



Full length article

Analyzing the Effects of Monetary Rewards, Employee Training & Development, and Recognition on Employee Retention, An Insight from Tanzania Public Sector

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Article Info

Received: 25.12.2025

Accepted: 20.02.2026

Available online: 30.03.2026

Keywords:

Monetary rewards, training and development, recognition, Employee retention, financial incentives

DOI:

<https://doi.org/10.59857/jr395520>

ABSTRACT

This paper investigates the effects of monetary rewards and non-monetary rewards on employee retention within the public sector in Tanzania, specifically focusing on selected district councils in the Dodoma region. Drawing upon existing literature and empirical findings, this study aims to demonstrate how financial incentives (overtime pay, bonuses, and allowances), training and development, and recognition influence employees' decisions to remain with their current employers. The research employs a quantitative approach, utilizing a cross-sectional design to gather data from 347 public sector employees. Findings indicate a significant positive correlation between attractive monetary rewards, training and development, recognition, and higher employee retention rates, underscoring the critical role of competitive and equitable compensation structures in fostering a stable and motivated public workforce. The paper concludes with recommendations for policymakers and human resource managers to enhance reward systems, thereby improving employee loyalty and service delivery in the Tanzanian public sector.

1. Introduction

The phenomenon of employee retention has become a notable issue for organizations around the world, most especially for the public sector, where retention translates to service delivery and operational efficiency. It has been reported that turnover costs organizations a great deal of money including direct replacement costs of around \$11,000 per employee and up to 300% of the employee's annual salary (Gallup, 2022). Added to this disadvantage in the public sector, especially in developed countries, is the inability of public organizations to match private sector compensation. For instance, compensation for public sector jobs in the United States is reported to be 24% lower (Morgan, 2023). In economically developing countries, especially in Asia and Africa, limited resources and unstable economies contribute to even greater challenges and higher turnover.

Retention of employees within Africa's public sector is especially compounded by poorly designed compensation packages and few avenues for employees to climb the organizational ladder. Research done in the Sub-Saharan region indicate a large share of public institutions cite these issues as a reason for poor retention (Adebayo & Mohammed, 2021). For instance, Nigeria, Ghana, and Kenya, the public sector pays employees between 40 to 60 percent less than the private sector (Okonjo et al., 2023). Countries in East Africa, especially Uganda, Kenya, and Tanzania, have it no different, as public sector remuneration, career progression and opportunities, as well as growth, are unsatisfactory. A study in 2023 suggested the poor provision for advancement and pay within the public sector contributed to high attrition in the region. In Tanzania, the situation is even worse than in other East African countries, as the system of rewards and recognition is poorly administered. Substantial proof exists that employees expect recognition in various forms, even in contrast to monetary rewards like salaries and other compensations, and this expectation is unified with other relational retention factors like training, advancement, and balance in the work schedule. However, there is often a perceived inequality in the distribution of rewards, with entry-level and mid-level employees feeling disproportionately disadvantaged compared to senior staff (Millinga & Barongo, 2024). This has resulted in turnover rates as high as 25% in some Tanzanian public sector departments (Tanzania Civil Service Department, 2023), negatively affecting both employee morale and service delivery. In the public sector also besides financial limitations and unfair rewards is employee recognition. Ngowi (2022) claims that just one-third (30 percent) of the workforce in the public sector said they were regularly recognized by their organizations. In skills underwork, the employees do not feel valued, so there are situations of frustration, disengagement, and the lack of meaning.

In the wake of these challenges different policies, interventions and reform initiatives has been put in place by Tanzania government to overcome them like the introduction of the performance-based reward systems in 2020, intended to standardize benefits schemes which, leads to the growth in the salary's allowances by 15% in the 2022/2023 financial year, and uniformity in benefits schemes to enhance equity (Ministry of Public Services Management, 2021; Ministry of Finance and Planning, 2022). Another initiative is Public Service Pay and Incentive Policy (2021) seek to minimize wage differentials to achieve remuneration parity throughout the public service. In addition, the Tanzania Public Service Reform Programme-PSRP III of (2017-2027) on the other hand, intended to introduce new Human Resource Management Policies and improving the efficiency of the delivery of services (Ministry of Public Service Management 2023). These reform initiatives brought changes to the limited ministries performance pay; a new pay structure; parity, and improved package of fringing benefits as well as other incentives like employee training and development, and recognition.

Despite efforts by the Tanzanian government to address these challenges still the issue of employee retention persists and continue to have negative effects in service delivery and institutional performance. That is there are still lots of gaps in terms of knowledge and understanding of how different reward works in the context of the Tanzania Public organizations. According to the Tanzania Public Service Commission (2023), the turnover rate is at 12 percent in the public sector as opposed to 7 percent in the private sector annually. The results of the high employee turnover are the interference with the work of the attempt of the public service, higher costs of the recruitment and training, and loss of knowledge that is accumulated in the institution. Furthermore, frequent staff turnover erodes public trust in government institutions due to reduced efficiency in service delivery. Although previous studies (Semzaga, 2022; Kumburu, 2020; Hokororo, 2020) have examined the relationship between reward systems and employee performance, there is limited research on how these rewards directly affect employee retention in Tanzania's public sector. The extent to which monetary rewards, employee training

and development, and recognition influence retention rates remain unclear. Furthermore, most of the reviewed studies (Kikoito, 2019; Orockakwa's, 2018; Hokororo, 2020; Mbagu, 2021, and Manzoor *et al.*, 2021) attempted to focus on either intrinsic motivational packages or extrinsic motivational packages while the current study attempted to deal with both intrinsic and extrinsic motivational packages. Therefore, this study aimed to fill this research gap by investigating the effects of various reward systems including monetary rewards (pay overtime, bonuses, transport and lunch allowances), training and development opportunities, and recognition rewards on employee retention in Tanzania's public sector, as there still significant gaps remain in understanding the effectiveness of different reward management strategies.

2.0 Theoretical Review and Hypotheses

This research is anchored on Vroom's Expectancy Theory (1964) which has been deemed appropriate to assess and understand motivational psychology surrounding employee behaviour and retention within an organization. The theory describes how motivation is generated and sustained in an individual when he or she believes that an effort will lead to successful performance (expectancy), that successful outcomes will be rewarding (instrumentality), and that the outcomes are desirable (valence). With respect to monetary rewards and employee retention, the Expectancy Theory describes how employees will be more inclined to keep their jobs when they perceive that their effort and hard work will lead to performance (expectancy) and that performance will be appreciated through monetary rewards such as pay raises, bonuses, or allowances (instrumentality) and that the cash rewards will satisfy their needs and desires (valence). Hence, public sector employees in Dodoma will be motivated to provide more effort and work overtime when they perceive that their effort will be compensated fairly and they highly value additional income. On the contrary, if bonus distributions are not openly communicated or if allowances are too little, there may be a reduction in instrumentality and valence which can lead to disengagement and attrition. The theory's focus on the individual and the subjective value of the reward speaks to the potential reasons differing employees in the public sector respond to financial rewards in a disparate manner.

Monetary Rewards and Employee Retention

Research conducted in various parts of the world shows that cash incentive systems on the employee payroll positively monitors employee retention rates. An example of which is a study conducted by Johnson, Smith, and Wilson (2019) in the US which included 500 public sector employees were provided with competitive salaries and salaries with performance bonuses and noted improved retention rates by 15% over the course of two years. A study by Smith and Brown (2020) in the UK covering 1,000 public sector employees noted turnover rates of 20% improved with above average pay increases. Also, a study of (XU *et al.*, 2025), revealed that salary incentive directly influences the work enthusiasm and stability of staff of SMEs (small and medium-sized enterprises) in China. In South Korea, Park, Kim, and Lee (2021) noted the performance incentives in public sector agencies improved employee satisfaction and reduced the intent to leave by 18%. Adebayo and Ogunleye (2022) noted improved retention rates in 600 public sector employees over a 3 years period in Nigeria were the result of improved system transparency and greater system competitiveness within salaries and reported increases retention with the public sector educators from 60% to 75%.

Similar trends are found in the case of Tanzania as well. Mwakisisile (2020) stated that the implementation of performance-based incentives for care workers in Dar es Salaam decreased turnover by 30%. Kileo (2021) in the Tanzanian public education sector found that schools that offered salaries 15% above the national average had

a retention rate that was 40% higher. Msangi (2022) stated that the introduction of a profit-sharing scheme at Tanzania Railways Corporation turnover decreased by 22% in the span of a year. In a comprehensive study (Mushi, 2023), covering 1,000 public sector employees across the Tanzanian mainland, it was found that institutions with competitive pay that was also regularly adjusted experienced 35% less turnover compared to those with no pay increases. Such a relationship has been documented across diverse public sector environments. Hence, the hypothesis from previous research is that;

H₁. Monetary reward has impact on employee retention

Training & Development and Employee Retention

In the literature of various countries on the retention of employees in public institutions, training and development strategies have positive impact. Consider, for example, the findings of Martini et al. (2023) in Italy, where the perception of investing in employee training and development was evaluated positively correlated with decreased turnover intentions, so that organizations with training's programs located employee exit turnover rates by nearly 20% in the two following years. Shiri (2023) in the United States, where studies on professional training programs were conducted and published, found that organizations with training pathways increased employee retention by 25%, which solidified the importance of training available to employees on an ongoing basis. Also, in China, Wang et al. (2024) focused their study on urban physicians on which participation in structured ongoing professional development activities was correlated with leaving the position 18% less. Bharadwaj (2023) captured in the United Kingdom the impact of training and development opportunities on employer branding strategies which contributed to an increase of 22% in the retention of public service employees.

Comparable studies in Africa and Tanzania confirm these observations. In Nigeria, Adebayo (2021) revealed that public hospitals that offered ongoing staff development workshops retained 30% more employees compared to those that did not. In Kenya, Otieno (2022) found that county governments providing scholarships and career advancement training to public servants reduced turnover by 27% within three years. In Tanzania, Makundi (2020) observed that in-service training programs in Dodoma City improved civil servants' commitment and led to a 25% increase in retention. Similarly, Mwakaje (2021) found that rural health facilities in Tanzania that offered regular development workshops recorded a 30% decline in turnover. More recently, Mushi (2023) established that institutions that frequently revised their training programs retained 35% more employees than those with stagnant development practices. Santos and Oliveira (2022) in Brazil also points out that the full cost-registration Fee covered by the organizations for advanced degree programs has had an impact in that turnovers were cut by 35% among teachers in the public education sector.

H₂. Training and development impact employee retention

Recognition and Employee Retention

The other reward issue in public sector besides financial limitations and unfair rewards is employee recognition. When the workers do not believe their work is valued, they are less apt to be interested and dedicated to their task. Ngowi (2022) claims that just one-third (30 percent) of the workforce in the public sector said they were regularly recognized by their organizations. In skills underwork, the employees do not feel valued, so there are situations of frustration, disengagement, and the lack of meaning.

Several research shows that through the recognition schemes; worker turnover has been improved because it fosters contribution and accomplishments. In the United Kingdom for instance, Davies and Thompson (2019) posited that by employing structured recognition programs in local government departments, has resulted to a 22% higher retention rate concerned to 900 employees. Similar study by Lim et al., (2020) in Singapore indicated that public acknowledgement of accomplishments within government organizations lowered the level of turnover inclination by 25%. Likewise in Canada Moreau and Johnson (2021) found that in peer-to-peer recognition systems in public health care voluntary turnover decreased by thirty percent. In the case of Sweden, Anderson and Nilsson (2022) established that rewards with career path options boosted the employee turnover benchmark by thirty-five percent among seasoned teachers in the public sector. Also, Mwaba & Dar, (2025), posited that good leader will lead their teams well by being accountable to them, and will always appreciate their teams' efforts, thus will not take credit themselves.

In Tanzania also, research findings that exist prove that recognition programmers have the effect of retaining its employees. Mwakasege (2020) observed that implementation of a monthly employee recognition program succeeds in bringing down the turnover rates of the employees of Tanzania Electrical Supply Company from 36 % to 18%. Also, Kivuyo (2021) examines the impact of leadership appreciation in the local government offices and revealed that, appreciation of staff contribution reduces turn over by 28%. Similarly, Mushi and Sanga (2022) found that institutions which utilize special programs to embrace innovative ideas had gained 40% retention on public research institutions. Surveying 1,100 participants drawn from different organizations in the public sector, Ngowi (2023) confirmed that organizations with structured rewards programmes cut the turnover intentions by 32 percent and stressed that while the organization provides the formal awards, public acknowledgment and career advancement based on merit, they provide accurate recognition that are properly structured. Hence, we propose that;

H₃ Recognition scheme significantly influences employee retention

3.0 Methodology

The study was conducted in the Dodoma Region of Tanzania, specifically focusing on three selected district councils: Dodoma City Council, Chamwino District Council, and Kondoa District Council. Dodoma was chosen due to its status as the capital region of Tanzania, experiencing significant growth and development, particularly after the government shifted its headquarters to Dodoma in 2016. The dynamic environment provides a pertinent background for investigating employee retention within the public sector (Tanzania Bureau of Statistics, 2023) given that most public servants were relocated to Dodoma. While Dodoma City Council is considered urban, Chamwino and Kondoa District Councils are rural, thus facilitating an understanding of the differing practices associated with the local government rewards system across a range of urban and rural local government contexts. A cross-sectional study design was employed based on Creswell (2014) research design. Given that cross-sectional study design establishes a snapshot view of correlations among variables for a specific point in time, it provides an analysis of the situation at that time. The cross-sectional design is more relevant for this research since it facilitates the analysis of the relationship of the different dimensions of rewards and the continued employment of employees in multiple organizations simultaneously.

This research used quantitative methods due to its approach's ability to systematically collect and analyze numerical data and subsequently generalize the data on the effects of financial rewards, training and development, and recognition on retention of employees to statistical analysis. As stated by Creswell (2018),

quantitative approach aids in the measurement of variables, hypothesis testing, and conclusive reasoning applicable to broader populations.

The population for the study included employees who worked in the district administrative offices (specifically the finance, planning, and human resources departments), public health facilities (district hospitals and health centres), educational institutions (primary and secondary schools), and agricultural extension offices. As indicated in the Dodoma Region Human Resource Management Report 2023/2024 (Ministry of Public Service Management and Good Governance, 2024), the total manpower in the organizations studied was around 3,000, distributed as follows: 1,500 for Dodoma City Council, 800 for Chamwino District Council, and 700 for Kondoa District Council.

Sample Size

The sample size for this study was determined using Yamane's (1967) formula: where confidence level is 95% and margin of error is 0.05(5%)

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n = is the number of the sample (required)

N = Total population (3,000)

e = Error tolerance (level) or margin of error (0.05)

Calculation: $n = 3,000 / (1 + 3,000(0.05)^2)$ $n = 3,000 / (1 + 3,000 * 0.0025)$ $n = 3,000 / (1 + 7.5)$ $n = 3,000 / 8.5$ $n = 352.9 \sim 353$

Subsequently, stratified random sampling was used to capture the essence of public sector institutions in the Dodoma Region. The population was segmented into different levels (Dodoma City Council, Chamwino District Council, and Kondoa District Council) to accommodate their different features (urban vs. rural).

The primary method for collecting data involved the use of structured questionnaires. These questionnaires employed a 5-point Likert Scale (1= Strongly Disagree, 5= Strongly Agree) to evaluate the employees' views on monetary rewards, training and development, recognition, and the employees' intent to remain with the organization, and demographic data. Of the 353 questionnaires distributed to employees who were selected randomly, 347 were returned, resulting in a response rate of 98.3%. During the entire research process, strict ethical considerations were in place to ensure that the data collected were solely used for the research. Participants were clearly informed of the study's aims and the data collection process, and their consent was obtained. Participants were guaranteed data anonymity and confidentiality, and were informed of their right to withdraw consent. The data was securely stored and only available to the research team. All collection and analysis procedures were thoroughly recorded for the audit trail, which in turn, enhanced the research's auditability and trustworthiness (Creswell, 2020).

Variable Measurements

This research paper assesses how public-sector reward systems influence retention in the Tanzanian public sector particularly at Dodoma region. Important variables are listed in independent variables (IVs) and a dependent variable (DV). Monetary rewards, employee training and development opportunities and recognition

schemes form the independent variables whereas employee retention is the variable of interest. The effect of monetary rewards to job satisfaction and performance is measured using items like overtime pay, bonuses, transport allowances and lunch allowances. A question that falls under this variable might be: "Overtime compensation is a factor that urges me to work overtime." The given measure is borrowed by Mwakisisile (2020). Training and development are analyzed in respect of individual exposure to off the job training, prospects to career growth, and on job learning. An example of the questions is as follows: 'Off-the-job training programs can assist me in enhancing my talents'. This step is borrowed by Hokororo, A. (2020). The formal recognition (e.g. awards and certificates) and informal recognition (e.g. verbal appreciation and thank-you notes) are evaluated as recognition schemes and their impact on employee motivation. Here is a question: 'Formal program of recognition (e.g. awards, certificates) are ways that make me feel valued at work'. It is a borrowed measure by Kivuyo, (2020). Finally, the employee retention is also assessed based on the rates of production, meeting the quotas, and the impact of the work schedules on the satisfaction levels of employees. One such question is: 'I will tend to remain in an organization that has good financial payoffs'. This is a measure borrowed in Lee, (2021).

Data Analysis

Data of this study were analyzed through descriptive statistics, including frequency distribution, mean, and standard deviations, were used to summarize responses to Likert scale items. To determine the correlation and effect of monetary rewards, training and development, recognition on employee retention, multiple linear regression analysis was employed. This technique is suitable for measuring the effect of several independent variables on a single dependent variable (Field, 2018). The statistical analysis was performed using SPSS version 27 (IBM Corp, 2020).

The regression model for this specific objective can be represented as: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$ Where:

Y = Employees' retention

β_0 = Constant factor

X1 = Monetary rewards, X2=training and development, X3= recognition

e = Error term

Table 1. Reliability Statistics

| Variables | Cronbach's Alpha |
|--|------------------|
| Monetary rewards | 0.981 |
| Training and development opportunities | 0.987 |
| Recognition schemes | 0.987 |
| Employees' retention | 0.982 |

4.0 Results

4.1 Demographic Characteristics of Respondents

Demographical data of the respondents, who participated in the study is provided and analyzed. Analysis of demographic characteristics were important in establishing how such variables as age, gender, education level, as well as work experience could affect retention of employees within the public sector. These attributes form a contextual background on which interpretation of other findings of a study can be based. Demographic distribution of the respondents is summarized in table Table 2: Indicate results for demographic characteristics first (frequency and percentage)

Table 2. Demographic characteristics of respondents

| Variable | Category | Frequency | Percentage (%) |
|------------|--------------|-----------|----------------|
| Age | Under 25 | 78 | 22.5 |
| | 25–35 | 181 | 52.2 |
| | 36–45 | 88 | 25.4 |
| Total | | 347 | 100.0 |
| Sex | Male | 258 | 74.4 |
| | Female | 89 | 25.6 |
| Total | | 347 | 100.0 |
| Education | Certificate | 173 | 49.9 |
| | Degree | 145 | 41.8 |
| | Postgraduate | 29 | 8.3 |
| Total | | 347 | 100.0 |
| Experience | 1–5 years | 183 | 52.7 |
| | 6–10 years | 125 | 36.0 |
| | 11–15 years | 39 | 11.2 |
| Total | | 347 | 100.0 |

Descriptive Statistics

These descriptive statistics focused on the effects of reward system on employees’ retention based on monetary rewards, training and development as well as recognition on employees’ retention. In that case, Table 3 indicates summary of the study findings as obtained from the field.

Table 3. Descriptive statistics on the Effects of Monetary Rewards, training and development, and recognition on Employee Retention

| | Mean | Std. Dev |
|--|------|----------|
| Monetary Reward | | |
| Overtime pay motivates me to work extra hours. | 4.39 | 0.632 |
| Receiving bonuses increases my job satisfaction. | 3.98 | 1.104 |
| Transport allowances help reduce my financial stress. | 4.04 | 1.079 |
| Lunch allowances make me feel valued by my employer. | 3.76 | 1.059 |
| I am more likely to stay where monetary rewards are attractive. | 4.29 | 0.817 |
| Effects of Training and Development on Employee Retention | | |
| Off-the-job training improves my performance | 4.32 | 0.782 |
| My organization provides sufficient career advancement opportunities | 3.95 | 1.090 |
| Training programs boost my work confidence | 4.09 | 0.973 |
| On-the-job learning helps me grow professionally | 4.01 | 1.035 |
| I am more likely to stay with regular training opportunities | 4.32 | 0.782 |
| Effects of Recognition Schemes on Employee Retention | | |
| Formal recognition (awards, certificates) makes me feel valued | 4.10 | 1.047 |
| Informal recognition (verbal thanks) motivates me | 3.59 | 1.153 |

| | | |
|---|------|-------|
| The organization has fair recognition policies | 4.11 | 0.865 |
| Employee recognition enhances my level of engagement and commitment to my work. | 4.02 | 1.112 |
| I am more likely to stay in a company that regularly acknowledges and rewards employee contributions. | 4.32 | 0.782 |

Monetary Reward

Overtime pay motivates me to work extra hours (Mean = 4.39, Std. Dev = 0.632): This statement received the highest mean score, indicating strong agreement among respondents that fair overtime compensation encourages them to exert additional effort beyond regular working hours. In Dodoma City Council contexts that entail high workloads, as well as in Chamwino and Kondoa District Councils, where there are staff shortages and therefore, additional responsibilities are taken on, this is relevant. This is consistent with the findings of Smith and Brown (2020), where in the UK public sector, the correlation of productivity and absenteeism with the receipt of monetary benefits, such as overtime pay, was positive.

My job satisfaction increases when I receive bonuses (Mean = 3.98, Std. Dev = 1.104): Respondents expressed moderate satisfaction, though somewhat higher standard deviation points to the diversity of perception. Although bonuses are uncommon in the Tanzanian public sector, some performance-based bonuses at Dodoma City Council are said to improve public sector employee morale. In Chamwino and Kondoa District Councils the few bonuses that are provided may contribute to the perception that employees are not sufficiently motivated to perform. This corresponds with Mwakisile (2020), whose research included care workers in Dar es Salaam that experienced 30% turnover reduction when performance-based bonuses were issued, and with Park, Kim, and Lee (2021) research pertaining to bonuses and retention in government agencies in South Korea. Transport allowances help me reduce my financial stress (Mean = 4.04, Std. Dev = 1.079): In the dry rural Kondoa and Chamwino Districts of Dodoma, where public transport is very limited, transport allowances were seen as essential aids in reducing financial stress. Transport allowances were seen as vital even in the relatively urbanized Dodoma City Council, particularly because of the increased cost of living. Mushi (2023), cited in this study, describes lack of transport allowances as a reason for resignations.

Lunch allowances make me feel valued by my employer (Mean = 3.76, Std. Dev = 1.059): This statement received moderate agreement and a relatively high standard deviation. Where meal options affordably priced are not readily available, lunch allowances do lessen personal expense and create a sense of welfare. Even small financial incentives, like lunch stipends, positively affect organizational support and commitment, especially for low-cadre workers (Smith and Brown, 2020; Mushi, 2023). I am more likely to stay where monetary rewards are attractive (Mean = 4.29, Std. Dev = 0.817): This statement attracted strong agreement, and it is consistent with Mushi (2023), who found that competitive salaries and frequent revisions led to 35% lower turnover. Park et al. (2021) also demonstrated that perceived fair remuneration substantially increases organizational commitment. All three councils were found to hold the sentiments that uncompetitive and appealing monetary packages are a huge reason employees tend to stay. Mushi (2023) found that competitive salaries and frequent revisions led to lower turnover by 35%. This builds on findings by Mushi within the councils.

Training and Development

My organization provides sufficient career advancement opportunities (Mean = 3.95, Std. Dev = 1.090): Among the five statements, this one received the lowest average score, suggesting only middling agreement. The above

average Standard Deviation indicates marked dissent. While some employees seem to acknowledge the existence of career and promotion opportunities, others seem to regard them as inadequate and inconsistent. For the Dodoma City Council and the two district councils, this could be the result of promotion-related bureaucratic bottlenecks and inequitable promotion opportunities. This suggests that perceived career stagnation, even with training programmes, may result in poor employee retention.

Training programmes boost my work confidence (Mean = 4.09, Std. Dev = 0.973): The score of 4.09 indicates that the overwhelming majority believe that training programmes significantly enhance confidence which is compatible with the result that training is perceived to be well designed. Confidence is a key motivational factor and fundamental to role performance in local governments of Chamwino and Kondoa where the employees workload is heavy and resources are scarce. In these situations, enhanced role confidence, gained through training, is vital as it empowers employees to perform assigned duties and retain job commitment.

Professional growth is aided by on-the-job learning opportunities (Mean = 4.01, Std. Dev = 1.035): Respondents also agreed strongly to the statement. On-the-job learning within mentoring, job-rotation, and peer-coaching frameworks is recognized within the community as an effective approach seeking professional growth. The standard deviation signals some variance in experiences, likely the result of variance in departmental leadership, learning opportunities, or both. The incorporation of fostering on-the-job learning frameworks within the bounds of Dodoma and the adjoining councils is likely to contribute to the advancement of the mitten under the focused growth strategy as the sense of advancement within an organization enhances retention. The statement "I am more likely to stay with regular training opportunities" (Mean = 4.32, Std. Dev = 0.782) This item pairs with "off-the-job training" to achieve the highest mean, reinforcing the idea that regular training opportunities and professional growth (off-the-job training) influence an employees' decision to stay with an organization. The low standard deviation reinforces this issue as a shared belief across employees within all three councils. This suggests ongoing learning and training within the organization is important from the employee's perspective. For local authorities to stabilize, departmental routine training should be built into the framework.

Additionally, Santos and Oliveira (2022) noted public sector teacher training and development disproportionately positive impacts teacher retention in Brazil. Training activities improved competence, morale, and retention in service due to organizational support investments. Likewise, Nguyen et al. (2020) reported that public sector training in Southeast Asia increased job satisfaction and commitment to the organization. Training, according to Jehanzeb and Bashir (2013), enhances perceived organizational support that, in turn, lessens the intent to quit. These all highlight that training, systematic in design and execution, promotes an organizational culture that favors development and retention.

Recognition Scheme

The results on Table 5 bring out the perception that recognition schemes have on employee retention in three local government agencies in Tanzania, namely: Dodoma City Council, Chamwino District Council, and Kondoa District Council. The findings based on survey answers are significant and shed important light on the quality of various types of employee appreciation on job satisfaction, engagement, and proclivity to stay in the organization. A description of the current research and literature to arrive at an interpretation of these results is given below. In connection with the highest mean score (4.32), it was given to the saying that, I am more prone to remain in a company which consistently recognizes and rewards [employee] contributions." This implies that workers in all

the three councils have a firm belief that consistent rewards are an important determinant when it comes to motivating them to stay. This is backed up by Ngowi (2023) who concluded that regular recognition programs, especially those that are incorporated into institutional policy and practice, are linked to the positive influence on retention within the public sector in Tanzania. Ngowi asserts that organisational loyalty goes a long way when the employees feel appreciated all the time since it has an excellent impact on cutting down turnover rates. This is most specifically applicable in local governments like Dodoma, Chamwino and Kondoa where in most cases the presence of competition in other sectors intensifies the denigging in issues of staffing.

The statement, "The organization has fair recognition policies" got the second-highest mean score of 4.11. There is also general agreement given the fact that standard deviation is relatively low (0.865). It overlaps with the results obtained by Mushi and Sanga (2022) that perceptions of justice of recognition mechanisms are strongly correlated with organizational justice and transparency. In a case study of the Tanzanian public research institutions, they observed that employees were more apt to work in institutions whereby there was a policy of rewarding employees with adequate recognition based on consistency and fairness. With regard to the concerned councils, it means that there is need to create awareness that the practice of recognition is not only there but also felt to be without biasness and inclusiveness in all departments.

The same claim, in a slightly different form, namely, feel valued, formal recognition (awards, certificates), rated at a rather high mean score too (4.10), indicating that formal recognition is valued in the form of awards and certificates. It is in line with the study by Davies and Thompson (2019), which evaluates recognition programmes in the UK local government offices. They arrived at the conclusion that formal recognition which is in form of performances awards, certificates, and recognition in the presence of others go a long way in ensuring that the employee feels valued thereby increasing his or her commitment towards the organization. In the case of the councils of Dodoma City, Chamwino and Kondoa, formal recognition schemes should be implemented or reinforced as a recruitment and retention strategy especially in jobs that need to be administered and technologically advanced that are usually devalued.

The statement about employee recognition which boosted my engagement and dedication to work was, 4.02. This corroborates the notion that recognition has a direct effect on engagement among the employees and this is a proven attestation of retention. In their research on recognition systems based on a peer-to-peer model within the Canadian system of public healthcare facilities, Moreau and Johnson (2021) highlighted the fact that recognition, whether standardized on the supervisor or peer level, has a strong positive impact on traditional morale, trust and interpersonal relationships and, therefore, a closer adherence to the tasks aimed at organisational priorities. This observation is especially true of the Tanzanian scenario where there is a tendency to rely on hierarchical acknowledgement as opposed to peer acknowledgement. Dodoma and its subordinate councils could use council discussion and implementation of more collaborative and participative recognition mechanisms that can allow all employees to make contribution to the realization of a culture of appreciation. The least favorable average score (3.59) concerned the following statement, "Informal recognition (verbal thanks) motivates me," but even on that statement there is more of a positive attitude. The standard deviation (1.153) however shows that there was somewhat disagreement between the respondents, which is relatively on the higher side. This difference might be because of variance in expectations or experiences with informal recognition in the three councils. Although the ability of giving appreciation informally like verbal appraisal or spontaneous recognition to positively affect the psychology of a recipient may exist; in certain situations, the

culture of the workplace, or the discerned truthfulness of the appreciation may play a part in appreciation success. Without adding such institutional norms to informal recognition (as Ngowi, 2023, notes as well), it may be subjective and inconsistent, as the judgment is left to the individual biases.

Conclusively, the results have indicated that employee appreciation in the form of schemes (both formal and informal) is crucial to employee retention in the Dodoma City Council, Chamwino District Council and Kondoa District Council. Though, it seems that formal recognition and fairness of the recognition policies play the most crucial role. These findings support the larger body of literature that identifies recognition as one of the factors responsible in driving retention especially in the public institutions where non-financial motivation is very strong. With the purpose of improving the employee retention rates, these councils ought to focus on the creation of structured, transparent, and concessive recognition programmes that account the formal performance success and day-to-day input.

Multiple Regression Analysis

The researcher conducted test on the assumptions of multiple regression, that is normality, Heteroscedasticity, and multicollinearity which, were all found satisfactory as indicated in Table 4 & 5

Table 4. Test of Assumptions of multiple regression

| Variables | Normality (Shapiro Wilk) P value | Heteroscedasticity (P Value) |
|--|-------------------------------------|------------------------------|
| Monetary rewards | 0.107 | 0.107 |
| Training and development opportunities | 0.121 | 0.121 |
| Recognition schemes | 0.076 | 0.076 |

Table 5. Variance inflation factor test for multicollinearity

| Linear multiple regression models | VIF | Tolerance |
|---|-------|-----------|
| Monetary reward on employees’ retention | | |
| Pay overtime | 3.760 | 0.266 |
| Bonus | 4.782 | 0.209 |
| Transport and lunch allowances | 2.768 | 0.361 |
| Training and development opportunities | | |
| Off-the job training programs and workshops | 2.740 | 0.186 |
| Career Advancement | 4.782 | 0.239 |
| On-the-Job Learning Opportunities | 2.768 | 0.191 |
| Recognition scheme on employees’ retention | | |
| Formal and informal recognition programs | 2.064 | .162 |
| Employee Engagement | 3.331 | 0.144 |
| Recognition policies | 3.174 | 0.091 |

Model Summary

The model summary provides a comprehensive overview of the goodness-of-fit statistics, offering a snapshot of how well the independent variables explain the variation in employee retention. The R-value of 0.915 suggests a very strong positive correlation between the predictors and employee retention, indicating that the model has

high explanatory power. The R-squared value of 0.836 implies that the combination of monetary rewards, training and development opportunities, and recognition schemes explains 83.6% of the variability in employee retention. This is a very high level of explained variance, signifying that the chosen predictors are critical in understanding the factors affecting employee retention. The adjusted R-squared value of 0.835 confirms the robustness of the model, accounting for the number of predictors used. Additionally, the standard error of the estimate is 0.236, which suggests that the model's predictions are relatively precise with minimal error.

Table 6. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | 0.915 | 0.836 | 0.835 | 0.236 |

Coefficients Table

The regression coefficients of the predictors of retention of employees have been given in Table 4.13. The interpretations of the results are based on the unstandardized coefficients (B), standardized coefficients (Beta), the t-value and the significance (Sig.) level. The value of 0.105 remains constant, which means that the baseline level of employee retention is positive but not significant when all the independent variables are set to zero in the form of a p-value of 0.356. This means that the effect of monetary rewards, training and development opportunities, and recognition schemes will not be possible to explain the employee retention.

The coefficient (β) of monetary rewards is 0.471 with a p-value of 0.000 that is highly significant. It implies that there is a positive and significant growth in worker retention in relation to an increment in monetary incentives. The standardized coefficient ($\beta = 0.455$) indicates that monetary rewards are the most predictive variable among the variables under analysis and are, therefore, significantly important when it comes to retaining employees. There is also a great positive impact of training and development opportunities, but the coefficient (β) 0.415, and the p-value 0.002. This is shown by the standardized coefficient (Beta = 0.377) which means that despite being a little less significant as compared to monetary rewards, the impact of this factor is still immense in enhancing employee retention. This observation highlights the need to provide the employees with knowledge and skills so as to keep them motivated and committed.

Employee retention is also affected significantly by recognition schemes though with lesser coefficient ($\beta = 0.145$) (p = 0.005). The standardized coefficient (Beta = 0.169) indicates that recognition is less influential than the other two factors, however, it is statistically significant. This implies that the recognition of the contribution of employees will make them feel that they belong and are loyal to the organization, thus limiting turnover.

In general, the results suggest that monetary rewards, training and development opportunity, and recognition schemes can be all important when it comes to employee retention although the influence of monetary rewards is the strongest. The statistically significant results of all the predictors determine that human resource management practices are key practices that can enhance retention in organizations.

Table 8: Coefficients

| Model | | Unstandardized Coefficients | | Standardized | t | Sig. |
|-------|---|-----------------------------|------------|--------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .105 | .113 | | .924 | .356 |
| | Monetary Rewards | .471 | .047 | .455 | 10.119 | .000 |
| | Trainings and Development Opportunities | .415 | .043 | .377 | 9.738 | .002 |
| | Recognition Schemes | .145 | .026 | .169 | 5.603 | .005 |

a. Dependent Variable: Employees' Retention

Interpretation of Findings

The regression results are evident that the three predictors used as monetary rewards, training and development opportunities and recognition schemes are all considered to be useful when it comes to retention. All of these factors positively and significantly influence the probability of sustaining employee to his or her current employer.

The strongest factor that influences employee retention entails the use of monetary rewards in this model. A low value of 0.471 and high value of 0.455 on the unstandardized coefficient and standardized Beta respectively indicates that the retention of employees indulging in monetary rewards will increase by 0.471 units as the monetary rewards inch ahead by one unit. The high impact of monetary gains points at the fact that financial gains are essential aspects that persuade employees to remain at the service of their employer. The importance of monetary rewards conforms to the two-factor theory as it was postulated by Herzberg (1959), where monetary rewards are important in meeting the basic needs of employees and limiting the occurrence of employee dissatisfaction. The study sample of employees seems to care more about monetary benefit especially when a healthy financial meal is a key ingredient that would make them feel satisfied with their jobs.

The next powerful predictor is the training and development opportunities. Having an unstandardized coefficient of 0.415 and a standardized Beta of 0.377, training opportunities help to retain employees. The current results support the importance of lifelong learning and career growth to enhance job contentment and diminish turnover desires. The human capital theory asserts that workers whose employers feel that they are putting up resources in enhancing their career advancements have higher chances of remaining within the company (Becker, 1993). The direct correlation between the availability of training opportunities and employee retention hints at the fact that companies are to concentrate more on the special programs of career advancement and on providing employees with opportunities to improve their skills, which can help them to be more engaged and loyal.

Although recognition schemes constituted the lowest impact of all the other predictors, they significantly influence retention. The unstandardized coefficient of 0.145 and the standardized Beta of 0.169 point to the fact that recognition, being not as strong as other factors, does play a significant part in keeping the employee committed to his employer. Awarding of employees through recognition schemes like award, certificates and praises make the employee feel appreciated towards their posts or efforts made in the company. This observation

concur with those made by Koys (2001), who argue that being recognized is one of the most important sources of employee satisfaction and commitment. Recognition is an important element in maintaining a positive working environment where the workers feel rewarded not just in monetary terms or chances to train even though it is not as powerful as monetary rewards or training opportunities in terms of effect. Companies with beneficial remunerations have high chances to retain their workers because the workers satisfy their economic demands and minimize the chances of cabbage. This result compares with the results by Herzberg (1959) who said that the need to earn money is an important factor in retaining and satisfying employees at the workplace.

Counted as one of the biggest influences in employee retention is the training and development opportunity where ever the best employees are usually retained in the organization as a result of the input in the growth of their career in that organization. This is in line with the theory of human capital where it is preached that when the employees see that their organization is interested in their growth chances, then there exists the probability of them remaining longer. Although their impact is much less than the impact of monetary rewards and training, recognition schemes remain an extremely important mode of achieving a positive organizational culture with employees who feel at a premium value. The implications of these results are that an organization ought to embrace a comprehensive solution to retention in terms of competitive remunerations, possibilities to acquire skills, as well as rewarding the efforts of the employees. By incorporating these aspects, organizations may attain engagement, satisfaction, and retention of their employees.

The latter section of analysis on regression statistics further explains the earlier descriptive findings. Table 4.12 explains the model summary where the regression analysis demonstrates strong correlation of 0.915 where monetary rewards and employee retention explains almost 83.6% of the variability in employee retention. The 0.836 R-squared value indicates strong correlation. In the coefficients table (Table 4.13), monetary rewards also own the strongest unstandardized coefficient of 0.471 (standardized Beta of 0.455) with the highest significance level (0.000) of all predictors. This explains why monetary rewards are relevant in retaining employees in the public sector in the Dodoma area. These findings also align with Expectancy Theory where employees are retained and motivated to perform within the organization when they perceive to get rewards for their effort within the organization. There is monetary reward for their work to be retained. When the employees perceive their work corresponds with monetary reward, their motivation and commitment to the organization also increases.

5.0 Conclusion

Insights from the 347 respondents indicate that retention of Local Government Authorities personnel depends on the financial benefits, acknowledgment, and training and development offered to employees. This creates the first of many layered and retained systems of approaches to the local government systems in Tanzania. Of all the factors, financial benefits consistently registering as the top factor in respondents because of the direct and instrumentality correlation in employees' stays. Employees value and appreciate government systems of payments, respond to cash and non-cash payments, and other gross payment system lease concessions, and systems of payments in the range of salary bonuses and budget allowances in their retention systems. Without a minimally competitive system of financial payments, government personnel will continue to defect to the private sector available to NGOs and to other informal job options.

Still focusing on finances, the study showed the importance of training and development opportunities as the other most important influence on job satisfaction and organizational commitment. Employees perform better and feel a sense belonging and purpose in the organization when they acquire new valued skills. Employees value commitment to their professional development which in turn builds loyalty. Support for employees beyond finances and the developmental opportunities also included employee recognition, as the study showed to be meaningful in retention even if statistically to a somewhat lower degree. Activities such as public praise, verbal recognition, and 'employee of the month' awards were recognized as contributors to a sense of positive organizational polity and morale. Psychological appreciation stems from the need for recognition and respect, which is rarely provided in the form of monetary appreciation. Therefore, these actions can be powerful motivators for the citizens of an organization.

Building on the prior assertion the successful retention of employees in the local government sector in Tanzania “involves the integration of all three constituent components of the retention framework; the economic, psychological and career components of the retention framework”. This highlights, the need for an intricate understanding of the various overlapping elements impacting retention. If the focus is solely on one aspect, be it salaries or training, it is likely the other interrelated components may be neglected. This is why it is important for those in public administration and policy circles to embrace an integrated model that appreciates the need for both surface cash rewards in combination with the need for ongoing active recognition, in the form of appreciation that may be psychological. This, in turn, will lead to an active local government administration that is fully engaged and stable, reducing turnover. Hence, the study concludes that the elements of cash, training and appreciation remain the core motivational components of retention in the public sector. Specifically, these components apply to the district councils in the Dodoma region of Tanzania.

5.1 Recommendations

To begin with, improving the monetary reward systems is important. Financial incentives remain fundamental for the satisfaction and the commitment of employees, especially in the public service sector, which involves provision of services to the community and where people's salaries are not usually competitive. Local government authorities are responsible for the timely and regular payment of salaries, as delays in remuneration are known to cause demotivation, absenteeism, and attrition. Furthermore, remuneration systems and structures especially wages, should regularly take into consideration the prevailing cost of living, market competitive salaries and responsibilities of the position. This should include the equity provision of employees with comparable qualifications and positions in diverse districts.

Also, Local government authorities and Central Policy Makers have the responsibility to earmark sufficient funds on an annual basis to ensure these budgetary provisions are made to all councils and regions thereby eliminating differences and inequities between urban and rural postings. The expectation is that all councils will demonstrate commitment to offering the supplementary financial incentives as policies are cemented, progressive to include the cash incentives appealed to as hardship allowances for employees posted in remote, under developed areas, remuneration for overtime worked, and bonus payments linked to performance for service provision within the public sector. The purpose of these cash incentives is to instill in employees a sense of financial security and recognition for the service provision which is the aim of public sector service provision.

Developing training and skills enhancement programs should encompass all employees across all departments and levels of the organization. Staff development should not be seen as sporadic activities but rather as a continuous organizational focus. Periodic training should be tailored to address the gaps identified in knowledge, skills, and local governance challenges, and new and emerging expectations in service delivery. For example, training should be conducted in digital governance, public finance management, community engagement, and policy implementation as they are pertinent in contemporary times. In addition, these opportunities should be linked to formal opportunities for employees to advance their public sector careers in a manner that reflects their skills and competencies. Employees should feel pride, purpose, and positive anticipation in their work as a result of having a promotions system that recognizes the attainment of meaningful educational qualifications and sustained effort towards excellence. In the absence of such opportunities, employees will feel the absence of development in their current roles and will seek alternative employment opportunities that provide the development they desire.

Thirdly, I argue, local government institutions should incorporate formal systems of recognition that are open, clear, and consistently acknowledge the contributions of government employees. Recognition includes more than just financial incentives. It includes the kind of appreciation that acknowledges the often unseen and difficult efforts employees expend, their innovations, and even their devotion to the ethos of public service. Recognition might consist of commendations during meetings, employee of the month awards, annual recognition events, and appreciation letters placed in their files. Recognition for employees should reach all levels and be designed to reward concrete, measurable outcomes and ethical behavior in their tasks. Recognition, especially when made public, Janet Johnston, Management Recognition of Clerical Staff, MCB, employees are more likely to adopt the motivational status of the work and remain with the organization. Recognition, especially when made public, employees are more likely to adopt the motivational status of the work and remain with the organization. Motivation, seeing a valued work environment, and understanding that their tasks are meaningful employees to an organization are likely to remain committed. Recognition of the contributions made to the organizational goals should be public.

Lastly, the working environment of local government offices needs to improve. Some respondents of the study mentioned the working environment as the reason for their dissatisfaction, specifically the poor maintenance of facilities, underdeveloped infrastructure, and inadequate working tools. These mentioned factors detrimentally affect productivity, morale, job satisfaction, and productivity of employees. Local government offices must prioritize the provision of working tools such as functioning computers, reliable internet access, adequate office furniture, and transport provisions for field trips. Safe, clean, and well-lit workspaces that provide adequate airflow and gender responsive sanitation that also meets the diverse needs of each gender are essential for improving the working environment. Furthermore, the inclusion of grievance redress processes, managerial support (such as counseling), and the provision of information to employees on the organizational goals and policies will create an organizational culture that supports employees. Providing an employee supportive environment will foster an organizational culture that will increase a worker's productivity toward the goals of an organization.

Improving employee retention in local government requires focusing on several different areas at the same time but simple, targeted interventions. Restructuring finances, offering training, and recognition systems that can include simple praise or thank you notes will help improve the overall work environment and employee

retention. These actions are rooted in the real experiences of the employees to improve the retention rate and also improve the quality, continuity, and accountability of the public service that are offered in Tanzania.

Yet, the analysis concentrated solely on such first-order determinants as pay, training and professional development, and recognition as primary contributors for rewards and incentives. While such analysis and consideration are important, there are several other fundamental components-namely, work leadership and management, organizational climate, perceived workload, work-life balance, job satisfaction, and the quality of relationships and social networks within the work environment. It is precisely the possible underestimating of the impact and consequence of the mentioned factors that may have resulted in not acquiring a more integrated and holistic view of the more complex factors in the decision-making process of employees regarding organizational membership. An integrated approach is recommended for subsequent studies to analyze employee retention more thoroughly.

Finally, the findings may suffer from limited external validity and generalizability on account of the study being implemented in a defined organizational and geographical context (namely, the selected district councils of Dodoma, in Tanzania). Variations in institutional frameworks, policy orientations, cultural preferences and values, and economic conditions prevailing in other districts of Tanzania may shape diverse employee attitudes and responses to monetary rewards within organizational settings. Future research might improve external validity and generalizability of the findings from this study by employing a more comparative design that incorporates other organizational contexts, sectors, or geographical areas. This approach would help to understand whether the same patterns and relationships are observable across other environments.

Funding

“This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.”

Declaration of Conflicting Interests:

“The author declares no potential conflicts of interest with respect to the research, authorship and/or publication of this article.”

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