

Assessment of the Determinants of Employee Retention in Tanzania's Police Force: A Case of Iringa Municipality

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Abstract

The overall objective of this study was to assess the determinants of employee retention in Tanzania Police Force. Specifically, to assess the effect of compensation on employee retention at Iringa Police Force, to examine the effect of work environment on employee retention in Iringa Police Force and to examine the effect of training and development on employee retention in Iringa Police Force. To accomplish the study's objective, the researcher created open-ended and closed questionnaires, which were both utilized to collect data from 83 respondents. Documentary review was also used, and the data's validity and reliability were tested using the KMO and Cronbach's Alpha. Software applications such as the statistical package for social science (SPSS) version 20.0 and Microsoft Excel were used to analyze the data. Compensation packages and work environment have a substantial positive effect on employee retention, however Training and Development did not, according to the findings of multiple regression analysis. as further revealed, remuneration and work environment attributes (fair salaries and a pleasant work environment) have an impact on employee retention. According to the study, top-level officers (DCP'S-IGP) should focus on establishing the necessary retention policies and procedures to maximize staff retention. Furthermore, the government should make a concerted effort to enhance the profile of police work-life balance. Special intervention measures should be aimed at enhancing the overall police infrastructure and paying police officers different wages in recognition of their unique roles in the country.

Key Words: Employee, Retention, Police Force

1. Introduction

Employee retention is a concern for both government and non-government sector organizations. Motivating employees by providing a comfortable work environment, inclusion in decision-making processes, optimum pay, and acknowledging outstanding performance are all employee retention measures. Employee retention is becoming increasingly difficult for many organizations.

Human Resource Managers in organizations go through a time-consuming and costly process to mobilize their staff. Depending on the methodologies, the costs of recruiting and training a new employee are projected to be between half and one and a half times the annual compensation for the position in issue (Branham 2005, P.3). As a result, human resource managers derive means to save time and money by ensuring that workers do not easily quit their jobs.

Aguenza & Som (2012), for instance, highlight the significance of employee retention and involvement in an organization. This is due to the fact that they are the driving force behind planned development as well as the achievement of corporate goals and objectives. The essential aspect of the issue, according to Bisht, Chaubey, and Thapliyal (2016), is the identification of links between the elements that drive turnover and the deployment of appropriate retention methods. The myriad issues with the workplace, as well as how employees perceive the organization's incentives and promises, lead to a sense of compliance or violation of what has come to be described as a psychological contract. Breaches of promise frequently result in voluntary turnover, which is handled as a management issue since employees feel dissatisfied at work because their expectations are not met. As a result, according to Khan & Aleem (2014), keeping personnel, particularly the most talented, has become a big challenge for managers.

Beverley (2015) found that employee retention challenges occurs for a variety of reasons, including work discontent and distinctive circumstances. Low salary, poor interactions with superiors, insecurity, insalubrities, lack of recognition, and insufficient time are some of the reasons for job dissatisfaction. In terms of the specific circumstances, it is vital to emphasize one of the spouses' change of workplace, the acquisition of a better job, a lack of knowledge or skills for work, or even an interest in establishing own businesses (endeavor). In any case, it is uncommon for people to leave employment where they are content and fulfilled.

The primary goal of retention is to avoid the departure of capable individuals, which could have a negative impact on productivity, service delivery, and performance. Employee retention is critical to any organization's health and long-term success, according to Das and Baruah (2013) and Ampomah and Cudjor (2015). As a result, it is management's primary responsibility to encourage employees to stay with the company for a long period.

Tanzania's labor market has seen massive transformations. The existence of long-serving staff is seen as a sign of internal competency by organizations. However, as a result of economic liberalization, new career opportunities for experts in most industries have opened up, enhancing their chances of increased mobility between organizations. Turnover is now

regarded as having a detrimental impact on a company's growth. As a result, corporate leaders strive to keep employee turnover low. currently, organizations have to compete to keep employees for extended periods of time. These organizations are concentrating on attracting the best people, selecting them, and then retaining them. Employers must implement procedures that benefit both the organization and employee and lead to high performance standards in order to retain personnel. It is critical to attract policy-driven and prospective personnel in order to generate a sense of affinity between company principles and employees. Employees will feel more connected and involved with the organization if their supervisors support them, and they will in turn remain loyal to their institutions (Gentry et al., 2016). The United Republic of Tanzania's Police Force is founded on the country's Constitution and operates under the Ministry of Home Affairs. Section 5 of the Tanzania Police Force and Auxiliary Service Act Cap 322, 2002 outlines the Force's fundamental functions, which include ensuring the safety of people and property by maintaining the peace, maintaining law and order, preventing and detecting crime, and apprehending and guarding offenders (Force, Tanzania Police Force Annual Report, 2008).

Workers must work for a long time in order to achieve the goals and objectives of the Tanzania Police Force, and they must be provided with the essential resources to enable them to work with passion and efficiency. However, in comparison to prior years, the Police Force currently has a retention difficulty, with the biggest challenge being the loss of trained and talented employees. Not only are there effects of high staff turnover, but there are also effects of poor employee retention, where skilled and talented employees are unable to transfer to other organizations due to a lack of vacancies, so they remain in the same organization while working with low morale, delays, and frequent complaints, resulting in a demoralization of working status and difficulties in achieving organizational goals, aims, vision, and mission.

Job security is defined as the certainty that an employee's job will not be lost due to the country's overall economic situation (James, 2012). It is concerned with whether or not a person will be able to keep his or her employment (Adebayo and Lucky, 2012). It is concerned with the likelihood of employees keeping their jobs in order to avoid being laid off (Simon, 2011). Jobs that are not covered by an indefinite contract or that cannot be guaranteed for a reasonable period of time are considered insecure. It is also perceived as the employees being free of the fear of being fired from their current job or losing their job. Some occupations and work activities offer more job security than others. Job security refers to an employee's assurance or belief that they will be able to keep their current job for as long as they choose (businessdictionary.com). It is the organization's promise that its employees will stay with them for a reasonable period of time without being erroneously terminated (Adebayo and Lucky, 2012; Simon, 2011).

Several factors, including an individual's employment contract, collective bargaining agreement, labor legislation, and personal factors such as education, work experience, job functional area, industry, and location, all play a role in determining the need for an individual's services and impact their personal job security (Adebayo & Lucky, 2012). On the other hand, vital or necessary abilities and previous experience required by employers,

subject to the present economic situation and business environment, may ensure an individual's job security (Adebayo & Lucky, 2012).

1.1 Research Objectives

Objectives of this study were two folds, the general and specific objectives as detailed below:

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1.1.1 General Objective

The goal of this study was to determine the factors that influence staff retention in the Tanzania Police Force, using the Iringa Region as a case study.

1.1.2 Specific Objectives

The following specific objectives were investigated in order to attain the above-mentioned ultimate objective.

- i. To assess the effect of compensation on employee retention in Iringa Police Force.
- ii. To examine the effect of work environment on employee retention in Iringa Police Force.
- iii. To examine the effect of training and development on employee retention in Iringa Police Force.

1.2 The Scope of the Study

The study was limited to Iringa municipality, and the area is thus considered representative of the entire population because Iringa police station has a sufficient number of employees from various departments. The sample size for this study totals 85 respondents of various ranks, including Human Resource Management and Finance, Field Force Unit, Criminal Investigation Department, General Duties Department, and others.

2.0 Literature Review

2.1 Theoretical Literature Review

This study was guided by Herzberg's two-factor's theory.

The Two-Factor Theory (Herzberg's Motivation-Hygiene Theory)

Two component theories can be used to better describe the concept of satisfaction in keeping employees in an organization. After studying the factors in the work environment that caused satisfaction and dissatisfaction among workers, Frederick Herzberg (1959) proposed a two-factor theory. Hundreds of workers were interviewed during times when they were highly motivated to work and other times when they were dissatisfied and unmotivated at work. Two component theories can be used to better describe the concept of satisfaction in keeping employees in an organization. After studying the factors in the work environment that caused satisfaction and dissatisfaction among workers, Frederick Herzberg (1959) proposed a two-factor theory. Hundreds of workers were interviewed during times when they were highly

motivated to work and other times when they were dissatisfied and unmotivated at work. According to him, some employment parameters lead to job satisfaction while others lead to discontent. The inverse of "satisfaction" is "no satisfaction," and the opposite of "dissatisfaction" is "no dissatisfaction," according to Herzberg. These job characteristics were divided into two groups by Herzberg: hygiene and motivational factors.

- a) Hygiene factors: These are the employment variables that are required for motivation to exist at work and these include; Pay, company and administrative policies, fringe benefits, physical working conditions, status, interpersonal interactions, and job security. Their presence offers a conducive environment for labor, yet variables alone are insufficient to encourage people to work. People can be dissatisfied by their absence, but they cannot be satisfied by their presence alone. This suggests that these factors do not lead to positive satisfaction, but they do lead to discontent if they are lacking.
- b) Motivator Parameters: The hygienic factors, according to Herzberg et al. (1959), cannot be considered motivators. Positive contentment is a result of the motivational elements and these aspects of the job are unavoidable since they foster employee performance.
- c) These elements are known as satisfiers and play a role in the job's accomplishment. These factors are deemed to be intrinsically rewarding by employees since they represent the psychological needs that are considered beneficial. Employees should be commended and recognized for their efforts by their bosses, which is one of the motivational parameters. Employees must also have a sense of accomplishment, which varies depending on their role. There must be some benefit from the employment, and a company must provide opportunities for growth and promotion to motivate employees. Employees must take personal responsibility for their work. Managers should give them a sense of work ownership and control while maintaining accountability. For the employee to perform and get motivated, the work itself should be meaningful, engaging, and rigorous. Understanding the various aspects of a job that may promote satisfaction or, at the very least, diminish discontent would be the first step in developing a plan for retaining high-quality employees. Raju (2004). Herzberg's hypothesis was utilized by Ewenet and colleagues (1966) to assess job satisfaction. Maidani (1991) compared work satisfaction among public and private sector employees using the two-factor approach.

The Herzberg two-factor theory is a motivation theory that was constructed to analyze employee motivation. However, because it has been empirically validated, this study regarded it as useful in evaluating employee retention. Employees who are driven or satisfied at work are more likely to stay with their companies, according to the researchers. Employees who are driven or satisfied at work are more likely to stay with their organizations, according to the researchers. Several empirical investigations, such as Adzei and Atinga's linked motivation and retention of Ghanaian health workers, and have demonstrated the relevance of this approach in investigating employee retention. Chen et al. investigated employee retention using Herzberg two factor theory and discovered a

substantial link between remuneration and retention. According to a study conducted by Rakhra on employee retention at Indian organizations, remuneration had a significant role in staff retention. In a study of employee retention in Malaysia, Hong et al. discovered a substantial link between remuneration and staff retention. When Eberendu and Okere looked at motivation as a factor in employee retention, they discovered that performance-based compensation was one of the most important employee motivator factors. Similarly, Kanwal and Majid found that low compensation, the absence of incentives, and reward plans had a substantial impact on staff retention in Pakistan's banking industry.

2.2 Empirical Literature Review

2.2.1 Effects of Compensation on Employee Retention

According to Adilet al. (2017), securing employment in Afghanistan universities is increasingly challenging, maybe due to a lack of a robust payment structure. The major goal of this study was to assess how remuneration packages affected job satisfaction and staff retention. The researcher created closed-ended questionnaires with 24 items to accomplish the study's objective, and the participants were academics and administrative employees from six private universities in Jalalabad. 275 questionnaires were distributed, 257 were retrieved while 7 were incomplete, therefore, 246 were valid which represented 89% response rate. The convenient sampling technique was used for data collection and data was analyzed using Statistical Package for Social Sciences (SPSS) version 20.0 for estimating regression and correlation models for testing hypotheses. The study revealed that compensation packages have a significant positive relationship with job satisfaction and employee retention in private universities. The researchers suggested that compensation packages should be revised and updated according to the current labour market to attract, motivate and retain qualified employees for the future success of academic institutions.

Pallangyo (2017) investigated on the influence of compensation on employee retention of the banking institutions in Tanzania. The stratified sampling technique was used to ensure the representativeness of each bank category. Eleven banks were purposely selected and simple random sampling was applied to draw a sample of 370 employees. Quantitative data were collected using a survey questionnaire and analyzed using Binary logistic regression. Findings indicated that compensation significantly influenced employee retention with a 'p' value of 0.001. It was further revealed that the compensation attribute (fair salary) has significant influence on employee retention. The report advises bank executives to establish and implement retention plans that take into account fair remuneration, as this is a highly appreciated compensation attribute. Furthermore, in order to boost employee retention, bank managers must pay close attention to appropriate retention practices. The study recommends to the bank managers to develop and implement retention policies that contemplate fair salaries as this is a most valued compensation attribute. Furthermore, the bank managers need to pay great attention to right retention policies in order to improve retention of employees.

According to Shao (2013), in order to keep the top employees, initiatives geared at meeting their demands are undertaken; yet, the question remains as to how effective each strategy is in terms of total employee retention. The major goal of this study was to determine the

characteristics that have the greatest impact on staff retention in Tanzanian public organizations, utilizing Mwanza Regional Secretariat as a case study. The study included 40 respondents constituted of top, middle, and lower-level personnel. Job security, training opportunities, salary amounts, working environments, participative decision making, allowance availability, relationships at work, retirement benefits plans, and promotion opportunities are some of the factors that primarily influence employee retention at the Mwanza Regional Secretariat, according to the study's findings. The difference is in the implementation; those that are implemented as required, such as job security and retirement benefits plans, have a positive impact on employee retention; those that are poorly implemented, on the other hand, act as a hindrance to employee retention efforts, resulting in labor turnover, employee transfers, low working morale, and partial achievement of organizational goals. The secretariat's retention challenges can be solved by focusing more on financial incentives, such as raising employee salaries, because respondents appreciate them more than non-financial incentives, according to the research.

Kazumba (2012) analyzed the factors that influence graduate police officers' retention in the Tanzanian police force (TPF). The study's primary goal was to establish the nature and extent of TPF staff departure, as well as the effectiveness and efficiency of TPF employee retention measures. Employees from the TPF Headquarters and the Dar es Salaam Police Special Zones of Kinondoni, Ilala, and Temeke participated in the study. There were 120 responders in total, selected from the TPF Human Resource Department/Management, the Ministry of Home Affairs Human Resource Department/Management, retired police officers, and Dar es Salaam Police Special Zone personnel. Data was acquired using a variety of methods, including questionnaires, interviews, and documentary reviews. The majority of police officers who left the force were rank and file policemen, according to the conclusions of the study. These individuals typically quit the police force in their early years of service, upon receiving higher-level graduate degrees. Low and uneconomic salaries, under-utilization of acquired knowledge and professional qualifications, the general need to find greener pasture outside the police establishment, lack of timely promotions, and an unconducive environment for TPF employees have all been identified as major contributors to TPF staff resignations. According to the findings, the TPF's current retention techniques are inefficient in retaining graduate police personnel, necessitating an urgent overhaul. As a result, the TPF should develop and implement particular employee retention policies and strategies that address recruitment, placement, and selection, as well as optimal human resource utilization, development, compensation and benefits, employee relations, and safety and health. Furthermore, TPF HR members should adopt a new mindset and become dedicated professionals focused on executing retention tactics that will result in significant changes in the force. In addition, the government should take purposeful steps to improve the police's economic, social, and political stature. Special intervention measures should be aimed at upgrading police infrastructure in general and paying police officers due wages in recognition of their accomplishments in public service.

2.3.2 Effects of Work Environment on Employee Retention

Kundu & Lata (2017) investigated the mediating effect of organizational engagement in the relationship between supportive work environment and employee retention. Primary data was accrued from 211 respondents in 67 selected organizations. Confirmatory factor analysis was used to ensure the dimensionality and validity of study variables and the hypothesized model was tested using the multiple regression analysis. According to data findings, a positive work environment is important in predicting employee retention. The association between a positive work environment and employee retention is partially mediated by organizational involvement. The implications of the study are however limited to an Indian environment and a cross-sectional design. Furthermore, although the sample size is reduced, the results remain unaffected. The role of a supportive work environment and organizational involvement is currently understudied. The current study therefore focuses on the role of organizational engagement as a mediating factor in the relationship between a supportive work environment and employee retention.

Muhoho (2014) examined the factors that influence employee retention in Tanzania's private and government sector workplaces in his study. The focus of the research was to uncover and examine the elements that employees perceive as forces impacting workplace retention in each sector, and to investigate employers' psychosocial aspects and the various tactics employed by firms to retain their best employees in each sector. Semi-structured, closed and open-ended questionnaires, Focus Group Discussions, key informants, and document reviews from various libraries and internet resources were all employed in the research. A total of 70 employees were recruited from ten (10) different organizations for this study. Version 20.0 of the Software Package for Statistical Science (SPSS) and Excel were used to analyze data. According to study findings, Tanzania's organizations are generally challenged by high rates of employee turnover, while retention was relatively higher in public organizations, particularly higher learning institutions. Low salaries and incentives were also cited as a major factor for resigning, according to the survey. Employer personal attributes, such as organizational justice and prestige, were also noted as having an impact on employee retention. Increasing compensation was recognized as the most common approach adopted by most organizations to keep their personnel. As a result, the study suggests that the selected organizations and others conduct regular remuneration reviews, structure good retirement plans, and foster a pleasant or conducive work environment that provides and creates opportunities for further development, continuous renewal and learning, and deepening of employee motivation in order to contribute stupendously to the organization's performance, workplace excellence, and competitive advantage.

2.3.3 Effects of Training and Development on Employee Retention

Muceke et al. (2012) assessed the "Determinants of Academic Staff Retention in Kenyan Public Universities." The research was primarily conducted for academic staff at Kenyan universities. Leadership, distributive justice, work environment, salary, promotional possibilities, training and development, autonomy, and recognition were all explored as factors of employee retention. Employees from other public colleges, private universities, and

other corporate sectors competed locally, it was found. It is clear that academic staff retention in Kenyan public universities is a critical concern, and it was projected to become even worse with the surge in intake in the 2011/12 academic year. Universities, it was further asserted, held the key to achieving Vision 2030 by equipping the workforce with the necessary skills and knowledge. These institutions would be able to fulfill this laudable purpose only if they had sufficient human and other resources.

Mwita (2018) studied the Influence of Leadership on Employee Retention in Tanzania Commercial Banks and found that leadership influenced both employee retention and turnover. Training and development, recruiting and selection, remuneration, and other Human Resource Management activities are all areas where companies spend and invest heavily in their personnel. This implies that letting go of an employee is one of the most expensive human resources decisions. Employee retention has been investigated in Tanzania through several studies that link it to other aspects such as training and development, pay, working hours, working environment, and promotion, among others.

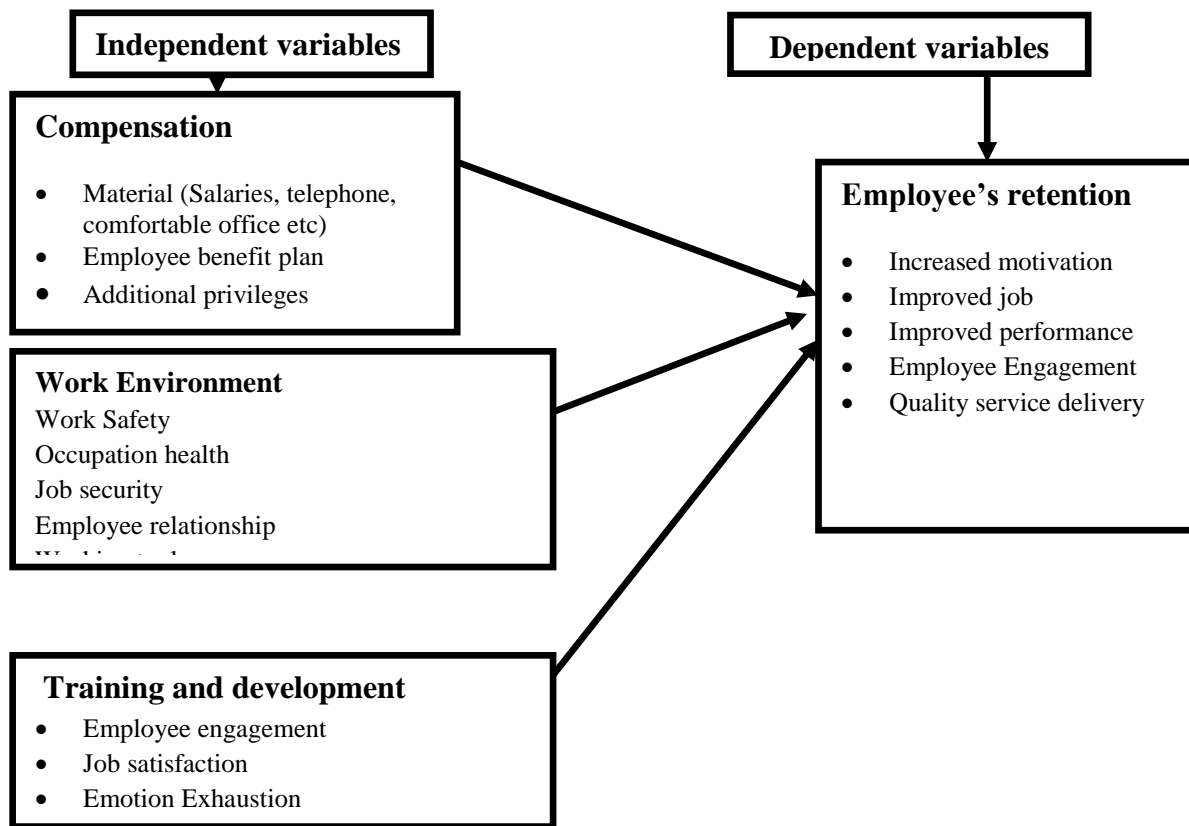
The relationship between leadership and staff retention was investigated in this study. The study used questionnaires to collect data from Akiba Commercial Bank (Buguruni Branch) and Tanzania Postal Bank (Morogoro Branch) as study cases. The link between the variables was investigated using linear regression analysis. In Tanzanian commercial banks, it was discovered that there is a large linear association between leadership and employee retention. Because managing and leading go hand in hand, the study advises providing leadership training to bank managers and supervisors. It also urges managers and supervisors to obtain input from their subordinates on how they view leadership styles in their banks and make changes before employees decide to quit.

Mwakaupugi (2012) did research on "Staff Training and Development Practices in Pension in PSPF Head Office, Dar es Salaam, and five of its Regional Offices, in Arusha, Manyara, Singida, Dodoma, and Morogoro." The efficacy of training and development programs was shown to be dependent on the entire process of assessing, creating, developing, executing, and evaluating them, according to this study. Despite the fact that respondents commented on the presence of a training and development policy at PSPF, the policy was only a provisional draft and had not been used as a guideline, according to the study.

2.5 Conceptual Framework

The conceptual framework of this study on the factors of employee retention in the Tanzania Police Force can be described by salary, work environment, and training and development variables. All of these are the study's independent variables, while employee retention is the study's dependent variable or effect.

Figure 1: Conceptual framework



2.6 Formulation of Hypotheses

The following hypotheses revealed the association between two or more factors with employee retention in the current study.

H₀ Compensation has a negative effect on employee retention at Iringa Police Force.

H₁ Compensation has a positive effect on employee retention at Iringa Police Force.

H₀ Work Environment has a negative effect on employee retention in Iringa Police Force

H₂ Work Environment has a positive effect on employee retention in Iringa Police Force.

H₀ Training and development has a negative effect on employee retention in Iringa Police Force.

H₃ Training and development has a positive effect on employee retention in Iringa Police Force.

3. Methodology

The goal of this study is to determine the factors that influence staff retention in the Tanzania Police Force. The quantitative research approach was used to profile the effects of employee retention and describe the determinants of employee retention in the Tanzania Police Force. A descriptive design was used to profile respondent characteristics in order to fit them into a

strategic framework for action that connects the research question to the study's end goal. Employee retention was profiled and characteristics impacting employee retention were described in this study using an explanatory research approach. The research was carried out in the Iringa Region, specifically in Central Police and Regional Departments, in five departments and units to include: administrative, field force, criminal investigation, general duty, traffic, and stock theft prevention.

The study's target group was drawn from current employees who worked at the institution between January 2010 and May 2021. The population was subdivided into four (5) departments: Criminal Investigation Department (CID), Traffic Department (TD), General Duty (GD), Field Force Unit (FFU), and Stock Theft Prevention Unit (STPU) (STPU). The research was conducted in selected police stations in all Iringa regional wards. To estimate the sample size of the study, the researcher used purposeful sampling and selection of respondents. The study's target population was 250 workers for the Iringa Municipal Police Force. The population was divided into operating groups, and the institution has five (5) units: Criminal Investigation Department (CID), Traffic Department, General Duty (GD), Field Force Unit (FFU), and Stock Theft Prevention Unit (STPU). Each operational group (stratum) had a stratified random sampling taken in a number proportional to the size of the stratum as compared to the population.

Table 3.1: Sampling design, study population and data collection tool

Random Sampling of the study population	Target Population	Sample Size	Sampling design	Data collection Tool
Respondent category				
Criminal Investigation department (CID)	53	18	SRT	Questionnaires
Traffic department	55	18	SRT	Questionnaires
General Duty department (GD)	53	18	SRT	Questionnaires
Field Force Unit (FFU)	48	16	SRT	Questionnaires
Stock Theft Prevention Unit (STPU)	36	13	SRT	Questionnaires
Random sampling two (2) Heads of Thematic groups will be Purposefully selected	5	2	NRS	Questionnaires

Source: Researcher (2021)

Data was gathered using both primary and secondary data collection techniques, as described below. As indicated in Table 3.1, questionnaires were prepared and distributed to 85 randomly selected police officers who operate in various theme groups.

4. Data Analysis, Interpretation and Discussion of Findings

4.1 Test of Reliability and Validity of the Study

By applying Cronbach's Alpha, the researcher was able to determine whether all variables were valid and reliable:

4.1 Reliability Test

The Reliability Statistics Table, shows the value for Cronbach's alpha, which in this case is .789, .902, and .700 for compensation, working environment, and employee retention, respectively, indicating strong instrument reliability. It denotes a high level of internal consistency for the sample in question. In addition, there is a .348 for training and development, indicating that the measuring instrument is unreliable.

Table 4.1: Reliability Statistics

Variables	Cronbach's alpha	No of items
Compensation	0.789	9
Work environment	0.902	9
Training and Development	0.348	11
Employee retention	0.700	9

Source: Research Findings, (2021)

4.2 Validity Test

According to Table 4.2 below, the Bartlett's Test of Sphericity showed that data variables obtained after the data reduction process were significant (0.000) and measured the dependent variable with a Kaiser-Meyer-Olkin value of 0.712, 0.891, 0.459 and 0.778 for compensation, work environment, training and development and employee retention in accordance to Kaiser who states that the results from factor analysis can be considered acceptable if the Kaiser-Meyer-Olkin value (KMO) is 0.5 or greater, and the Bartlett's test of sphericity is statistically significant, $p < 0.05$ therefore the Factor Analysis is valid for compensation, work environment and employee retention, hence the researcher is confident that factor analysis is appropriate for accrued data, although it is not valid for training and development.

Table 4.2: KMO and Bartlett's Test

Variables	Chi-square	KMO	P-value
Compensation	293.679	0.712	<0.001
Work environment	379.336	0.891	<0.001
Training and Development	136.22	0.459	<0.001
Employee retention	210.66	0.778	<0.001

Source: Research findings, (2021)

4.3 Findings

4.3.1 The Effects of Compensation on Employee Retention

The researcher examined the impact of pay on personnel retention at the Iringa Police Force. respondents were provided with some basic questions and were required to express their agreement or disagreement to a set of statements. The results were as shown on table 4.3 below.

Table 4.3: The influence of compensation on employee retention

Compensation items	To very little extent	To little extent	To some extent	To great extent	To very great extent
Police Officers’ satisfaction with the existing salary package	49(59%)	10(12%)	20(24.1%)	2(2.4%)	2(2.4%)
Adequate and merit-based salary increment	49(59%)	20(24.1%)	12(14.5%)	1(1.2%)	1(1.2%)
Competitiveness of the force’s pays scale	44(53%)	19(22.9%)	16(19.3%)	3(3.6%)	1(1.2%)
Effective communication of the compensation policy to employees	44(53%)	19(22.9%)	0(0%)	16(19.3%)	4(4.8%)
The force allocates a special incentive package for staff performance	48(57.8%)	15(18.1%)	16(19.3%)	3(3.6%)	1(1.2%)
Employer provides opportunities to employees to share their ideas	31(37.3%)	21(25.3%)	25(30.1%)	4(4.8%)	2(2.4%)
The fringe benefits are fair	41(49.4%)	24(28.9%)	13(15.7%)	2(2.4%)	3(3.6%)
Employees’ retention in the force is owed to staff rewards and benefits	32(38.6%)	26(31.3%)	14(16.9%)	11(13.3%)	0(0%)
A financial reward mechanism has a vital role in employee retention	18 (21.7%)	11 (13.3%)	21 (25.3%)	11 (13.3%)	22 (26.5%)

Source; Researcher (2021)

Table 4.3 shows that 49 (59%) of Police Officers agreed to a very limited extent that they are satisfied with their current compensation package. 49 (59 %) agreed to a very limited extent that there are adequate and merit-based salary increases and 44 (53 %) agreed to a very limited extent that the organization's pay scale is competitive. 44 (53 %) agreed that compensation policy is properly communicated to employees to a very limited level. 48 (57.8 %) agreed to a very limited extent that there is a force that assigns special incentive packages based on staff performance, and 31 (37.3 %) agreed to a very limited extent that employers give employees opportunities to express their thoughts. To a very little extent, 41 (49.4 %) agreed that the fringe benefits are fair. 32 (38.6 %) believed that employees prolonged stay in the force was attributed to rewards and benefits, whereas 22 (26.5 %) agreed that a financial compensation scheme plays an important role in employee retention.

Table 4.4: The mean distribution of compensation on employee retention

Item	Mean	Rank	Decision
A financial reward mechanism has a vital role in employee retention	3.10	1	Great extent
The employer provides employees with opportunities to express ideas	2.10	2	Little extent

Employee retention in the force is attributed to rewards and benefits	2.05	3	Little extent
Police force fringe benefits are fair	1.82	4	Little extent
Police Officers are satisfied with the current salary package	1.77	5	Little extent
The police force uses a competitive pay scale	1.77	6	Little extent
The compensation policy is effectively communicated to employees	1.76	7	Little extent
The force allocates a special incentive package for staff performance	1.72	8	Little extent
The force has an adequate and merit-based procedure of salary increment	1.61	9	Little extent

Source; Researcher (2021)

Table 4.4 displays the responses of police officers to various item ratings on compensation, revealing that the majority affirmed to a large extent that the financial compensation mechanism plays a vital role in employee retention (mean=3.10) while other variables had a minimal impact.

4.4.2 Effects of Work Environment on Employee Retention

The researcher investigated the impact of the work environment on staff retention at the Iringa Police Force and findings are as presented on table 4.5 below.

Table 45: The influence of the work environment on employee retention

Working environment parameters	To very little extent	To a little extent	To some extent	To a great extent	To a very great extent
The police force provides its employees with enough working tools for their regular operations.	29(34.9%)	35(42.2%)	13(15.7%)	5(6.0%)	1(1.2%)
There are stress management initiatives throughout the organization.	43(51.8%)	21(25.3%)	15(18.1%)	3(3.6%)	1(1.25%)
Employees are respected.	29(34.9%)	27(32.5%)	22(26.5%)	3(3.6%)	2(2.4%)
A job well done is valued	27(32.5%)	24(28.9%)	23(27.7%)	5(6%)	4(4.8%)
Employee ideas and grievances are taken into account.	36(43.4%)	25(30.1%)	17(20.5%)	4(4.8%)	1(1.2%)
The supervisors periodically reinforce and support the working system	31(37.3%)	19(22.9%)	27(32.5%)	4(4.8%)	2(2.4%)
The working environment is open and trustworthy	40(48.2%)	16(19.3%)	20(24.1%)	4(4.8%)	3(3.6%)
Employees are given authority and responsibilities.	30(36.1%)	25(30.1%)	19(22.9%)	7(8.4%)	2(2.4%)
The morale in the organization is high	31(37.3%)	25(30.1%)	18(21.7%)	4(4.8%)	5(6.0%)

Source; Researcher (2021)

According to Table 4.5, 35 (42.2 %) of police officers agreed to a lesser extent that they are provided with adequate working equipment for regular tasks. 43 (51.8 %) agreed to a very limited extent that stress management programs exist in the organization. 29 (34.9 %) agreed to a very limited extent that employees are treated with dignity. 27 (32.5 %) agreed that good work is appreciated to a very limited extent. 36 (43.4 %) agreed that employee recommendations and grievances are taken into account to a very limited extent. 31 (37.3 %) agreed to a very limited extent that supervisors should encourage and support the working system on a regular basis. 40 (48.2 %) agreed that the working atmosphere is open and trustworthy to a very limited level. 30 (36.1 %) agreed to a very limited extent that employees are given responsibility and authority, and 31 (37.3 %) agreed to a very limited extent that organizational morale is excellent.

Table 4.6: The mean distribution of the influence of the work environment on employee retention

Item	Mean	Rank	Decision
A job well done is valued.	2.22	1	Little extent
Supervisors strengthen and support the working system on a regular basis.	2.12	2	Little extent
The morale in the organization is high	2.12	3	Little extent
Employees are allowed to take responsibility and authority	2.11	4	Little extent
The employees are treated with due respect	2.06	5	Little extent
Police force employees are provided with sufficient working tools for daily activities	1.96	6	Little extent
The working environment is open and trustworthy	1.96	7	Little extent
The employee’s suggestions and grievances are taken into account	1.90	8	Little extent
There are stress management initiatives in the police force	1.77	9	Little extent

Source; Researcher (2021)

Table 4.6 reveals that practically all items on the work environment were below the mean of 2.50, indicating that the work environment has a weak association with employee retention in the police force.

4.4.3 Effects of Training and Development on Employee Retention

The researcher analyzed the association between training and development and employee retention at the Iringa Police Force and the findings are as presented in table 4.7 below.

Table 4.7: The influence of training and development item on employee retention

<i>Response</i>	<i>Frequency</i>	<i>Percentage</i>
Training programs frequently are frequently conducted at our workplace		
Yes	62	74.7
No	21	25.3
I have attended a training program in our workplace		
Yes	72	86.7
No	11	13.3
Number of training programs conducted annually		
2	33	39.8
2 to 3	14	16.9
3 to 4	10	12.0
More than 5	26	31.3
Number of training attended		
2	34	41.0
2 to 3	14	16.9
3 to 4	13	15.7
More than 5	22	26.5
The training programs boosted my work efficiency		
Yes	78	94.0
No	5	6.0
The impact of the training program evaluated through:		
Performance	74	89.2
Feedback	9	10.8
Type of employee training provided by TPF		
On the job	61	73.5
off the job	1	1.2
Technical	21	25.3
Training and development program increase employee efficiency		
Yes	81	97.6
No	2	2.4
Training programs result to pay increment or promotions		
Yes	21	25.3
No	62	74.7
The following improvements should be made following training programs		
Redesigning the job	15	18.1
Remove interference	16	19.3
Reorganizing	15	18.1
Upgrade the information	37	44.6
My career foundation was strengthened by the various training programs I have attended		
Yes	29	34.9
No	19	22.9
Sometimes	35	42.2

Source; Researcher (2021)

According to Table 4.7, 62(74.7 %) agreed that the police force offers training programs, and approximately 72(86.7 %) have attended such training programs. Training programs that last two years or more are typical, with 59 (71.2%) of police officers having participated. Whereas 78(94.0 %) believe the training programs have enhanced their work efficacy, the

impacts of training have largely been measured by performance (74(89.2 percent). 61 (73.5%) respondents agreed that TPF employees receive on the job training, which has a 97a .6% contribution to work efficacy. Although training and development programs are offered by TPF, 64(77.1%) had attended career ground-based training however, 62(74.7%) of respondents disputed their contribution to pay increment or employee promotion. 37(44.6%) highly recommended information updates to improve police force operations.

4.4.4 Determinants of Employee Retention

The researcher assessed the factors that influence employee retention at the Iringa Police Force and findings are as shown in table 4.8 below.

Table 4.8: Determinants of employee retention

Determinants of employee retention	To a very little extent	To a little extent	To some extent	To a great extent	To a very great extent
Employee retention contributes to the growth of the organization.	6(7.2%)	9(10.8%)	23(27.7%)	25(30.1%)	20(24.1%)
A coordinated retention policy is established by the force for the employee.	35(42.2%)	18(21.7%)	19(22.9%)	5(6.05)	6(7.25)
There are no communication barriers while interacting with supervisors	33(39.85%)	15(18.1%)	23(27.7%)	10(12.0%)	2(2.4%)
I would like to further my career in this organization	15(18.1%)	18(21.7%)	16(19.3%)	17(20.5%)	17(20.5%)
I share my opinion regarding the workload	18(21.7%)	17(20.5%)	28(33.7%)	8(9.6%)	12(14.5%)
I get the recognition you deserve for your performance	27(32.5%)	9(10.8%)	13(15.7%)	14(16.9%)	20(24.1%)
Work-life balance is supported by the organization	33(39.8%)	11(13.3%)	28(33.7%)	9(10.8%)	2(2.4%)
I would encourage my friend/relatives to join the TPF	25(30.1%)	24(28.9%)	19(22.9%)	11(13.3%)	4(4.8%)
The implementation of the three R's (recognition, reward, respect) will increase employee retention	5(6%)	4(4.8%)	9(10.8%)	19(22.9%)	46(55.4%)

Source; Researcher (2021)

According to Table 4.8, 25 (30.1 %) respondents agreed that employee retention aids organizational development. 35 (42.2 %) agreed to a very limited extent that the organized retention policy is designed by the force for the employee, and 33 (39.85 %) agreed to a very limited extent that there are no communication obstacles when interacting with a supervisor. 18 (21.7 %) agreed to a lesser extent that they would like to work as a police officer in the future. 28 (33.7 %) agreed to some extent with the stance on workload. 27 (32.5 %) agreed to a very limited extent that they receive the recognition they deserve for their performance, and 33 (39.8 percent) agreed to a very limited extent that the organization supports work-life balance. 25 (30.1 percent) agreed to a very limited extent that they can recommend to friends/relatives to join the organization, and 46 (55.4 percent) agreed to a very high degree

that implementing the three R's (recognition, reward, and respect) will boost employee retention.

Table 4.9: The mean distribution of employee retention

Item	Mean	Rank	Decision
The implementation of three R's (recognition, reward, respect) will increase employee retention	4.17	1	Great extent
Employee retention fosters organizational development	3.53	2	Great extent
I have plans to further my career in this organization	3.04	3	Great extent
I get the recognition I deserve for performance	2.89	4	Great extent
Opinion regarding work load	2.75	5	Great extent
I would recommend my friends/relatives to join the TPF	2.34	6	Little extent
Work-life balance is supported by the organization	2.23	7	Little extent
There are no communication barriers while interacting with supervisors	2.19	8	Little extent
A coordinated retention policy is established by the force for the employee.	2.14	9	Little extent

Source; Researcher (2021)

Table 4.9 shows that police officers have generally indicated a high level of retention, with an average of 4.17 indicating that the implementation of the three R's (recognition, reward, and respect) will increase employee retention, with only an average of 2.34 suggesting that their friends/relatives join the organization.

4.5 Correlation and Regression Analysis

Pearson bi-variate correlation analysis was performed to calculate the linear relationships among determinants (Compensation, Work environment, training and development) and employee retention. Then, stepwise multiple regression analysis was done to predict employee retention in TPF of Iringa region.

4.5.1 Pearson Correlation Analysis

The Pearson correlation test was used to establish the relationship between each individual independent and dependent variable of the two independent variables and as revealed, compensation and working environment had a significant association with employee retention as their p-values were less than 0.01. The independent variable training and development had no significant relationship with retention in fact it had a negative connotation indicating that those who acquire skills through training and development eventually leave the organization for greener pastures.

Table 4.1: Pearson Correlation Results

		Compensation1	Training and Development1	Work environment	Employee retention
Compensation1	Pearson Correlation	1	-.010	.786**	.547**
	Sig. (2-tailed)		.927	.000	.000
	N	83	83	83	83
Training and Development1	Pearson Correlation	-.010	1	-.009	-.052
	Sig. (2-tailed)	.927		.938	.641
	N	83	83	83	83
Work environment	Pearson Correlation	.786**	-.009	1	.624**
	Sig. (2-tailed)	.000	.938		.000
	N	83	83	83	83
Employee retention	Pearson Correlation	.547**	-.052	.624**	1
	Sig. (2-tailed)	.000	.641	.000	
	N	83	83	83	83

** . Correlation is significant at the 0.01 level (2-tailed).

For statistical analysis, the scatter plots of residuals were examined to check assumptions of normality, linearity and homoscedasticity. No violation assumptions were found. The standard convention level of $P < .05$ was used for evaluating the statistical significance of all quantitative analyses performed in this study.

4.5.2 Multiple Linear Regressions

Table 4.2: Regression Coefficients

Model	Unstandardized coefficients		Standardized coefficients	T	p-value
	B	Std. Error	Beta		
(Constant)	2.043	.773		2.642	.010
Gender	-.108	.179	-.053	-.604	.548
Age	-.076	.132	-.064	-.572	.569
Education level	.117	.059	.196	1.978	.052
Duration working with Iringa Region police force	-.129	.101	-.152	1.285	.203
Activity	-.111	.065	-.153	1.715	.091
Compensation1	.154	.188	.114	.816	.417
Training and Development1	-.396	.530	-.066	-.747	.458
Work environment	.674	.173	.547	3.891	<.001

Model summary(R-Square=0.462) Anova ($F = 7.94$, $P < 0.001$), Dependent Variable: Employee retention, Predictors: (Constant), Activity, and Age, Work environment, Training and development, compensation, Gender, Education level, Duration working with the Police Force in Iringa Region.

4.6 Discussion of Findings

4.6.1 The Effect of Compensation on Employee Retention at the Iringa Region Police

According to the findings of the survey, personnel at police stations credit continued employment to pay. Employee retention is impacted by compensated extra duties among others. Compensatory policies should therefore be fair however, the majority of police station personnel believe that they were not consulted when pay targets were established. The study findings on upgrading compensation packages as a strategy of retaining employees coincide with Lochheads and Stephens (2004), who stated that competitive and fair compensation was a crucial starting point in most efforts to recruit and retain personnel. However, there was a universal consensus that pay alone did not guarantee staff retention.

4.6.2 The Effect of Working Environment on Employee Retention at Police Force

The study discovered that the working environment provided by police departments had an impact on staff retention. The majority of employees attribute their continued employment at the police station to a favorable working environment. Working conditions that provide opportunities for advantages such as a medical scheme, leave administration policy, education policy, and care at police forces. Similar findings were established in a study on the drivers of hospital nurse retention, and as concluded the working environment is an essential element in determining nurses' retention. Unavailability of required material resources, insufficient supportive physical environments, and insufficient nurse staffs are viewed as hazardous working circumstances, making it difficult to retain them in hospitals (Tourangeau, Cummings, Cranley, Ferron, & Harvey, 2010). Employees will be more likely to stay with organizations if they work in a safe atmosphere. Safety considerations are critical thus, staff will be dissatisfied in their absence, and consequently employee turnover (Appiah, Kontar, & Asamoah, 2013). The impact of the working environment on employee retention has been proven to be a critical challenge (Tummers, Groeneveld, & Lankhaar, 2013). Providing a good working atmosphere may also encourage nurses to stay on the job. Narang (2013) discovered that respondents strongly agreed on the working environment as one of the variables influencing their job retention. To ensure that their staff stay with the firm, they must provide a good working environment.

4.6.3 The Effect of Training and Development on Employee Retention in the TPF

According to study findings, training and development have no substantial impact on personnel retention at Tanzania's police force while the work environment and salary are key drivers to employee retention at the Tanzania police force. Employees recognize the importance of training for career advancement, yet many believe that training opportunities are not distributed evenly. The study findings contradict earlier research that found that relationship training and development have a substantial impact on employee retention. According to Mondy and Noe (2005), training and development are the formal activities established by an organization to assist its personnel in acquiring the essential skills and knowledge to fulfill current or future tasks. Employees can gain valuable support, information, skills, and abilities through training and development activities such as job

training, coaching, mentoring, and counseling (Maths & Jackson, 2004). Furthermore, training provides employees with specialized skills to remedy poor performance, which is unfortunately not the case in TPF.

5. Implications of the Findings

5.1 To the Government

Tanzania's police force appears to have been abandoned by the government in recent years, as evidenced by the previous budgets of 2020/2021 and 2021/2022, in which the amount of money given to the force was two billion, the same as the current fiscal year, which is insufficient for the force to carry out its legal responsibilities in dealing with and combating crimes in order to maintain peace, order, and foster social, cultural, and economic development. Any country with a poor and inadequately organized police force is incapable of enriching its people, as they will always be exposed to security threat. The importance of this study is to push the government to create an appropriate and favorable atmosphere to ensure that the Tanzania Police Force is capable of completing its tasks. Instead of using Police officer's packages, provide sufficient funding as and solid support to the force in developing various projects related to training and development programs.

5.2 The Police Force and personnel

The prime function of the police force is to maintain peace, security and ensure safety of the people and their property nationwide. The importance of this study to the police force is to enable police personnel to understand how vital retention measures are in completing fundamental duties and responsibilities in an exceptional, and efficient manner. Recently, training and development in the Tanzania Police Force seem to be considered as an option and of no priority, while encouraging on-the-job training to cut costs. A good example is that since 2018, no career advancement courses such as CRO, CID, intelligence, traffic course, and the like have been officially announced by the force, instead refresher courses are encouraged. The purpose of this study is, therefore, to stimulate and concertize the Force's top management in encouraging most training and development programs for a proper and productive environment of employee retention based on recent changes in science and technology all over the world, thus advancement in criminal's modus operandi.

5.4 To Human Resource Practitioners

This study will equip human resource managers with employee retention strategies, areas of weakness, with the goal of improving employee retention in the TPF have also been identified in this study. Human resource managers should therefore provide fair compensation, a comfortable work environment, and training and development. This will result in a stable and solid institution for quality service delivery.

6 Recommendations

6.1 Recommendations for Action

any organization that values its employees should always strive to retain the same, by considering salaries, the work environment, and equitable training and development, which stimulate employee efficiency, contentment, and organizational commitment. It is vital to

highlight that, in addition to these three parameters, retention techniques that encourage employee retention result in additional advantages such as better productivity, lower employee turnover and absenteeism, and improved employee performance. Employee retention should always be the backbone of any organization, especially in TPF, in order to strengthen employees' abilities and, in the long run boost organizational performance.

6.2 Recommendations for Improvement

The government should strengthen all police force retention strategies and initiatives by providing the necessary work equipment and renovating all facilities in poor condition. Training environments, such as police training schools and academies, should be conducive and foster a sense of comfort among students. Security is an integral part of national development, as it affords people peaceful living, which will enable them to engage in diverse social, cultural, and economic development, therefore flourishing the development of a country. The government should recognize the value of professional and gifted police personnel and strive to retain them. we, therefore, recommend that the government should ensure that all frustrations and stressors experienced by police officers as a result of their lack of training and development are addressed. The government, policymakers, and stakeholders should address all challenges currently impeding the implementation of police personnel retention policies.

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