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Human Resource Management Practices on Tanzanian Public Employees' Retention

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Abstract

Organization performance depends on well-talented and skilled employees, under the effective human resource management practices in the organization. Efficiency in operation is the priority for both private and public owned organizations. This article examines the influence of Human Resource Management (HRM) practices on Tanzanian public employee retention. The HRM practices depend on compensation package, career development and management support. These factors have an impact on public employees' retention strategies at workplace. A quantitative research strategy and a deductive approach were used in this article. It also applied the correlation research design. Multiple regression analysis was used to analyze data collected from 174 respondents by using questionnaires gathered from Dar es Salaam Port. Three hypotheses were tested to verify the model on the HRM practice on Tanzanian Public Employees Retention (PER). The results demonstrate that Compensation Package (CP), and Management Support (MS) have a positive influence on PER while Career Development (CD) has a negative influence on PER. Following those findings, managers in public and private organizations should put a serious emphasis on HRM practice to retain the talented and well skilled employees in order to raise the organization's efficiency.

Keywords: Management practice, employee retention, compensation package, management support, career development.

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Introduction

Employees' retention is the process of keeping and maintaining employees at work especially the capable and well-talented manpower, as one of the organization's strategies to utilize the available competitive advantages (Azeez, 2017; Igbinoba, 2022). Most of the organizations are struggling to retain talented employees so as to maximize efficiency. Maha (2015) argues that labor turnover in developing and developed nations are caused by unsatisfactory employees' motivation, a thing which finally affects organization's performance at large. Labor turnover can be reduced by imposing friendly organizational motivation policies that aim to improve employees' well-being (Shrestha & Prajapati, 2023). The International Labor Organization (ILO, 2020) emphasizes that a conducive work environment and employees' well-being are essential for skills development and employees' retention. This implies that the organization that motivates its employees' may retain the well-skilled manpower and finally stimulate performance.

Faniran and Velayutham (2023) contend that effective Human Resource Management (HRM) practices play an important role towards improving organizational performance through creating a positive and conducive employees' working environment. The employees' retention strategy depends on the practices of human resource management at the organization (Nancy, 2023). So, the retention of employees can be influenced by HRM practices. Therefore, the performance of the organization depends on the functions of HRM practices which aim to improve organization performance. The practices of the human unit depend on good and enough human capital. These two aspects depend on each other for the sustainability of the organization (Chiat & Panatik, 2019; Fahim, 2018). Therefore, the retention of well-skilled human capital depends on the effectiveness of the HRM practices in order to attract and maintain suitable manpower.

There are different views regarding the influence of HRM practices on employees' retention at workplace. For instance, Profiroiu & Negoită (2022); Vignieri (2018); and Castelo & Gomes (2024) stated that performance management, recruitment, and training are essential HRM practices that enhance employee retention in the workplace. Nancy (2023) argued that performance appraisal and employees' empowerment are important HRM practices that contribute to the retention of skilled employees in the organization. Yamoah et al. (2024) stated that compensation, training, and development are the center for assuring employees' retention as they foster the long-term organizational commitment to employees at workplace. Azeez (2017) argued that compensation, rewards, job security, training and development, supervisor support culture, work environment, and organizational justice, are important HRM practices that attract employees to stay for a long time in the organization. Kiragu & Marwa (2022) stated that career and training development are used by private and public organizations as a strategy to retain employees. This strategy stimulates employees' commitment hence they feel to be considered. Demo et al. (2024) argued and proposed recruitment and selection, training and development, performance appraisal, and rewards as HRM practices that attract employees to be retained by the organization. Despite the debates among various scholars on HRM and employee's retention, still there is scarce knowledge on its influence on employee's retention. The ongoing debate among scholars regarding the HRM practices that influence employee's retention motivated the researcher in this article to examine compensation packages: career development, and management support as essential practices to test if it influences the employees' retention in the organization.

Literature Review

This article used two theories: Equity Theory proposed by Adams (1963) and Human Capital Theory developed by Becker (1962). The Equity Theory states that employees should be motivated fairly comparing to their contribution in a workplace. Workers compare the ratio between what they contributed to a job like experiences, skills, time and efforts and what they receive in return as salary, recognition, and promotion. So, it is about equal distribution of resources by employees at workplace basing on efforts and skills in relation to the compensation and recognition from management. The Human Capital Theory (HCT) proposed by Becker (1962) emphasizes the importance of investing in and developing employees through training as part and parcel of career development. This approach may improve an individual's productivity and economic value and add value to the organization. The developing employees should be taken into serious consideration as it adds value to the organization. These theories link with this article and some scholars support that HRM practices significantly contribute to the employee's loyalty and reduce labor turnover (Bibi et al., 2018). Some of the recent studies including Arisandi et al. (2020) and Park (2018) support the notion that fair compensation and equitable training opportunities enhance job satisfaction and stimulate retention. Georgiadis and Pitelis (2016) and Abdullahi (2023) argue that training stimulates career development and as a result it enhances employees' retention at workplace. These theories relate with this article because they show how HRM practices like compensation, career development, and management support retain employees to the organization.

Hrm Practices and Employees' Retention

HRM practices are strategies that the organization can use to ensure and guarantee that its human capital is contributing effectively to the attainment of organizational objectives (Mondy & Noe, 2005). Effective HRM practices play a crucial role in creating a positive work environment, enhancing employee engagement, and reducing turnover. The organization efficiency depends on the effective HRM practices because good practice motivates employees at workplace. Thus, employees' retention is the process of keeping and maintaining employees, especially human capital and well-talented manpower resulting from HRM practices. According to Eldor et al. (2020) and Sergio & Rylova (2018), the engaged employees are more likely to be satisfied, committed to their organizations, and contribute positively to organizational outcomes.

Compensation and Employees Retention

Compensation is the consideration in employment contract described as reward given to employees by employer in recognition of efforts in employment contract (Bhattacharyya, 2014). One of the important components of HRM practices is compensation because it determines the employee's personality at the work. According to De Cieri and Kramar (2008), an effective compensation or pay system is crucial for carrying out organization strategies towards meeting organization objectives. In their study, Sorn et al. (2023) found that competitive compensation packages significantly enhance retention rates at workplace. The way workers are paid has an impact on the caliber of their work, how they treat clients, and how willing they are to adapt and pick up new abilities. De Cieri and Kramar

(2008) stated that a company can attract and keep high-quality personnel by offering competitive compensation. Organizations can attract and keep highquality employees by offering competitive compensation. Yamoah et al. (2024) observed low retention rates due to inadequate compensation. Therefore, it can be hypothesized as follows:

H1: There is a positive relationship between compensation package and employees' retention.

Career Development and Employees Retention

Career development is among the crucial components of human resource management practices, which sharpen skills and knowledge of employees at workplace. Employees training is among the career development strategies which stimulate the performance of an organization. Effective training programs help employees to improve their skills and competencies (Tanko et al., 2025). When employees feel that they are growing and developing their roles, they are more likely to feel engaged and satisfied with their jobs. Training increases employees' retention, as employees are less likely to seek opportunities elsewhere (Bharath, 2023). The employees' intention to leave organizations is reduced based on the opportunities provided by the organizations for employee development. Lack of training is among the main reasons for well skilled employees to leave the organization. Training programs can also help employees to feel more confident in their roles and be more motivated to succeed (Kalia et al., 2024). Islam et al. (2022) further argued that when employees have skills and knowledge to perform their jobs well, they are more likely to feel satisfied and engaged in their work. Therefore, it can be hypothesized as follows:

H2: There is a positive relationship between career development and employees' retention.

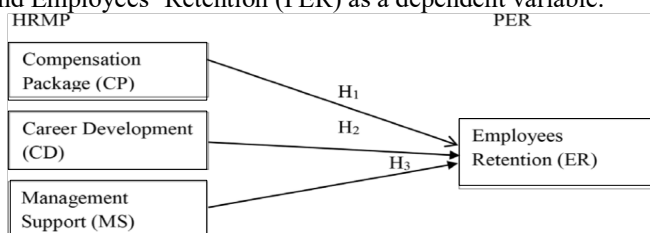
Management Support and Employees Retention

Management support is very important towards raising employees morally at workplace and this is an essential element on HRM practices (Bans-Akutey, 2023; Bharath, 2023). When employees feel supported by the management they tend to value and engage in their work. They are more likely to stay with their employer for a long term. Management support increases job satisfaction among employees (Bibi et al., 2018). Management support has a direct influence on organization ability to maintain its workforce (Bans-Akutey, 2021; Kalia et al., 2024; Sergio & Rylova, 2018). Matongolo et al. (2018) argued that the way employees view an organization is particularly dependent on their relationship with their supervisors. The impact of management on employees' retention can be viewed from management support (Bans-Akutey et al., 2021; Bans-Akutey & Tiimub, 2021). Therefore, it can be hypothesized as follows:

H3: There is a positive relationship between Management support and Employees' retention.

Conceptual Framework

This conceptual framework explains the link between independent variables, which are Compensation Package (CP), Career Development (CD), Management Support (MS) and Employees' Retention (PER) as a dependent variable.



Source: Field data (2026)

Methodology

This study employed a correlational research design and was guided by the positivist research philosophy. The positivist paradigm assumes that the relationship between independent and dependent variables can be objectively measured and tested using empirical data. The correctional research design was selected because it enables the examination of the nature and strength of relationship among study variables. Data was collected using a structured five-point Likert scale questionnaire administered to employees at Dar es Salaam Port. A sample of 174 respondents was drawn from a target population of 436 employees. Data was analyzed using the Statistical Package for Social Sciences (SPSS) version 23, and multiple regression analysis was performed to examine the influence of

independent variables on the dependent variable. A pilot study was conducted and Cronbach's alpha coefficient was used to assess the reliability of the research instrument.

Findings

The multiple regression analysis is often used to explore the predictive ability of a set of independent variables on a dependent variable (Prasad, 2018). It allows and shows the comparison of the power of independent variables to find the best set of variables that predicts a dependent variable (Frost, 2017). This article intended to examine the relationship between HRM practices and public employee's retention. Each variable was evaluated in terms of its predictive power (Castelo & Gomes, 2024). The multiple regression analysis was employed to assess the level of relationship between variables, to evaluate how well data aligns with the model, how much variance in the dependent variable is clarified by the independent variables, to indicate the relative impact of each independent variable, to ascertain the statistical significance of the findings in the model and for each independent variable, to calculate the coefficients of the model and finally, to examine the hypothesis of the study. The following are the results of the analysis done by multiple regression aimed at achieving the study objectives of HRM practices on public employees' retention. The correlation coefficient is presented by R. Table 1.0 provides the results from the analysis. Frost (2017) explains that a correlation of R between 0.10 and 0.29 suggests a small relationship, 0.30 to 0.49 indicates a medium relationship, whereas 0.50 to 1.0 reflects a large correlation.

Table 1.0 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 ^a	.390	.379	1.06802

a. Predictors: (Constant), MS, CP, CDO

Source: Field data, 2026

The results from the model summary indicate that the value of correlation coefficient R is 0.624. This implies that there is a large correlation between variables. The value shows that all HRM practices factors are good indicators for the occurrence of Employees Retention. This argument is also supported by Frost (2017) who argued that if the value of correlation coefficient R is above 50 percent, then it indicates that the data fits the model, which implies that there is a strong relationship between variables. The coefficient of determination presented by R square was used to find out the variance. The R square is the proportion of variance in the employee's retention that can be explained by HRM practices factors. It is the proportion of the variation counted for by the regression model above and beyond the means model.

The results from the analysis (Table 1.0) indicate that the value of R square is 39.0, implying that HRM practices factors explain that 39 percent of the variability of employee's retention with a difference of 61 percent of variations was caused by other factors indicated in the model. This means that the proposed HRM practices factors predict the employees' retention. The adjusted R square shows how much of the variance of employees' retention is explained by the HRM practices factors included in the model. Table 1.0 shows that 0.62 percent of the variation in the employees' retention is explained by the HRM practices factors. Frost (2017) argues that the low discrepancy between R square and adjusted R square indicates a good fit of the model. Table 1.0 indicates R square which is 39 percent and adjusted R square which is 62.4 percent whose discrepancy is low at 1 percent which is less than 5 percent.

The study intends to test whether the independent variables (HRM practices factors) significantly predict the dependent variable statistically (employees Retention). F – test was used to test whether the overall regression model is a good fit for the data at the selected probability level. It was intended to check if the HRM practices factors (CP, CD and MS) are statistically predicting the Employee Retention (ER). The predictor is said to be statistically significant if the P value is less than 0.05 and if more, then they are said to be insignificant.

Data in ANOVA table shows that the F-ratio is given by $F(3, 170) = 36.177$, $P = 0.001$. The good fit of data in this analysis of regression model implies that the HRM practices is statistically significant predicting the employee retention as indicated in the data as shown in table 2 below.

Table 2. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.798	3	41.266	36.177	.000 ^b
	Residual	193.914	170	1.141		
	Total	317.712	173			

a. Dependent Variable: ER

b. Predictors: (Constant), MS, CP, CDO

Source: Field data, 2026.

It was important for the study to know the contribution of each HRM practices factors, included in the model, in predicting the employee's retention. The results provide an indication for the organization to concentrate much on employees' retention in order to improve organization performance. The study proposed that each HRM practices included in the model has a contribution to the employee's retention. The study used the standardized coefficients from coefficient Table 3 which compares different HRM practices factors by considering the β values. The coefficients table represents the standardized coefficient β values for each HRM practices factor and their significance marked. The β values represent the contribution of each HRM practice factor to employee's retention. Results from Table 3 indicate that the β values under standardized coefficients for CP, CD and MS were 0.409, 0.307 and 0.337 respectively. Since the study intended to compare the contribution of each practices factor by considering the β values, the results imply CP has the largest beta value followed by MS. This implies that CP has a stronger or greater explanatory power in predicting employees' retention followed by MS, while CD has the least contribution.

The multiple regression analysis was used to test the proposed hypotheses which are H1, H2 and H3 in relation to HRM practices and employees' retention-related factors. Results from the regression coefficient show that there is a significant relationship between CP and ER ($\beta = 0.409$, significant at 0.000). Another result from the regression coefficient shows that there is a significant relationship between MS and ER ($\beta = 0.337$, significant at 0.000). The results from the regression coefficient also show that there is insignificant relationship between CD and ER ($\beta = 0.307$, insignificant at 0.000).

Table 3. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.087	1.049		3.897	.000		
	CP	.241	.037	.409	6.471	.000	.900	1.111
	CDO	.048	.047	.065	1.025	.307	.887	1.127
	MS	.230	.044	.337	5.194	.000	.852	1.174

a. Dependent Variable: ER

Source: Field data, 2026

Discussion of findings

The results show that CP has a positive influence on assuring employees' retention. Therefore, this means that if organizations offer attractive packages they may attract employees to remain in the organization. According to Yamoah, et al. (2024), the attractive compensation to employees remains a critical determinant for retention. Sorn et al. (2023) also supported the findings by arguing that an organization that offers an attractive compensation package to employees motivates them to remain in the organization. This means that compensation package significantly enhances retention rates of employees in the organization. Management Support (MS) is vital towards realizing employees' retention. This assertion concurs with the findings of this article which revealed that MS has a positive influence in realizing employees' retention. Azeez (2017) contends that management that listens and involves employees in decision making at its operations can bring about retention of its workers. Leadership style determines the way people are managed and it influences the organization's ability to maintain its workforce (Bans-Akutey, 2021; Matongolo et al., 2018). Management support has a great influence on employee retention (Bans-Akutey et al., 2021; Bans-Akutey & Tiimub, 2021). Though it is trusted that career development motivates employees, these findings revealed that career development does not retain employees at workplace. The discrepancy in findings between these two studies may be attributed to differences in organizational and contextual factors.

Conclusion and Implications

The article investigated the influence of HRM practices on employees' retention. The literature informed that HRM practices influence employee's retention (Azeez, 2017; Igbino, 2022). HRM practices are measured by compensation package on employee's retention, management support and employees' retention, as well as career development and employee's retention. The main findings show that compensation package and management support have an influence on employees' retention. Therefore, this article concludes that HRM practices have an influence on employees' retention. Hence, management should enhance the proper use of HRM practices for improving employees' retention. The results revealed that HRM practices have a significant relationship with employee's retention. Therefore, in order to improve organization performance, managers should make sure that there is proper HRM practices which finally assure the employees' retention.

Recommendations

Based on the findings, management should improve compensation packages and strengthen management support practices. These factors were found to significantly enhance employee retention. In addition, organizations should review and improve career development programs to ensure that they meet employees' needs and they contribute effectively to retention. Overall, public organizations should adopt effective HRM practices to retain skilled employees and improve organizational performance.

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