of compensation that they receive. Thus, dissatisfaction leads shifting of qualification that why they didn't upgrade their former qualification vertically and intends to turnover.

4.2 Contribution of Non-Monetary Incentives in terms of working and living Conditions on Turnover

The investigation into the influence of non-monetary incentives, specifically working and living conditions, on police officer turnover delved into several critical aspects that contribute to the overall work environment. These aspects, as illuminated in Table 2, offer valuable insights into

the challenges and perceptions of police officers within the Iringa police force. A notable finding, with implications for retention strategies, is that a significant portion of respondents, comprising 124 individuals or 63.4% of the sample, expressed dissatisfaction with the provision of houses for police officers. This highlights a substantial concern within the force, where a considerable percentage of officers are denied access to suitable housing. This issue resonates with similar findings by Kimaro (2015), who identified poor working and living conditions as a contributing factor to police officer turnover. Addressing this housing deficiency emerges as a critical consideration for enhancing officer retention and well-being.

On a more positive note, a majority of respondents, encompassing 124 individuals or 63.3% of the sample, acknowledged the presence of good hospitals for themselves and their families. This underscores the importance of healthcare facilities in supporting the welfare and morale of police officers. Access to quality healthcare services not only contributes to the overall well-being of officers but also reflects an organizational commitment to their welfare. However, the study also unveiled concerns regarding the availability of working tools. A significant proportion of respondents, with 116 individuals or 59.2% of the sample, disagreed with the statement that there are enough working tools for all police officers. This finding highlights a potential impediment to effective policing and underscores the need for adequate resources to facilitate officers in their duties.

Additionally, the study explored officers' perceptions of their workplace, including the quality of office spaces. Interestingly, while 124 individuals (63.4%) stated that all police officers have offices, a similar number, 124 individuals (63.3%), denied that these offices are attractive. This dichotomy in responses suggests that while physical office spaces may be provided, their overall condition and appeal may not meet the expectations or needs of officers. This incongruence merits attention when considering strategies to improve the working environment.

In sum, the findings of this study underscore the multifaceted nature of non-monetary incentives, particularly working and living conditions, in shaping police officer turnover. While healthcare services appear to be a relative strength, challenges related to housing, working tools, and the condition of office spaces emerge as areas where improvements may be warranted. Addressing these concerns can contribute to a more conducive and supportive work environment, ultimately enhancing the retention of valuable personnel within the Iringa police force.

Table 2: Working conditions

Working conditions	Disagree	Neutral	Agree
Employer provides houses for police officers	124(63.4%)	46(23.7%)	25(12.9%)
There is good hospital for me and my family	32(16.2%)	42(21.5%)	124(63.3%)
Availability of enough working tools for all	116(59.2%)	53(26.9%)	27(14.0%)
There are enough police offices	36(18.3%)	36(18.3%)	124(63.4%)
Our police offices are very attractive	124(63.3%)	42(21.5%)	31(16.2%)

Source: Field data (2023)

4. 3 Contribution of Non-monetary incentives in terms of career advancement opportunities on Turnover

Comment [h6]: Please check

The tabulated data in the Table 3 is pertaining to Career Advancement Opportunities unveils a rich tapestry of insights into the perceptions and experiences of police officers in the Tanzania Police Force regarding their professional growth prospects. This table dissects several critical facets of career advancement, including promotion opportunities, scholarships for further studies, the availability of training and learning sessions, and the allocation of a budget for staff development

On promotion Opportunities for Good Performers: The first column of data delves into the existence of promotion opportunities for good performers. It is heartening to observe that a significant majority, comprising 63.4% of respondents, agreed that such opportunities are indeed available. This finding underscores the importance placed on recognizing and rewarding exemplary performance within the police force. Promotion opportunities serve as a powerful motivational tool, incentivizing officers to excel in their roles and aspire to higher positions within the organization. This positive response signifies a culture that values meritocracy and offers a clear path for career progression.

On scholarships for Further Studies: The second column explores the provision of scholarships for officers interested in pursuing further studies. A noteworthy 63.3% of respondents indicate disagreement with the availability of scholarships. This implies that scholarships for officers are not provided which is a pivotal aspect of career advancement, and therefore it may impede work morale of officers. Scholarships empowers officers to pursue advanced degrees and specialized training, fostering a highly skilled and educated workforce. The provision of scholarships not

only enhances individual career prospects but also contributes to the overall professional development of the police force.

Training and Learning Sessions: The third column sheds light on the availability of training and learning sessions. An impressive 59.2% of respondents expressed agreement with the existence of such opportunities. This reflects a commitment to continuous learning and skill development within the police force. Training and learning sessions are instrumental in equipping officers with the knowledge and skills necessary to excel in their roles, adapt to evolving challenges, and enhance their effectiveness in maintaining law and order.

On budget Allocation for Staff Development: The final column addresses the allocation of a budget for staff development. It is heartening to note that 63.4% of respondents agreed that there is enough budget allocated for staff development. This financial commitment signifies a strategic investment in the growth and capabilities of the police force. Adequate financial resources are vital for organizing training programs, providing educational opportunities, and facilitating career advancement initiatives. Such budgetary allocation reinforces the organization's dedication to nurturing its personnel and enhancing their professional competencies.

The data presented in this table 3 unveils a positive landscape regarding career advancement opportunities within the Tanzania Police Force. The majority of respondents acknowledge the presence of promotion opportunities, scholarships for further studies, training and learning sessions, and budget allocation for staff development. These findings collectively underscore the commitment of the police force to the professional growth, skill enhancement, and career progression of its officers. This commitment not only benefits individual officers but also contributes to the overall effectiveness and efficiency of the force in fulfilling its crucial role in maintaining law and order.

Table 3: Career Advancement Opportunities

Career Advancement Opportunities	Disagree	Neutral	Agree
There are promotion opportunities for good performers	46(23.7%)	25(12.9%)	124(63.4%)
Employer provides scholarships for all who wish to go for further studies	124(63.3%)	42(21.5%)	32(16.2%)
There is training and learning Sessions	27(14.0%)	53(26.9%)	116(59.2%)
There is enough budget for staff development	36(18.3%)	36(18.3%)	124(63.4%)

Source: Field data (2023)

The findings regarding recognition were also supported by interview results as one supervisor asserts on 16 May 2023 at 13:12hrs that;

“We have many criteria when deciding who to be promoted from one post to another, but the main one is his or her performance, we always recognize good and bad performers in our departments and give them appreciations letters and warning letters for those who under performs.

The study findings are in line with the study done Matimbwa and Ochumbo (2019) in their study reported that employee recognition for good performance increases subsequent performance substantially, and particularly so when recognition is exclusively provided to the best performers. Remarkably, workers who did not receive recognition are mainly responsible for this performance.

These findings were also supported by Palwasha *et al.*, (2017) who found that compensation and promotional opportunities had an imperative relationship with employees' retention. It is argued that promotion opportunities make employees loyal, satisfied and reduce their intention of leaving their banks hence it enhances retention. Previously Matimbwa and Ochumbo, (2019) stated that lack of promotion opportunities affects employees' decision to stay with the organisation. The availability of clear policies on promotion makes employees feel; though social mobility theory and equity theory postulate that when employees are promoted, they feel honoured by the organization so they repay the organization through their loyalty, commitment and involvement.

A study by Brown, Haytt and Benson, (2010) also found the majority of the employees agreed that HR policies and practice has an impact on employee's retention/turnover though major challenges are most of organization management do not disseminate enough information on the HR policies. In addition, findings in this study are similar with the motivational theory which developed by Herzberg (1959) who concluded that the applicability of training employees in the organization influence employee's retention and reduce turnover. Thus, the finding implies that the training should be provided to employees in Iringa Police Force to build their capacity in terms of new skills, knowledge, experience and attitude which become the bases of employee's performance.

In addition, the regression analysis output confirmed that there is a significant positive correlation between turnover parameters, as evidenced by the p-value of 0.022, which is less than 0.05. Saunder, *et al.*, (2014), recommend that the p-value should be equal to or less than 0.05 to be significant. The regression analysis output confirmed that there is a significant positive relationship between monetary incentives and police officer turnover as the p-value is 0.022. Furthermore, the regression analysis output confirmed that there is a significant positive relationship between working and living condition and police officer turnover as the p-value is 0.025, which is less than 0.05, likewise career opportunities were also significant with p value of 0.028.

Table 4: Regression Coefficients on the Influence of each Predictor Variable on Turnover

Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	23.055	3.527		6.538	.000
Monetary incentives	0.203	.107	.241	1.895	.022
Working conditions	0.298	.135	.278	2.205	.025
Career Opportunities	0.188	.120	.195	1.565	.028

a. Dependent Variable: Police turnover

Source: Field Data (2023)

THERE IS NO DISCUSSION ?

5.0 CONCLUSION AND RECOMMENDATION

The study concludes that there is positive and significant relationship between monetary incentives, working environment, and career opportunities on turnover. The study recommends provision of fringe benefits and review of salary is done from time to time as these were found to be the main problems which facilitate turnover intention, also management were asked to provide enough working tools and attractive offices to their officers, as majority of officers complains on them. Furthermore, management should set enough budget for training and learning sessions and scholarships to be provided for officers who wish to go further studies. The researcher suggested that similar studies be carried out in other regions to determine the impact of these factors in influencing the employee's turnover especially those in military forces.

Comment [h7]: Usefull or not, if not please delete

Comment [h8]: Better if author use consistence word,

Comment [h9]: The Tittle and aslo aims of research relate "contribution" so to be better if your term using contribute, relationship is difference meaning with contribute

REFERENCES

- Aiko, R. (2015). *Effect of Police Integrity. Government Performance in Fighting Crime, and Accessibility of Police Stations on Reporting of Crime in Tanzania*. Afrobarometer.
- Armstrong, M. (2016). *A Handbook of Human Resource Management Practice*. (11th Edition). United Kingdom: Kogan.
- Bashiri, A. (2018). *Employees Retention Strategies & Performance of Selected Commercial Banks in Garissa County in Kenya*, Master's Thesis Kenyatta University.
- Etzioni, A. (2015). "Job Security and Evaluation of Complex Organizations": On power, involvement, and their correlates (Rev. ed.), Free Press, New York.
- Falola, et al (2008). The effect of Motivation on Employee Performance in Public Middle-Level Technical Training institution, Kenya. *International Journal of Advances in Management and Economics*, 2(4), 73-82.
- Gharib, M. Kahwaji, T. A. and Eligani, M. (2017). Factors affecting Staff retention strategies used in private Syrian Companies during the crisis. *International Review of Management and Marketing Vol 7(2) pp 202-206*.
- Gharib, M. Kahwaji, T. A. and Eligani, M. (2017). Factors affecting Staff retention Strategies used in Private Syrian Companies during the Crisis. *International Review of Management and Marketing Vol 7(2) pp 202-206*.
- Hannai, A. E, & Pallangyo W. A, (2020). The Contribution of Compensation in the Employees Retention in the Employees Retention of the Banking Institutions in Dar es Salaam. *European Journal of Business and Management Research Vol 5(4)*.
- Kahila M (2021). The Impact of Monetary and Non-Monetary Rewards on Motivation among Lower-Level Employees in Selected Retail Shops. *African Journal of Business Management*, 7(38),3929-3935.
- Kahyarara, E. O, (2018). Factors Influencing Labour Turnover in Banking Sectors. A Case Study of NBC. Master's thesis Open University of Tanzania.
- Kariuk. W. P, (2015). Factors Affecting Employee's Turnover in the Banking Industry in Kenya. A case study of Imperial Bank Limited. Master's thesis United States International University.
- Marwa, C.M. (2016). Analysis of Factors leading to teachers Mobility in Rural District Councils. A case of Simanjiro District Council in Tanzania. Masters thesis Mzumbe University Tanzania.

Formatted: Indent: Left: 0.09", Hanging: 0.53"

Comment [h10]: Please re check

- Matimbwa, H. & Ochumbo, A. (2019). *Academic Staff Motivation and Retention in Higher Learning Institutions in Tanzania*. Evidence from Selected Universities in Iringa Region. *Journal of Business Management and Economic Research Vol 3(6) pp 1-14*.
- Mboya, D. (2016). "Investigation of the Labour Turnover in Public Organization: The case of Ilala Municipal Council." (Unpublished Masters Dissertation) Dar es Salaam: Mzumbe University.
- Mchia, L. E. (2013). *Factors affecting Teachers Turnover in the Public Secondary Schools in Ruangwa Rural District council*. Masters thesis, The Open University of Tanzania.
- Mount, S. (2014). *A Force for Good? Improving the Police Force in Tanzania*. Commonwealth Human Rights Initiative.
- Msangi, A.A. (2021). *Factors affecting Employee's Retention in Pprivate Ccompanies. The case of Exim bank in Dar es Salaam*. Master's Thesis Mzumbe University.
- Mule, M. M. (2020). *Relationship between Reward Management Practices and Employees Retention in County Government of Meru Kenya*. Masters Thesis Kenya Methodist University.
- Mwangi, E. K. & Omondi M. (2016). Factors influencing Employee Retention in the Banking Industry in Kenya. A case of Equity Bank Limited. *The Strategic Journal of Business and Change Management Vol 3 (2) pp 428-454*.
- Neog, B. B., & Barua, M. (2014). Factors Influencing Employee's Job Satisfaction: An Empirical Study among Employees of Automobile Service Workshops in Assam. *The SIJ Transactions on Industrial, Financial & Business Management (IFBM)*, Vol. 2, No. 7
- Palwasha, B., Faizuniah, P., Johanim, J. & Ashfaq, A., (2017). The Impact of Compensation and Promotional Opportunities on Employee Retention in Academic Institutions: The Moderating Role of Work Environment. *International Journal of Economic Perspectives*. 11(1): 378 – 391
- Rashidi, A. A. & Rahman, M. (2017). Retention Issues in Banking Industry of Pakistan: A Case Study of Habib Metro and Soneri Bank. 11(1), 57 - 66.
- Reddy, P. S. & Govender, K. (2016). Contribution of compensation in the Employees Retention of the Banking Institutions in Dar es Salaam Tanzania. *European Journal of Business and Management Research Vol 5 (4)*.
- Ryu, V. and Jinnai, G. (2020). "Effects of Monetary Incentives on Teachers Turnover" in North Carolina

Shahid, A. (2017). Strategies used by Banking Managers to reduce Employee Turnover. PhD Thesis Walden University.

Sulamuth C.H. and Yosuf, K. (2018).in the study in Malaysia titled “ *Leadership Styles and Employees Turnover Intentions* ”

Tumaini, M.(2015).*The contribution of non-monetary incentives to Teachers Retention in Public Secondary Schools in Korogwe Urban*.Master’s thesis, The Open University of Tanzania.

UNDER PEER REVIEW