

**ASSESSMENT ON THE EFFECTIVENESS OF STRATEGIES USED BY
THE JUDICIARY OF TANZANIA TO RETAIN ITS EMPLOYEES: A CASE
STUDY OF VARIOUS COURT INSTITUTIONS IN THE LAKE ZONE
REGIONS**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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2024

CERTIFICATION

The undersigned certifies that has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation title **“Assessment on the Effectiveness of Strategies Used by the Judiciary of Tanzania to Retain its Employees, a case study of various court institutions in Lake Zone region”** in partial fulfilment of the requirement for the award of the Master of Arts in Human Resource Management of the Open University of Tanzania

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Dr. Nasra Kara
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Date

DECLARATION

I, **Hafidhi Mahmoud Mtunzi**, declare that, the work presented in this dissertation is my own original work and that it has not been presented to any other Universities or institution for a similar or any other degree award. It is in this regard that I declare this work is originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Human Resources Management (MHRM).

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Signature

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DEDICATION

This study is dedicated to my Mother Mariath Habibu Kateme.

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I appreciated the support of every individual though their names have not been mentioned their contributions are highly valued and appreciated.

ABSTRACT

This study was conducted to assess the effectiveness of strategies used by the Judiciary of Tanzania to retain its employees. It was guided by specific objectives such as to find out the effects of work-life balance on employee retention in the judicial departments, to find out the effects of training and development on employee retention in the judicial department and to find out the effects of employees' engagement on the employees' retention in the judicial department. This study followed a quantitative research design whereby 183 questionnaires were administered to the respondents obtain simple random sampling. The collected data were analyzed using SPSS version 25. The study found that that work-life balance describes the state of balance where a person equally prioritizes the demands of one's career and the demand of the personal life, this is the idea of blending work responsibility and personal responsibilities. Moreover, it was revealed that training and development means the educational activities within an organization that are designed to improve the job performance of individuals or groups of employees. On the other hand, employee engagement was considered as the degree to which employee invest their cognitive, emotional and behavioural energies towards positive organizational outcomes. This implies that retention of employees in the judicial department depends highly on the presence of practices such as work-life balance, training and development and employee engagement. In the same vein this study will enhances policy formulation and development in the area of human resource management taking into account the change of working environment.

Keywords: *Judiciary, Employees, Retention strategies, Work Life Balance, Employee Engagement.*

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LIST OF ABBREVIATIONS

AMOS	Analysis of a Moment Structure
CCOZ	Christian Council of Zimbabwe
MTSP	Medium Terms Strategic Plan
PLS-SEM	Partial Least Square Structural Equation Modelling
SEM	Structural Equation Modelling
SPSS	Statistical Package for Social Science
T&D	Training and Development
UAE	United Arab Emirates
UK	United Kingdom
USA	United States of America
WLB	Work-Life Balance

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter provides an overview of the success of the judiciary's retention strategies. The chapter discusses the study's context, a statement of the problem, and research questions. In addition, the chapter discusses the research questions, the significance of the study, the scope of the investigation, and the chapter summary.

1.2 Background of the Study

Universally managing employee retention involves strategic action to keep employees motivated, and focused and chooses to remain employed and fully productive for the benefit of the organization Arsawan, *et al.*, (2017). The organization must have a comprehensive retention program that can play a vital role in both attracting and retaining key employees as well as in reducing turnover and its related costs (Heerwagen, 2016). Employee retention contributes to an organization's productivity and overall performance because it is more efficient to retain quality employees than recruiting, training and orienting a replacement employee of the same quality (Okumu, *et al.*, 2020).

The Judiciary is an institution responsible for the determination of people's rights; they must be governed by individuals who are qualified and experienced (Wöcke and Barnard, 2021). In developed countries such as the USA, the judiciary can retain public trust and confidence and meet workload demands only if it is comprised of highly competent judges, employees and attorneys (Jed, 2021). Attracting and retaining employees requires the provision of enough training and development,

provision of work–life balance as well as employee engagement. The judiciary must also abide by and enhance where appropriate, its standards and procedures to assure proper workplace conduct and must also plan for new methods of performing work. In the UK the judiciary ensures that it continues to pursue initiatives to retain the employees of its choice.

The judicial branch provides employees with many resources and services including training and education programs (Jordan, 2019). To remain competitive, especially with hard-to-fill occupations the judiciary must have a strong program to attract, recruit, develop and retain a diverse and highly qualified workforce (Larry, 2021). Despite ensuring good salaries and benefits to the employee in the judicial sector but still, statistics shows that turnover from 20% in 2010 to 24% in 2018, the proportion of UK workers who have worked in the court's department have left their jobs, the proportion of personnel departing companies as a share of total turnover (Sarpong, *et al.*, 2022).

Most developing nations, particularly Sub-Saharan Africa, are experiencing continual changes in the judiciary, requiring employees to face an increase in the quantity of work performed away from the office, transforming career and work-life expectations (Imran and Allil, 2016). The unique challenges faced by probations and pretrial services offices in recruiting, retaining and ensuring the physical and mental well–being of the officers (Anton, *et al.*, 2016). More than 16% of the employees working in the various court departments quit for others since 2008, up 24% from 2019 in Nigeria. This is similar to the situation in Ghana where 21% of the employees working in the court department left their jobs and went to other

institutions in 2018 (Steve and Brian, 2018). The situation is worse in Uganda where 30% of the personnel manning various institutions in the judicial system of Uganda have left for other employment opportunities or business more organisations are using recruiting freezes (Schletcher, *et al.*, 2018).

Tanzania is not far from other African countries that have experienced employees in the courts' department to leave their employment and join other institutions (White, 2019). This shows that there is a problem of ineffective retention of employees. The issue of staff turnover in the public sector is stated in the report from the local reform government reform programme from 2005 shows high turnover rates and staffing shortages have long plagued the court departments (Rares, 2018). Working in these departments may be difficult for professionals due to a variety of factors such as underdevelopment, difficult economic conditions, low wages and fewer benefits, a lack of personal development and training, a lack of work-life balance among employees, and limited employee engagements, which prevented them from being highly productive and motivated to remain in these departments. As a result, the purpose of this study is to evaluate the effectiveness of the retention methods utilized by Tanzania's court to retain its personnel.

1.2 Statement of the Problem

The judicial sector of Tanzania has been challenged by the presence of the number of employees shifting to other employment opportunities, while others tend to change their positions from time to time this generally affects the performance of the institution in general because employees do not stay for a long time in the institution (Judiciary Strategic Plan 2020/21 - 2024/2025). It also gives a burden to the

Institution to employ, train and develop new employees in short periods (Judicial Services Commission Medium Terms Strategic Plan (MTSP, 2021/2022 – 2025/2026). According to a study conducted by Wöcke and Barnard, (2021), court administrators have worked hard to ensure that their significant personnel stay and work for at least a longer amount of time. Furthermore, Sarpong *et al.* (2022) stated that the courts expanded bonuses and incentives to help employees feel more at ease at work and to boost their performance. Judicial administration makes certain that staff receive capacity-building seminars, training and development programs, and job motivation (Jed, 2021).

Abdallah, *et al.*, (2016) aimed to investigate the effects of work-life balance (WLB) practices (schedule flexibility, manager support and job autonomy) on work-life conflict and turnover intention in private hospitals in Jordan and revealed a negative relationship between work-life balance and turnover intention but managers support was the only WLB practice that had a significant negative direct effect on turnover intentions. Job autonomy had a negative indirect effect on turnover intentions through work-life conflict. Meanwhile, schedule flexibility had an insignificant effect on turnover intentions. Therefore, the study concluded that informal WLB practices (manager support and job autonomy) had the most significant effect and is the determinants of turnover intentions and not the formal practices.

Jabeen, *et al.*, (2018) examined the quality of work life of Emirati women employed in various public sector organizations in Abu Dhabi- United Arab Emirates (UAE) and its influence on Job satisfaction and turnover intention. Data were collected through questionnaires and analyzed via Partial Least Square Structural Equation

Modelling (PLS-SEM). Research findings revealed a significant relationship with all variables. Work-life quality had a positive effect on job satisfaction and a negative effect on turnover intention. The study called for policymakers to address all factors affecting the quality of work life of Emirati women and job satisfaction to reduce staff turnover and increase productivity.

Despite all of these attempts, employees continue to leave judicial institutions to work in other fields. Thus, the purpose of this study is to evaluate the effectiveness of the employee retention strategies used by the Tanzanian judiciary, specifically work-life balance, training and development, and employee engagements, and to determine the extent to which these strategies can improve employee retention if properly implemented.

1.3 Research Objectives

This study is guided by both general and specific objectives as follows;

1.3.1 General objective

The general objective of this study was to assess the effectiveness of the strategies used by the judiciary of Tanzania to retain its employees.

1.3.2 Specific Objectives

This study specifically intended to address the following objectives

- i. To determine the effects of work-life balance on employee retention in the judicial departments.
- ii. To assess the effects of training and development on employee retention in the judicial department.

- iii. To determine the effects of employee engagement on employee retention in the judicial department.

1.4 Research Questions

- i. What are the effects of work-life balance on employee retention in the judicial departments?
- ii. What are the effects of training and development on employee retention in the judicial department?
- iii. What are the effects of employee engagement on employee retention in the judicial department?

1.5 Significance of the Study

The findings of this study will be relevant to the judicial services commission and court administration because they lay the groundwork for the implementation of retention strategies that are beneficial to the functioning of court departments in order to improve the effective execution of services. The outcomes of this study will aid in the creation of policies and the improvement of current ones to boost employee retention rather than filling the gap of employee turnover intentions.

1.6 Chapter Summary

This chapter provides a general overview of the research problem by covering aspects such as the background of the study, the statement of the problem, the research objective and the research questions, the chapter also covers the significance of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter presents a review of various literatures on the effectiveness of the strategies used by the judiciary of Tanzania to retain its employees. This chapter covers the conceptual definition in which various concepts are defined and conceptualized. Also, the chapter covers the theoretical framework whereby the theoretical base of this study is provided and its relation to the problem being studied. Furthermore, the chapter covers the empirical literature review whereby literature is reviewed based on the research objectives. More importantly, the chapter addresses the research gap drawn from the review of literature and finally, the chapter also presents the conceptual framework where the researcher is identified and their relationship is predetermined.

2.2 Conceptual Definitions

This section presents definitions of the concepts used;

2.2.1 Employee Engagement

Employee engagement is the human resources HR concept that describes the level of enthusiasm and dedication a worker feels towards their job (Bakker, 2010). Employee engagement is the degree to which employee invest their cognitive, emotional and behavioural energies towards positive organizational outcomes (Stoneman, 2013). So, in the context of this study employee engagement will be used to mean a process where an employee fully absorbs enthusiasm about there and so takes positive action to further the organization's reputation and interests.

2.2.2 Work-Life Balance

This is the state of equilibrium where a person equally prioritizes the demands of one's career and the demands of one's personal life (Lavassani and Movahedi, 2014). In the context of this study, work-life balance is regarded as the idea of "blending" work responsibilities and personal responsibilities.

2.2.3 Training and Development

Training and development are educational activities within an organization that are designed to improve the job performance of an individual or group (Aguinis and Kraiger, 2009). These programs are designed to improve the job performance of an individual or group (Phillips, 2013). They are meant to typically involve advancing a worker's knowledge and skill sets and instilling greater motivation to enhance job performance. Training and development involve improving the effectiveness of organizations and the individuals and teams with them.

2.3 Theoretical Framework

2.3.1 Job Embeddedness Theory

The theory of job embeddedness was first conceived by Mitchell *et al.* (2001) as the "higher aggregate of forces for retention" in other words it represents the forces that influence an individual to become stuck with an organization (Bagozzi, 2007). According to the job embeddedness theory when an employee is more embedded within their organization they are less likely to quit. Unlike simpler measures of job satisfaction or self-reports enjoyment, job embeddedness looks at three aspects of the employee-organization relationship (Hom, *et al.*, 2012).

The critical aspects of the embeddedness theory are the extent to which people have a link to other people or activities, the extent to which their jobs and communities are similar to or fit with the other aspects of their life and space and the ease with which links can be broken what they would give up if they left, especially if they had to physically move to other cities or homes (Jiang, *et al.*, 2012). Thus, to ensure effective job embeddedness the theory suggests that an employee is likely to be retained when the organization ensures effective work-life balance, employee engagement as well as training and development programs. Provision of these aspects ensures that employees “fit”, “links” and “Sacrifice” themselves as these are important both on and off the job (Feldman, 2012).

2.3.2 Criticisms of the Job Embeddedness Theory

This theory has been criticized in the sense that embeddedness predicts voluntary turnover and absenteeism; also it can contribute to the withdrawal because an individual who is greatly occupied by a non-work obligation may have less time to devote to work (Reitz 2011). Also, Job embeddedness is determined by other factors such as gender, organizational type and national culture. Also, employees with low levels of job embeddedness influenced their coworkers to quit their jobs since job embeddedness has a different effect of on – the job versus off – the – job embeddedness (Clinton, *et al.*, 2012).

2.3.3 Justification of the Job Embeddedness Theory

This theory provides the extent to which an employee “stuckness” or “enmeshing”, within a larger social system and it results from numerous external (or contextual) forces that are labelled links, fits and sacrifices in the organization and community

that operate on a focal employee (Karatepe, 2012). Therefore, this study employs this theory because it has successfully shown the extent to which employees, if given a set of considerations, are likely to be retained in the organization unlike if these considerations are not provided to these employees.

2.4 Empirical Literature Review

2.4.1 Effects of Work-Life Balance on Employee Retention

The study conducted by Seo & Chung (2019) examines the relationship between abusive supervision and turnover intention among factory workers in China by focusing on the mediation of employee psychological capital and the moderating role of organizational justice perception based on conservation theory. The study looked into the effect of abusive supervision in the relationship between supervision and turnover as a resource drainer of employees' psychological capital. According to the findings, abusive supervision is positively connected with turnover via its partial mediator psychological capital optimism, and this effect was higher when workers experienced high levels of organizational justice. Supervisory support is thought to reduce turnover intention by reducing work-related pressures.

Iqbal, *et al.*, (2020) conducted a study in Pakistan's manufacturing firms to determine the direct path effects of supervisor support and job satisfaction on employee turnover intentions and the indirect path effect of job satisfaction between the relationship of supervisor support and turnover intention. The study implied the quantitative approach using a questionnaire data collection method, data were further analyzed in Smart-PLS through multiple tests and PLS structured equation modelling technique. The findings demonstrated that there were positive and

substantial associations between supervisor support and turnover intention, supervisor support and work satisfaction, and job satisfaction and turnover intention. Furthermore, there was a positive and significant indirect causal association of job satisfaction between the relationship of supervisor support and turnover intention. According to the study's findings, manufacturing businesses should establish supervisor support measures to improve staff retention by lowering turnover in order to conserve skills and maximize their potential.

Helmi & Astuti, (2021) investigated the direct influence of perceived supervisor support on employee turnover intention through a meta-analysis method by analyzing 17 articles and 20 studies, ranging from 2007 to 2019 of which 60% were published in accredited international journals, and the remaining 40% were published in international journals. An aggregate number of respondents to the studies amounted to 10,079 people from all industrial sectors, such as manufacturing, healthcare, the hospitality industry, education, and social services in several countries, such as the Philippines, China, India, Pakistan, Turkey, Norway, and the United States. This study employed data from the standardized beta coefficient using an open-source program data analysis application of Mplus.

According to the study's findings, perceived supervisor support had no direct effect on employee turnover intention. This implies that other variables are still required as mediators or moderators in influencing turnover intentions. This study also discovered that the majority of the included studies were conducted in Western countries, which may explain the influence of cultural differences in viewing perceived supervisor support in countries where society is more collectivist, with a

focus on group goals rather than personal goals.

Abdallah, *et al.*, (2016) aimed to investigate the effects of work-life balance (WLB) practices (schedule flexibility, manager support and job autonomy) on work-life conflict and turnover intention in private hospitals in Jordan and revealed a negative relationship between work-life balance and turnover intention but managers support was the only WLB practice that had a significant negative direct effect on turnover intentions. Job autonomy had a negative indirect effect on turnover intentions through work-life conflict. Meanwhile, schedule flexibility had an insignificant effect on turnover intentions. Therefore, the study concluded that informal WLB practices (manager support and job autonomy) had the most significant effect and are the determinants of turnover intentions and not the formal practices.

Lebang & Ardiyanti (2020) when investigating the relationship between work-life balance and work stress on turnover intention and the effect of job satisfaction in mediating relationships between these variables among employees of Deputy for Enforcement of Anti-Corruption Institution in Indonesia using structural equation modelling (SEM) to test hypotheses revealed positive influences on the relationships between work stress and turnover intention, both directly and indirectly through the mediation of job satisfaction. The results also revealed that there was no direct effect on work-life balance and turnover intention relationship, but an indirect effect was found through the mediation of job satisfaction.

Jabeen, *et al.*, (2018) examined the quality of work life of Emirati women employed in various public sector organizations in Abu Dhabi- United Arab Emirates (UAE)

and its influence on Job satisfaction and turnover intention. Data were collected through questionnaires and analyzed via Partial Least Square Structural Equation Modelling (PLS-SEM). Research findings revealed a significant relationship with all variables. Work-life quality had a positive effect on job satisfaction and a negative effect on turnover intention. The study called for policymakers to address all factors affecting the quality of work life of Emirati women and job satisfaction to reduce staff turnover and increase productivity.

Another study with similar results is the one by Nair *et al.* (2021) conducted in Malaysia to examine the possible relationships that may exist between work-life balance, job satisfaction, and turnover intention and the possible mediating effect of job satisfaction in the relationship between work-life balance and turnover intention of married female academics revealed that married female academics in Malaysia do have the intention to leave their university because of poor work-life balance and job satisfaction. Work-life balance had a substantial positive association with job satisfaction and a negative link with turnover intention in the present research, whereas job satisfaction had an inverse relationship with turnover intention. Finally, job satisfaction totally mediated the association between work-life balance and desire to leave.

Similarly, a study conducted by Azim *et al.* (2021) to examine the mediating impact of job satisfaction on the effect of work-life balance and work passion on turnover intention among faculty employees in one of the large universities in South Sumatra, Indonesia indicated that the variables work-life balance has a positive and significant direct effect on job satisfaction. Work-life balance has a direct and significant

positive impact on turnover intention and job satisfaction can significantly mediate the effect between work-life balance and turnover intention.

2.4.2 Effects of Training and Development on Employee Retention

Mengjun, (2018) examined the relationship between training and employee retention. Training is beneficial to the organization's performance and specifically, it is a core organizational strategy influencing employee retention and human capital growth. However, there is not enough investment in training activities because some employers view training as an expensive risk. Based on human capital theory and psychological contract theory, this report analyzes why training might influence retention. Psychological contract links training with retention and explains why training influences retention based on social exchange theory. Training develops employee commitment making them feel the obligation to reciprocate the employers. Thus, they stay longer in the organization after training is provided. On the other hand, training makes employees feel the organizational support and trust the employer. Hence, training is positively related to trust in management and reduces employee turnover.

Maryam, *et al.*, (2018) conducted a study on the effects of training and development on employee retention in some selected banks within the Bauchi metropolis. In a style of qualitative research, the descriptive-casual survey method was adopted. The findings show that training and development have a positive relationship with employee retention. This means that a positive relationship exists between training & development and employees' retention. It implies that the more training and development the bank employees have, the higher the chances of the employees

being retained.

As part of the conclusion, the research results revealed that the p-value of training and development is less than 0.05 level of significance. This implies that training and development have significant effect on employee retention. The research recommends that dissatisfied employee cannot work effectively to achieve organizational goals. Therefore, banks should value their employees as assets and not liabilities. Again, they should discourage outsourcing in their system. This is because the contract or outsourced staffs provide cheap labour which will affect the level of trust and trust when undermined could create room for dishonest practices and fraud which inevitably leads to bank collapse.

Elsafty and Oraby (2022) assessed the impacts of training and development on employee retention in the private sector in Egypt. This paper reviews the findings and the results of researchers to find and explore the relationship between employee training and employee retention. Training is an important factor in enhancing organizational performance and is considered the main strategy to influence employee retention. However, there is not a sufficient investment in training practices because some managers see training as an expensive risk. Based on Human Capital Theory and Herzberg's theory, this research closely looked at the impact of training on employee retention, because the most important employee retention strategy is employee training.

The study focuses on the impact of Training and development, job performance, job satisfaction, and effective communication on employee retention; a field study was

performed using a questionnaire method to collect data from employees working in the private sector in Egypt. A hierarchical multiple regression analysis was performed using IBM SPSS Statistics 28.0, and statistical significance was set at $\alpha = 0.05$. The results are that training and development, and job satisfaction positively impact employee retention however job performance has no impact on employee retention, and effective communications have no impact on the relationship between job performance and employee retention.

Daniel and Thomas (2022) analysed the effect of training participation on employees' retention in the training establishment. Based on the human capital and monopsony theories, the effect of portability, visibility, and credibility of training on employee retention is jointly calculated. The study used an extensive German-linked employer–employee panel data set with detailed survey information on the training history and administrative labour market information of 4318 employees working in 149 establishments (WeLL-ADIAB). In multivariate panel regressions including internal instruments we compare the probability of staying with the same employer between training participants and employees who were by chance unable to participate in a planned training event.

The high portability of training contents and training visibility provided by training certificates reduce the retention effect of training independently. Retention is reduced further when training content is reported credibly, that is, it is provided and certified by external institutions. However, the total effect of portable, visible, and credible training on retention is still positive. This paper, therefore, implies that employers can reap a double dividend of higher productivity and increased retention

even from general, visible, and credible training.

Chaita and Kalfoglou (2019) analysed the impacts of training and development on the retention of seasonal staff schools of economics. The dissertation researched the question of whether training and development opportunities can contribute positively to retention. The basic assumption of the paper was that training and development opportunities provided for seasonal staff positively influence retention rates and decrease turnover. The dissertation examined the question through a literature review and primary research that put a management company, Hip Hospitality, in focus.

The paper concluded, that despite the literature strongly suggesting, that training and development opportunities increase motivation and engagement and through this, contribute to better retention rates in practice, Hip Hospitality lacked a centralized training and development plan, but returner employees still displayed satisfaction regarding the topic. Therefore, it is concluded that the lack of organized training and development programs does not necessarily decrease the motivation of employees.

Ashraf and Mahmoud (2022) reviewed the findings and the results of researchers to find and explore the relationship between employee training and employee retention. Training is an important factor in enhancing organizational performance and is considered the main strategy to influence employee retention. However, there is not a sufficient investment in training practices because some managers see training as an expensive risk. Based on Human Capital Theory and Herzberg's theory, this research closely looked at the impact of training on employee retention, because the most important employee retention strategy is employee training.

The study focuses on the impact of Training and development, job performance, job satisfaction, and effective communication on employee retention, a field study was performed using a questionnaire method to collect data from employees working in the private sector in Egypt. A hierarchical multiple regression analysis was performed using IBM SPSS Statistics 28.0, and statistical significance was set at $\alpha = 0.05$. The results are that training and development, and job satisfaction positively impact employee retention however job performance has no impact on employee retention, and effective communications have no impact on the relationship between job performance and employee retention.

William and Amos (2022) explored the influence of Training and Development (T&D) on employee retention in the banking industry of Tanzania. A stratified sampling technique was used to ensure the representativeness of the sample, eleven banks were selected purposely and a simple random sampling was applied to draw a sample of 370 employees. Binary logistic regression analysis was used to analyze quantitative data. The results revealed a „p“ value of 0.001 which indicates that T&D was significantly influencing employee retention. The study concluded that T&D attributes (career planning and growth opportunities) have a significant influence on employee retention at the banks. The study recommends retention policies which are reflecting career planning and growth opportunities as T&D attributes that were valued most by employees.

Mohamed, (2020) explored the effect of job training on employee retention in three Telecommunication companies in Somalia. The study was conducted Questionnaire with a perspective on improving Employee retention in three Telecommunication

companies in Somalia. The methods of data collection were as follows: Using a questionnaire, the researcher used to collect quantitative data from selected respondents. Besides, there was a large population and time is constrained, the selection of this study has been guided by the nature of the data to be collected. The results showed a positive significant relationship between job instruction and employee retention $r = .940^{**}$, $p\text{-value} = 0.000$, a positive relationship between job rotation and employee retention $r = .561^{**}$, $p\text{-value} = 0.231$ and a positive significant relationship between coaching, mentoring and employee retention $r = .402^{**}$, $p\text{-value} = .004$ when tested at 95% confidence interval. Finally, the researcher recommends that for employee effectiveness and commitment, the management of the institutions should formulate strategies to establish employee training policies to improve employee performance and employee retention.

2.4.3 Effects of Employee Engagement on Employee Retention

Abeer and Muhammad (2014) conducted a study on the impacts of employee engagement in retaining employees through the mediating effect of job satisfaction and organizational commitment and the moderating effect of job stress in the banking sector in Pakistan. This study employed a quantitative research approach. From this study, it was noted that the impact of employee engagement in increasing job satisfaction and commitment of employees and also the moderating relationship of job stress between employee engagement and job satisfaction and organizational commitment.

Similarly, a mediation link of both work satisfaction and organizational commitment was investigated between employee engagement and turnover intention. The

discovery demonstrates the existence of a mediating link between employee engagement and employee turnover intentions. This means that while increased employee involvement leads to increased job satisfaction, it also leads to increased turnover intentions. There is no mediation link of organizational commitment between work engagement and employee turnover intentions. Furthermore, the moderating link between job stress was determined to be minor. Employees from Pakistan's banking sector were contacted to put the study hypotheses to the test.

Ibrahim, *et al.*, (2023) examined factors expected to be effective in employee retention strategy in Malaysian industries. Employee engagement and task identity are tested for their' direct impact on employee retention, while job satisfaction will be examined as a mediator of the relationships between the independent and dependent variables. The study follows the quantitative method of data collection, the survey was distributed among employees in Malaysian industries and 463 surveys were collected as valid questionnaires for data analysis.

The collected data was analysed through descriptive analysis via Social Package for Social Science SPSS and hypothesis testing via Analysis of a Moment Structure AMOS. The study found a direct significant impact of employee engagement, task identity and job satisfaction on employee retention, and job satisfaction significantly plays the role of mediating the relationship between employee engagement and employee retention and an insignificant mediating role on the relationship between task identity and employee retention. Accordingly, these factors should be implemented by the Malaysian industries toward successful employee retention in the country.

Zindove and Magaisa (2020) focused on establishing factors that can be used to retain employees at the Christian Council of Zimbabwe (CCOZ). Empirical evidence supported the notion that staff turnover is prevalent at the CCOZ, hence the need to carry out a study to remedy the current problem that is affecting the organisation. The research methodology applied in this paper was the quantitative research methodology. The sample size of the study was 100 respondents, and the simple random sampling technique was applied in conducting the study. The study recommended that employee engagement needs to be applied in the organisation to increase organisational performance and retain skilled and talented employees in the organisation.

Tabasum and Shaikh (2022) A formal study determines the impact of varied approaches and perspectives on entrepreneurial behaviour. The study employed innovative PLS software to do structural equation modelling. Using a questionnaire, data is gathered from a random population sample using the SEM approach. The obtained information is subsequently examined using Smart PLS's analysis and testing capabilities.

Overall, results from the majority hypothesis indicate that entrepreneurship is significantly affected. The R² value is 0.560, which suggests that the factors affecting entrepreneurship account for 56% of the variance. As per the results, the significant influence of inspiring motivators on new business ventures, innovativeness, and responsiveness should urge managers to involve employees in formulating common strategic visions to encourage them to launch new internal creative projects. Managers could also create training programs to boost employee

passion and creativity, enhancing their ability to think creatively and behave in a self-renewing manner. to put the study hypotheses to the test.

Achmada, *et al.*, (2022) determined the application of Talent Management to Employee Engagement and Employee Retention in Improving Employee Performance at PT XYZ Surabaya employees. The results showed that: 1) Talent management has a positive and significant direct effect on employee engagement, 2) Talent management has a positive and significant direct effect on employee retention, 3) Talent management has a positive and significant direct effect on employee performance, 4) Employee engagement has no direct positive and significant effect on employee performance, 5) Employee retention has a positive and significant direct effect on employee performance, 6) Employee engagement has a positive and significant direct effect on employee retention, 7) Talent management has no direct effect on employee performance indirectly through employee engagement, and 8) Talent management influences employee performance indirectly through employee retention.

2.5 Research Gap

2.5.1 Empirical Gap

From the review literature, there is a lack of consensus on retention strategies used by institutions to retain employees. For example, on a theoretical basis, various scholars suggested that various retention strategies For example Seo & Chung (2019) found supervisor support is one of the important strategies for retaining employees Abdallah (2016), shows that work-life balance and schedule flexibility have the most significant effects on the employee retention. Nair, *et al.*, (2021) pinpointed that

work-life balance enhances job satisfaction which ultimately leads to employee retention in different organizations. Other scholars such as Mengjun, (2018) provided that employee training and development improve employee commitment. Elsafty and Oraby (2022) established that employee training has effects on job performance, job satisfaction and effective communication on employee retention. On the other hand, according to other retention strategies such as employee engagement Abeer and Muhammad (2014) employee engagement increases job satisfaction and commitment of employees and it moderates the relationship of job stress with job satisfaction and organizational commitment.

Ibrahim, *et al.*, (2023) found a direct significant impact of employee engagement, task identity and job satisfaction on employee retention, and job satisfaction significantly plays the role of mediating the relationship between employee engagement and employee retention. As a result, because each study had its own assumptions regarding the methods of employee retention, their findings cannot be extrapolated to reach a single conclusion about the effects of retention techniques on staff retention. Furthermore, these researches evaluated several ideas and models related to employee retention, but they lacked a single model that could accept all of the techniques and test their effectiveness on employee retention. Furthermore, changes in the workplace have supplanted the traditional work place system, which must be reflected in the majority of the review literature.

2.5.2 Contextual Gap

Employee retention in the judiciary is required to retain public trust and confidence and meet workload demands only if it is comprised of highly competent judges,

employees and attorneys (Jed, 2021). The judicial branch provides employees with many resources and services including training and education programs (Jordan, 2019). Attracting and retaining employees requires the provision of enough training and development, provision of work–life balance as well as employee engagement. The judicial branch provides employees with many resources and services including training and education programs (Jordan, 2019). All of the review literature came from different countries, each with its own judiciary employment system. In Tanzania, there is a paucity of information and research studies on staff retention techniques, particularly in the judiciary. As a result, this study is necessary since it can fill the gap in the judiciary's personnel retention.

2.6 Conceptual Framework

A conceptual framework is the diagrammatical presentation of the research variables and their pre-determined relationship with each other. This conceptual framework shows that there are two variables namely independent variables and dependent variables described as follows:

The independent variables are three namely work–life balance which is determined by flexible working arrangements, supervisors' support and employee self–management. Also, another independent variable is training and development which is determined by the development of soft skills, improved task management and new responsibilities. The last independent variable is employee engagement which is determined by vision and values, accountability and performance as well as effective communication. The dependent variable is employee retention which can be assessed by the employee turnover intention. Through this conceptual framework, the

researcher intends to assess the effectiveness of the retention strategies on employee retention.

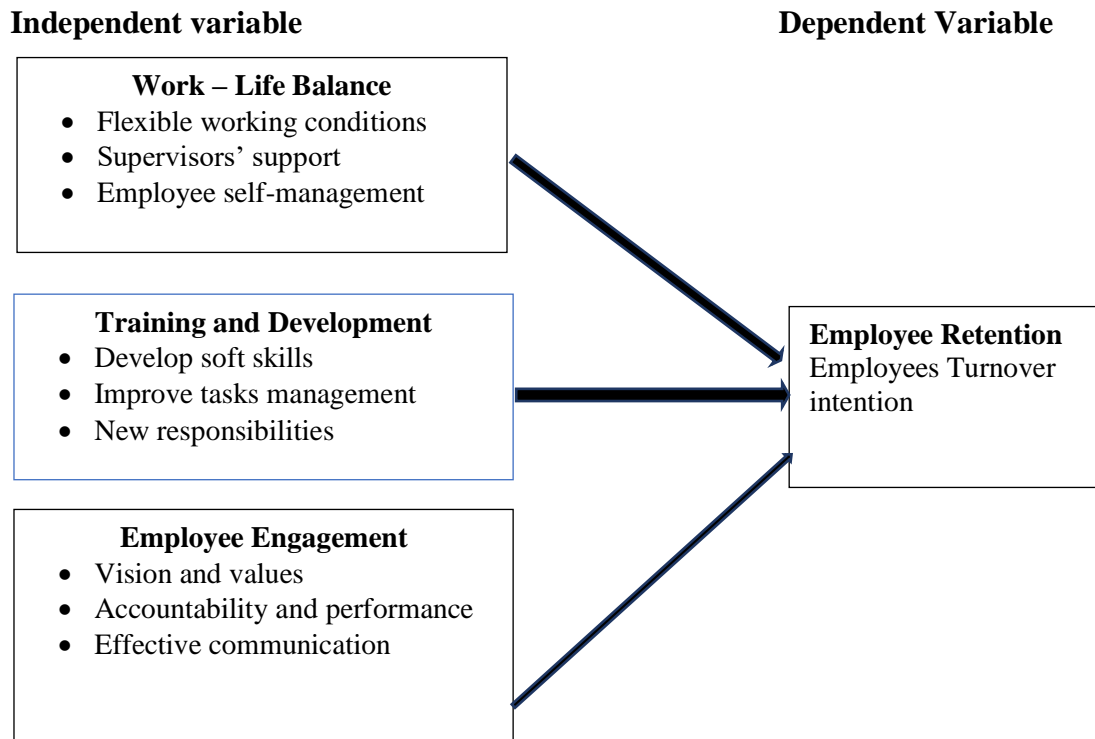


Figure 2.1: Conceptual Framework on the Effectiveness of the Retention Strategies

Source: Mitchell, et al., (2001).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

The research methodology involves figuring out how the study was carried out; it provides a clear picture of the strategies used by the researcher, such as the research design and research approach, population, data collection methods, sampling design, study procedures, and data analysis method. It also describes the research's validity and trustworthiness, as well as the researcher's ethics.

3.2 Research Approach

In this study, a quantitative research approach was used a quantitative approach involves designing questions that can be quantified in further numbers and data can be obtained either through experiments or through surveys (using survey questionnaires) (Creswell, 2014). Quantitative research aims at predicting the relationship between research variables through statistical tests namely descriptive statistics, inferential statistics as well as regression analysis. This enabled the researcher to assess the level of significance of the retention strategy on employee retention.

3.3 Scope of the Study

The judicial institution in the lake zone area has been chosen as the subject of this research because the judiciary has various departments such as judicial sections, court registry, and court administrators who carry out functions such as court administration, day-to-day operations, justice dispensations, and other functions.

Employees have been fleeing the Tanzanian judiciary in large numbers in certain places. According to the Staff disposition and Seniority List (2022), 16% of the employees from the judiciary changed left for other employment opportunities, while 11% of employees have changed their positions, thus, it shows that there is a low level of employee retention strategies.

3.4 Research Design

A research design is defined as a blueprint that is used as a strategy for a study and the plan for how the strategy was carried out. The research design also gives the researcher a view of what data collection techniques should be employed (Creswell, 2014). In this study, the descriptive research design was employed. A descriptive research design employs instrument of data collection such as questionnaires also descriptive research design enables the researcher to assess and measure the relationship between variables by using statistical tests such as descriptive statistics, inferential statistics as well and regression analysis.

3.5 Targeted Population

The study targets primarily 382 employees from various departments of the judiciary (HCMIS, 2023). This group was used to measure people's comprehension and perceptions of the effectiveness of employee retention methods. This population was chosen because the researcher believes that since they have worked in these departments, they could potentially be familiar with the strategies used by the judiciary to retain employees and thus be able to provide an opinion on whether or not these retention strategies are effective.

3.6 Sample Size and Sampling Technique

3.6.1 Sample Size

Sample size refers to the small unit of the population that the researcher intends to use for the data collection. The sample size is used to represent the whole targeted group to the effect that information obtained from the sample is presumed to be the common standing of the entire population. The sample from the study population was obtained by using Slovin's formula adopted from Tejada & Paunzalan, (2012).

$$n = N / (1 + N \cdot e^2)$$

Where;

n = Sample size, N = the number of populations size = is the random error

$$n = 382 / (1 + 382 * 0.05^2)$$

$$n = 195$$

Therefore, the sample size of this study is 195 respondents from whom data will be collected.

3.6.2 Sampling Techniques

Both probability and non-probability sampling procedures were employed in this study. This is because the quantitative information extracted was supplemented by the qualitative one. The probability sampling procedure is used in this case because every individual in the population had an equal chance of being selected. In this view, random sampling represented probability sampling. Simple random sampling means that every member of the sample is selected from the group population in such a manner that the probability of being selected for all members in the study group population is the same. In other words, sampling units were selected

at random so that the opportunity for every sampling unit to be included in the sample was the same (Kothari, 2004).

3.7 Data Collection Method

Refer to the tool of data collection which provides the respondents with a set of written questions and the choices of responses that can be used by the respondents (Creswell, 2012). In this study, the researcher employed a Likert scale questionnaire containing questions and levels of agreement which were rated by the respondents by way of ticking to maintain a high level of accuracy of the information. Questionnaires were used to collect data from employees from different departments. This data collection method enabled the researcher to collect high volumes of data in a short period. Also, since the questionnaire was self-administered it helped the researcher to avoid several uncertainties, during the data collection process.

3.8 Data Analysis and Model Specifications

Data were entered into the Statistical Package for Social Sciences (SPSS) computer package for processing and analysis. Data from the questionnaire were analysed by using a computer program, namely statistical package for Social Sciences (SPSS), version 21 where analysis of data was done. In the data analysis process, the researcher employed a quantitative data analysis strategy in which statistical tests such as inferential statistics, descriptive statistics and multiple regression analysis were used. This strategy helps the researcher to assess the existing relationship between the research variables namely (WLB) Work-Life Balance, (TD) Training and Development, as well as (EE) Employee Engagement and (ER) Employee Retention. In determining the relationship between these variables, the researcher

adopted the regression model.

3.8.1 Regression Analysis

The multiple regression modes were adopted in analyzing the association between the set of independent variables and the dependent variable. This model is normally applied when the study has a continuous dependent variable as predicted to be the function of two or more variables (Kothari and Garg, 2014) the following form of multiple linear regression model was adopted;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_n X_n + E$$

Where;

β_0 = Constant

Y = dependent variables

X_1 = Work-Life Balance (WLB), X_2 = Training and Development (TD), X_3 = Employee Engagement (EE) (Independent Variables as Specified in each Objective)

β_0 to β_1 = Regression coefficient of the Respective variable as specified above

E = random error term

3.9 Variables Measurements

3.9.1 Independent Variables

Independent variables are the cause because their variables are independent of other variables in the research study. Thus, in this research, the independent variables are three namely Work-Life Balance (WLB), Training and Development (TD) and Employee Engagement (EE). The scale used is an 8-point Likert scale adopted from Wheatley, (2017), Hammer et al (2013) and Gagné et al (2007), Elsafty and Oraby (2022) and Mengjun, (2018), Ibrahim, (2023), Abeer and Muhammad (2014).

3.9.2 Dependent Variables

The dependent variable is the presumed effect; it is the outcome that is brought forth by the prediction of the independent variables. In this study, the dependent variable is the Employee Retention (ER). This will be measured by 7– a points Likert scale as adopted by Peggy (2016), Ngozwana and Rugimbana (2018), and Abdulai and Kamara (2019).

Table 3.1: Variables and Measurement Scales

Description	No. Items and Scale	References, Item Number
Work-Life Balance <ul style="list-style-type: none"> Flexible working conditions Supervisors' support Employee self-management 	8, Likert scale	1,2,3 Wheatley, (2017),3,4,5, Hammer et, al (2013) Gagné et, al (2007), 6,7,8
Training and Development <ul style="list-style-type: none"> Develop soft skills Improve tasks management New responsibilities. 	8, Likert Scale	1, 2,3,4 Elsafty and Oraby (2022),5,6,7,8 Mengjun, (2018),
Employee Engagement <ul style="list-style-type: none"> Vision and values Accountability and performance Effective communication 	8, Likert scale	1,2,3,4 Ibrahim, (2023), Abeer and Muhammad (2014),5,6,7,8
Employee Retention <ul style="list-style-type: none"> Employees Turnover intention 	7, Likert scale	1,2, Peggy (2016), 3,4, Ngozwana and Rugimbana (2018), 5,6,7Abdulai and Kamara 2019

Scale used; 5-point Likert scale, ranging from 1=strongly disagree;2= Disagree; 3=Neutral, 4= Agree, 5= strongly agree

Source: Mitchell, *et al.*, (2001).

3.10 Data Cleaning Process

Data cleaning is the process of assessing and verifying data collected before the analysis process. A data screening process was employed to check for the missing values in the questionnaire before entering into the main data analysis through SPSS (Hair *et al.*, 2010). The researcher double-checked the questionnaire and those that

were not analysed due to having some missing values were eliminated from the analysis process, this process enabled the researcher to have clean data which were taken for further analysis steps as suggested by Cohen (2018). The searcher used various outlier checking procedures during the data cleaning phase, whether or whether strategies are effective.

3.11 Reliability and Validity of the Study

3.11.1 Reliability

Reliability is defined as the degree of dependability into which the study can be repeated several times while, obtaining consistent results (Cresswel, 2014). Questionnaires will be tested to determine whether they produced the same result again and again and proved reliable. In assessing the validity, the researcher employed the split-half method, where Cronbach's Alpha Coefficient is required to be at least not less than 0.6.

3.11.2 Validity

To determine the content validity of the instrument, the questionnaires were discussed with the supervisor and other college whose recommendations and comments helped to make the data compatible with the set standards of the research study. The study used a pilot test whereby the questionnaires test the length of the questionnaires, ambiguities and how the questionnaires answer the study objectives.

3.12 Ethical Consideration

The protocol followed by the researcher in carrying out the study is included in research ethics. In many methods, ethical issues were observed during data

collecting. Permission obtained from prospective administrative organs before the researcher visits the area to collect data. The respondents' consent requested and acquired, and the data collected kept strictly confidential.

3.13 Chapter Summary

This chapter discussed the research methods used by the research during the process of conducting this investigation. The chapter discussed issues such as the research approach, research design, study area, targeted population, sample size, and sampling methodologies. The chapter also discussed data gathering and analysis strategies, as well as ethical issues that governed the entire research process.

CHAPTER FOUR

STUDY FINDINGS

4.1 Chapter overview

The purpose of this study was to assess the efficacy of the Judiciary of Tanzania's retention methods in various court institutions in the lake zone region. The study's particular aim were to investigate the effects of work-life balance on employee retention in judicial departments, to investigate the benefits of training and development on judicial employee retention, as well as the implications of employee engagement on judicial employee retention. As a result, this chapter provides the study's conclusions after conducting a descriptive analysis of the investigation. The section further defines the respondent categories by displaying the demographic characteristics of the respondents who took part in this investigation. The Chapter also offers a factor analysis based on the measure of a certain construct to evaluate if they should be classified together. The chapter also includes an overview of the results of the tested hypothesis as well as the study's specific aims.

4.2 Descriptive Analysis of the Findings

4.2.1 Demographic Characteristics of the Respondents

This section presents the socioeconomic characteristics of the respondents in this study. It evaluates factors such as age, gender, education level, occupation, and working experience, which assisted the researcher in determining the nature of the respondents who took part in this study and their ability to provide valid and reliable information for this study. The researcher collected data from 183 respondents who took part in the data gathering process by filling out questionnaires and returning

them. This response rate represents nearly 93.8% of the sample size. According to Creswell, (2014), the response rate of at least 65% suffices for data analysis. Since in this study the response rate was 93.8% it means that the response rate is higher hence it allows the researcher to proceed with further data analysis.

4.2.2.1 Gender of Respondents

Regarding the gender of the respondents, it was discovered that 48.1% were male and 51.9% were female. The overall data indicate that this study was well-attended. Despite the discrepancy in participation levels between males and females, the researcher avoided gender bias.

4.2.2.2 Age of Respondents

The descriptive analysis of this study categorized the age of the respondents based on the categories whereby 36.6% of the respondents were aged between 18 – 30 years, also it was shown that 31.1% of the respondents were aged 31 – 39 years, also there were 21.3% of the respondents were aged 39 – 40 years. On the other hand, 10.9% of the respondents were 50 years and above. On the age of the respondents, it was shown that 48.1% of the respondents were female, while 51.9% of the respondents were male.

4.2.2.3 Level of Education

On the education level, it was shown that 28.4% of the respondents had a certificate level of education, 25.7% of the respondents had a diploma level of education, and 14.8% of the respondents had a degree level of education. On the other hand, there were 16.9% of the respondents with master's level of education, while 14.2% of the respondents had technical education.

4.2.3.4 Occupation of the Respondents

On the occupation of the respondents, it was shown that 32.8% of the respondents were judicial officers, and 18.6% of the respondents were administrators. On the other hand, 14.2% of the respondents were ICT officers, and 10.9% of the respondents were drivers. Moreover, the results show that 13.7% of the respondents were secretaries/clerks while 9.8 respondents had other occupations.

4.2.2.5 Working Experience

Table 4.1: Socio- Economic Characteristics of the Respondents

Category	Category	Frequency	Percent
Age	18 - 30 Years	67	36.6
	31 - 39 Years	57	31.1
	40 - 49 Years	39	21.3
	50 Years	20	10.9
	Total	183	100
Gender	Male	88	48.1
	Female	95	51.9
	Total	183	100
Education Level	Certificate	52	28.4
	Diploma	47	25.7
	Degree	27	14.8
	Masters	31	16.9
	Technical Education	26	14.2
	Total	183	100
Occupation	Judicial Officer	60	32.8
	Administrator	34	18.6
	ICT official	26	14.2
	Drivers	20	10.9
	Secretary/Clerk	25	13.7
	Other	18	9.8
	Total	183	100
Working Experience	1 - 5 Years	66	36.1
	6 - 10 Years	72	39.3
	11 Years	45	24.6
	Total	183	100

Source: Field Data (2024).

On the experience of the respondents, it was shown that 36.1% of the respondents had experience between 1-5 years, 39.3% of the respondents had experience between 6-10 years, and 24.6% of the respondents had experience of 11 years and above in the judiciary. Hence it can be established that respondents who participated in this study had different experiences. The demographic characteristics of the respondents are also summarized and presented in Table 4.1.

4.3 Testing Sample Adequacy for Exploratory Factor Analysis

Exploratory Factor Analysis is a process which is used to confirm whether the indicators (statements given to respondents) fit within their specified variables (Conway and Huffcutt 2003). For example, in this study, there are three constructs and each one has its indicators. EFA sets an automatic default requirement for the inclusion of a factor. Therefore, a benchmark of 0.60 was set in SPSS to include indicators in their expected factor. The initial results showed that all indicators merged well within the factors and hence all factors were taken for further analysis.

Table 4.2: Exploratory Factor Analysis

Variable	Factor Loading			
WLB1	.981			
WLB2	.974			
WLB3	.961			
WLB4	.967			
WLB5	.964			
WLB6	.763			
WLB7	.770			
WLB8	.804			
TD1		.965		
TD2		.966		
TD3		.931		
TD4		.960		
TD5		.912		
TD6		.950		
TD7		.948		
TD8		.916		
EE1			.697	
EE2			.656	
EE3			.816	
EE4			.767	
EE5			.789	
EE6			.983	
EE7			.965	
EE8			.902	
ER1				.937
ER2				.983
ER3				.877
ER4				.986
ER5				.669
ER6				.710

Source: Field Data (2024).

Kaiser Mayer Olkin KMO and Bartlett's Test results were used in the statistical analysis. KMO Test is a test for assessing the how data are enough and suitable for factor analysis. It measures the adequacy of the sample by looking at each variable in the model. The results showed that the value of KMO was .802 and the Bartlett Test of Sphericity was Approx 426.637 which was significant at .000 as shown in Table 4.3. The results showed acceptable sampling adequacy as suggested by O'Brien and Scott (2012) who recommended a KMO above 50% (0.50) with Sig. A value of .000 is deemed adequate.

Table 4.3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.802
	Approx. Chi-Square	428.637
Bartlett's Test of Sphericity	Df	6
	Sig.	.000

Source: Field Data (2024).

4.4 Reliability Test

Reliability is the degree to which the scores in a specific sample are free from random measurement errors (Malhotra, 2009). The most common measure of reliability is Cronbach's Alpha Coefficient, which is recommended to be above 60% (0.60) to determine the internal consistency of the measurement. In this study, reliability was checked for each variable. The results revealed that all indicators in the questionnaire were equally reliable as their values were above 0.7 in all indicators. Therefore, the studied variables were fit for the intended model. Work-Life balance had a reliability of .803, Training and Development had a reliability of .910, Employee Engagement scored .745 and Employee Retention scored .797. Therefore, in this study reliability was high and this confirms that data for this had

acceptable internal consistency as presented in Table 4.4 and thus the researcher could proceed with further analysis.

Table 4.4: Reliability Test

Construct	No of Items	Cronbach Alpha
Work-Life Balance (WLB)	8	.803
Training and Development (TL)	8	.910
Employee Engagement (EE)	8	.745
Employee Retention (ER)	6	.797

Source: Field Data (2023).

4.5 The Mean and Standard Deviation for Independent and Dependent

Variables.

Descriptive statistics was performed for each variable and its components, under this aspect the researcher computed the values of mean and standard deviation of all items forming the variable.

4.5.1 Descriptive Statistics for Work-Life Balance

This objective intended to assess the respondent's work-life balance and how it affects their retention at the judiciary in Tanzania. The results show that on the effects of work-life balance on employee retention, the results obtained show that working based on the task objectives had a Mean value of 3.85 and a Standard Deviation of 1.058. Also, the presence of flexible working hours which ensures better management of employees' time had a Mean of 3.74 and Standard Deviation of 1.295. The department has a good plan and arrangement for part-time and overtime duties and responsibilities had Mean of 3.89 and a Standard Deviation of 1.060.

The aim of this study was to assess the roles of work-life balance and employee retention in the judicial system. The descriptive statistics results suggest that constructs for work-life balance as one of the independent variables had a greater standard deviation value, indicating that most of the respondents agreed on them. The correlation analysis results reveal that there is a positive relationship between work-life balance and employee retention. More importantly, the regression coefficient findings confirm the existence of a positive and substantial association between work-life balance and employee retention in the court.

These results are supported by Seo & Chung (2019), who pinpointed that work-life balance practices such as supervision help to improve employees' psychological well-being, hence this helps to reduce the rate of turnover. Similarly, according to Iqbal *et al.* (2020), it was noted that it is important to improve supervision support to enhance employee retention, by reducing turnover and preserving and maximising their potential the existing relationship is positive and significant since work-life balance as the predictor of employee retention had a p-value less than .005%.

These findings are positively supported by Nair, *et al.*, (2021) revealed a positive relationship between work-life balance, job satisfaction and turnover intention and the possible mediating effect of job satisfaction in the relationship between work-life balance and turnover intention. Azim *et al.* (2021) pinpointed that work-life balance has a positive and significant direct effect on job satisfaction and can significantly mediate the effect of work-life balance and turnover intention.

Table 4.5: Descriptive Statistics for Work-Life Balance

Items	N	Mean	SD
It allows working based on the task objectives	183	3.85	1.058
There are flexible working hours which ensures better management of employees' time	183	3.74	1.295
The department has a good plan and arrangement for part-time and overtime duties and responsibilities.	183	3.89	1.060
There is flexible rostering	183	3.89	1.058
The department encourages job-sharing strategies	183	3.84	1.067
There are work policies which enhance the performance of employees	183	3.99	1.099
Employees are allowed to have a balance between work and their personal lives	183	3.96	1.342
Increasing employees' motivations and productivity	183	4.11	1.283

Source: Field Data (2023).

4.5.2 Descriptive Statistics on Training and Development

The following question seeks to ascertain the respondent's thoughts on the impact of training and development on retention in Tanzania's judiciary. Table 4.6, the descriptive statistics results, demonstrate that enabling employees to gain skills depending on their positions had a mean of 3.89 and a standard deviation of 1.058, while keeping employees up to date with technological advances had a mean of 3.87 and a standard deviation of 1.051. The introduction of new methods of job performance, on the other hand, had a mean of 3.84 and a standard deviation of 1.072.

This study also sought to assess the impacts of training and development on employee retention, with descriptive statistics revealing that the determinants or constructs of training and development had greater standard deviation values that are closer to the mean value. Furthermore, the researcher discovered a positive association between training and development and staff retention through correlation analysis. On the other hand, the regression coefficient results indicated a favorable

and substantial association between training and development and staff retention in judicial institutions.

Based to the overall findings, increasing training and development processes among personnel in the court improves employee retention rates. These findings are also backed up by Mengiun (2018), who stated that while some employers consider training and development to be a costly risk, it is crucial since training fosters commitment, making employees feel obligated to reciprocate the employers. Also, Maryam *et al.* (2018) pinpointed that training and development have a positive relationship with employee retention because the contract or outsourced staff provide cheap labour which will affect the level of trust of trust and when trust is undermined could create room for dishonest practices and fraud which inevitably leads to collapse (Daniel and Thomas 2022).

Meanwhile, Wiliam and Amos (2022) pinpointed that training and development attributes have a significant influence on employee retention, Mohamed (2020) training and development is positive and significantly related to employee retention since it improves job satisfaction, while according to Chaita and Kalfoglou (2019) revealed the basic assumption that training and development opportunities provided for seasonal staff positively influence retention rates and decreases turnover. Furthermore, according to Mengiun (2018), training typically fosters employee engagement while instilling in them a sense of obligation to reciprocate with their employers. As a result, individuals stay longer in the organization after receiving training, and training is associated with increased trust in management and lower employee turnover.

Table 4.6: Descriptive Statistics on the Training and Development

Item	N	Mean	Std. D
Enables employee to acquire skills based on their roles	183	3.89	1.058
Make employees up to date with changes in technology	183	3.87	1.051
Introduces new ways of job performance	183	3.84	1.072
The employee can work under less supervision after training programs	183	3.71	1.309
Enhance employee morale and good working mood	183	3.70	1.442
Enhance and improve team functionality	183	3.99	1.311
It prevents and addresses the skill gap between employees	183	3.86	1.080
Ensures quality and consistency of employees	183	3.71	1.325

Source; Field Data (2023).

4.5.3 Descriptive Statistics on Employee Engagement

The following question intends to assess the respondent's opinion on the effectiveness of employee engagement in retention at the Judicial in Tanzania. From Table 4.7 the results from descriptive statistics pinpoint the following, the presence of clear communication of the general expectation from the employees had a mean of 3.60 and a Standard Deviation of 1.479, in the same vein offerings of rewards and promotions for excellent works has Mean value of 3.87 and Standard Deviation of 1.388. On the other hand, the provision of regular feedback to the employees had a mean of 4.00 and a Standard Deviation of 1.172, Employees informed about their performance had a Mean of 3.79 and a Standard Deviation of 1.200.

From the findings of this study, the results obtained from descriptive statistics show that the determinants of employee engagement on employee retention. The values of standard deviation are closer to the mean which means that the predetermined relationship between employee engagements on employee retention has been

established. The relationship between employee engagement and employee retention is supported by Abeer and Muhammad (2014), who pinpointed that employee engagement increases job satisfaction among the employees but based on this engagement a trend to whom more turnover intentions.

On the other hand, Ibrahim *et al.* (2013) found a direct relationship between retention and employee retention since it improves satisfaction. Ibrahim *et al.* (2023) pinpointed that employee engagement encourages proper task identity and job satisfaction of the employee hence leading to employee retention. Also, it was noted that Zindoye and Magaisa (2020) employee engagement needs to be applied in organizations to increase employee retention and organization performance; hence employee engagement increases employee retention and performance. Arswan *et al.* (2017) established that universally it is important for the organization to engage in strategies and action to keep employees motivated and focused and also choose to remain employed and fully productive for the benefit of the organization, while, Heerwagen, (2016) pinpoints that employers or organizations must have a comprehensive retention program which can play a vital role in both attracting and retaining employees and reducing turnover and its related costs.

Table 4.7: Descriptive Statistics on Employee Retention

Items	N	Mean	Std. D
There is clear communication of the general expectations from the employees	183	3.60	1.479
There are offerings of rewards and promotions for excellent works	183	3.87	1.388
Provision of regular feedback to the employees	183	4.00	1.172
Employees are informed about their performance	183	3.79	1.200
Employees are given time to build their experience and career developments	183	3.78	1.283
Employees are given chances to participate in the decision-making	183	3.87	1.059
Their constitutions and work are highly valued	183	3.74	1.300
Employees are encouraged to have an attitude of gratitude	183	3.67	1.458

Source: Field Data (2023).

4.5.4 Descriptive Statistics on Employee Retention

The following question intends to assess the respondent's opinion on employee retention at the Judicial in Tanzania. The results show that the determinants of employee retention through descriptive statistics are as follows. A significant percentage of employees stay in their occupations for an extended period of time. The mean was 3.99, and the standard deviation was 1.330. Employers treat employees who have been with them for a long period well. The mean was 3.87, and the standard deviation was 1.059.

On the other hand, each employee is treated as a member of a single family, with a mean of 3.60 and a standard deviation of 1.387. Employees who aligned themselves with the mission and values, on the other hand, had a Mean of 3.84 and a Standard Deviation of 1.060. Furthermore, the provision of meaningful employee benefits received a Mean of 3.73 and a Standard Deviation of 1.223, while employee efforts recognized at work received a Mean of 3.66 and a Standard Deviation of 1.389. The descriptive statistics results reveal that the lower the Standard deviation, the closer it is to the mean value.

Table 4.8: Descriptive Statistics on Employee Retention

Employee Retention	N	Mean	Std. D
A high percentage of employee remain in their job for a fixed period	183	3.99	1.330
Employees sticking for a long time are well treated by employer	183	3.87	1.059
Every employee is treated as part of one family	183	3.60	1.387
Employees are aligning themselves with the mission and values	183	3.84	1.060
There is the provision of meaningful employee benefits	183	3.73	1.223
Employee efforts are being acknowledged at work	183	3.66	1.389

Source: Field Data (2023)

4.6 Relationship among Variables

4.6.1 Correlation

Under the linearity assumption normally it is required that there must be a linear relationship between independent variables (predictor variable) and the dependent variable (outcome variable). If this condition is not satisfied the data under regression analysis will not reflect the relationship between the predictor variables and outcome variable. For this study linearity was checked through computation of the Pearson Correlation to check if. The results obtained showed that Work–Life Balance ($r(183) > .672$, $p < .000$), Training and Development TD ($r(183) > .694$, $p < .000$) and Employee Engagement ($r(183) > .568$, $p < .000$). Thus, it can be established that there was a linear relationship between independent variables and the dependent variables as depicted in Table 4.9.

Table 4.9: Correlation Analysis

		ER	WLB	TD	EE
ER	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	183			
WLB	Pearson Correlation	.672**	1		
	Sig. (2-tailed)	.000			
	N	183	183		
TD	Pearson Correlation	.836**	.694**	1	
	Sig. (2-tailed)	.000	.000		
	N	183	183	183	
EE	Pearson Correlation	.597**	.475**	.568**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	183	183	183	183
**. Correlation is significant at the 0.01 level (2-tailed).					

Source; Field Data (2023).

4.6.2 Multicollinearity

This is the assumption that intends to measure whether the independent variables are not correlated, this is because if they are correlated it makes it difficult for the independent variables to be real predictors of the dependent variables. To check the presence of multicollinearity the study will perform Variance Inflation Factor (VIF) and Level of Tolerance as suggested by Daoud, (2018). The results obtained in this aspect are presented in Table 4.10. From Table 4.7 it was shown that looking for the absence of interrelationship between independent variables, the study was performed by using the Variance Inflation Factor (VIF) and the Level of Tolerance (Daoud, 2018).

Table 4.10: Multicollinearity Assumption

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1		
WLB	.508	1.968
TD	.445	2.248
EE	.665	1.504

Source: Field Data (2023).

The analysis found that VIF was below 5 and the level of tolerance was above 0.2 (acceptable ranges are from 0 to 1, then this shows the evidence of the absence of multicollinearity. The formula for measuring VIF was $VIF=1/(1-R^2)$. Multicollinearity is possible in the model when $R^2 \geq 0.9$ (Senthilnathan, 2019); Where R^2 is the coefficient of determination.

4.6.3 Homoscedasticity

This assumption assumes equal variance of errors exists among independent variables thus providing wide room to assume a consistent spread of errors among

variables. Normally where there are no constant residual/error terms in the model it results in the homoscedasticity problem. To check the homoscedasticity the researcher plotted the standardized residuals versus predicted as presented in Figure 4.1 using the plots of standardized values predicted by the model against the standardized residual observed the assumption of homoscedasticity was met because the residual was found to be along the straight line.

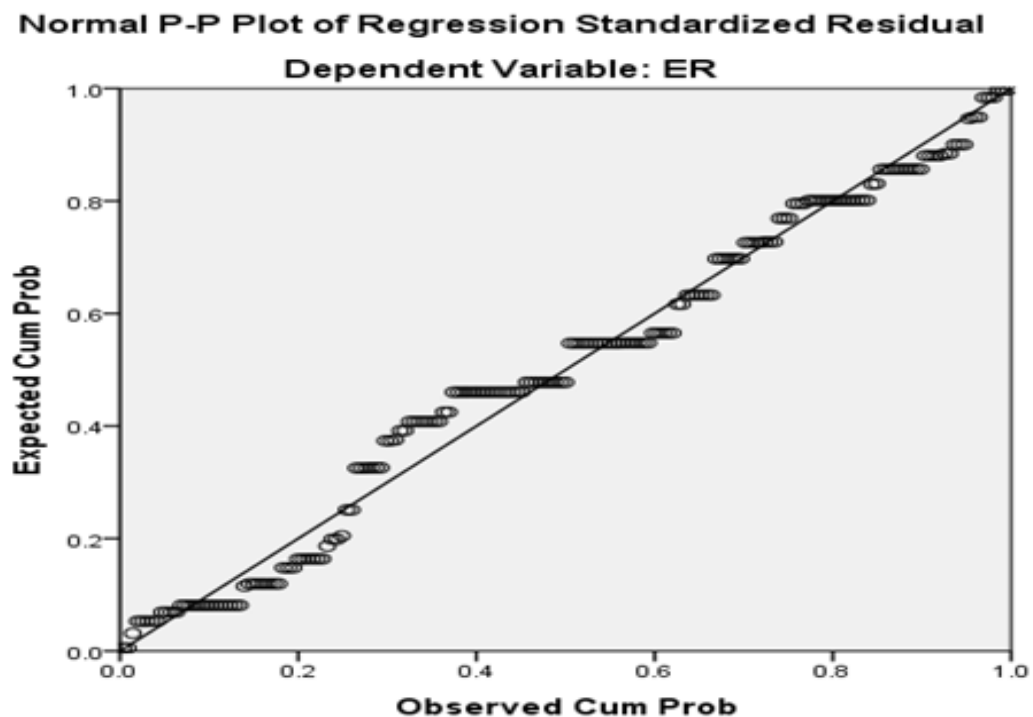


Figure 4.1: Homoscedasticity Test

Source: Field Data (2023).

4.6.4 Normality Tests

The assumption of normality aims to check whether variables are normally distributed to allow easy predictions of values (Osborne and Waters 2002). When normality tests are violated may result in uneven validity and reliability of estimates. In this study, the researcher employed the Skewness - Kurtosis test to ensure that the data is distributed normally, as suggested by Pallant (2020). Table 4.11 shows the

results of the Normality Tests determined that normality tests were satisfied because the skewness-kurtosis test demonstrated that all variables were regularly distributed because their statistic values ranged within acceptable limits. Skewness – Kurtosis test revealed all variables were normally distributed as their statistics values ranged within acceptable values. Tabachnick and Fidell (2007), claim the acceptable range for Skewness – kurtosis test ± 3.13 .

Table 4.11: Normality Tests

	N	Min	Max	Mean	Std. D	Skewness		Kurtosis	
	Stat	Stat	Stat	Stat	Stat	Stat	Std. Error	Stat	Std. Error
ER	183	1	5	2.43	1.264	.770	.180	-.532	.357
WLB	183	1	5	2.40	1.326	.678	.180	-.835	.357
TD	183	1	5	2.42	1.293	.759	.180	-.606	.357
EE	183	1	5	2.30	1.423	.856	.180	-.692	.357
Valid N (listwise)	183								

Source: Field Data (2023).

4.6.5 Autocorrelations Test

This test intends to test the independence of errors among variables, when this assumption is violated Type I and Type II errors are likely to affect the results (Osborne and Waters 2002). Observe autocorrelation the study was checked through Durbin – Watson statistics. Normally the Durbin-Watson values (Saunders *et al.*, 2012) recommended that the Durbin–Watson statistics should range between 1.5 and 2.5. In this study, the value of Durbin Watson was 2.125, as shown in (Table 4.12), indicating that the assumption of autocorrelation is satisfied because it is within the allowed range, allowing the researcher to proceed with Multiple Regression Analysis.

Table 4.12: Autocorrelation Test

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.856 ^a	.732	.728	2.125

a. Predictors: (Constant), EE, WLB, TD

b. Dependent Variable: ER

4.7 Regression Analysis

This is the statistical test which aims to examine the existing relationship between retention strategies and employee retention at the judiciary of Tanzania. In this study, three independent variables namely Work-Life Balance (WLB), Training and Development (TD), and Employment Engagement (EE) were regressed against the dependent variable namely Employee Retention (ER) to see the relationship with each other. The results of multiple regressions were presented in Table 4.13, Table 4.114 and Table 4.15. The initial regression results usually have the intention to confirm the model acceptance of the variables if they measure the dependent variables (Hair *et al.*, 2010).

As shown in Table 4.9, the three independent variables (WLB, TD, and ER) have a combined factor loading of .856 (roughly 86%), which explains the regression equation. The loaded R square value was .732 (73%), and the corrected R-square value was .728 (73%). These findings indicate that the three variables explain around 77% of the dependent variable (employee retention), adjusted to 62%, implying that the remaining percentage could be explained by additional factors other than the indicated one. According to Saunders *et al.*, 2016 and Malhotra (2009), and R square value in the range of 50% - 70% imply a moderate effect of the independent variables on the dependent variable.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square
1	.856a	.732	.728

a. Predictors: (Constant), EE, WLB, TD

b. Dependent Variable: ER

In other words, analysis of Variance (ANOVA) was performed. In essence, ANOVA, testifies the interaction effects between variables, between and within the groups, to confirm and to relate the mean values of the variables. The F-test (Table 4.11) was also run concurrently in the SPSS to confirm further analysis on the within and between groups of variables (Malhotra, 2009). The F-Test was 163.159 which was statistically significant as the p-value was .000, hence this enabled the final regression results which were presented in Table 4.14.

Table 4.14: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	212.898	3	70.966	163.159	.000 ^b
	Residual	77.856	179	.435		
	Total	290.754	182			

a. Dependent Variable: ER

b. Predictors: (Constant), EE, WLB, TD

These Findings show that Employee Retention (ER) can be affected by factors namely Work-Life Balance (WLB), Training and Development (TD) and Employee Engagement (EE). The effect of the interaction depends on each factor when other factors are constant as follows. WLB ($\beta = .151$, $p < .005$), shows that a unit increase of Work work-life balance leads to an increase in employee retention of about 1.44%. Also, it was noted that TD ($\beta = .638$, $p < .000$), means that one unit increase in Training and Development practices, increases Employee Retention by 6.23%.

Lastly Employee Engagement (EE) ($\beta = .164$, $p < .001$) means that one unit increase in Employee Engagement increases employee retention by 1.145% as shown in Table 4.15. As a result of the research findings, it would be reasonable to conclude that all independent variables, namely work-life balance, training and development TD, and Employee Engagement, had a favorable and substantial link with employee retention in the judiciary.

Table 4.15: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.241	.113		2.132	.034
	WLB	.144	.052	.151	2.791	.005
	TD	.623	.057	.638	10.994	.000
	EE	.145	.042	.164	3.448	.001

a. Dependent Variable: ER

Source: Field Data (2023).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter deals with a summary of the major research findings, it also provides the conclusion of major research findings, it also provides for the recommendation, implication of the research findings and the area for further research as provided in the subsections that follow.

5.2 Summary of Findings

This subsection provides the summary of the research findings based on the research objectives as follows.

5.2.1 Effects of Work-Life Balance on Employee Retention in the Judicial Departments

From the research findings it can be established that work–life balance describes the state of balance where a person equally prioritizes the demands of one’s career and the demand of the personal life, this is the idea of blending work responsibility and personal responsibilities. The results obtained through descriptive statistics showed mean and standard deviation shows the existing relationship between work–life balance and employee retention because work-life balance allows working based on the task objectives.

Work-life balance also allows for flexible working hours, which allows for better time management among employees. The judicial department, on the other hand, has a sound strategy and systems for part-time and overtime duties and obligations;

additionally, life balance allows for flexible rostering. Not only that, but the department fosters job-sharing strategies through work-life balance. Employees are permitted to have a balance between work and their personal lives through work-life balance, which can lead to increased employee motivation and productivity. On the other hand, the results obtained through correlation analysis show that Work-Life Balance (WLB) is correlated to Employee Retention by a .002 level of significance which signifies a positive and significant relationship.

On the multiple regressions, the results show that the level regression coefficients were significant at 0.004. It can be concluded that Work-Life Balance has a favorable and considerable impact on employee retention; this was also supported by many scholars who discovered a positive and significant association on the subject. As a result of the overall findings, the researcher concluded that work-life balance influences employee retention at the Tanzanian judiciary.

5.2.2 Effects of Training and Development on Employee Retention in the Judicial Department

From the research findings, it can be established that training and development means the educational activities within an organization that are designed to improve the job performance of individuals or groups of employees. The provision of training and development programs for employees at the judiciary of Tanzania helps advance employees' skills and knowledge sets while instilling greater motivation to enhance the job performance of the respective individual or team within them. The results obtained through descriptive statistics pinpointed that mean and standard deviation values affirm the predetermined relationship between Training and Development on

Employee Retention. This is because the training and development enables employees to acquire skills based on their roles, it also keeps employees up to date with changes in technology and also it introduces new ways of job performance. On the other hand, the employee can work under less supervision after training programs, also it enhances employee morale and good working mood, while it also enhances and improves team functionality. Not only that but training and development prevents and addresses the skill gap between employees and ensures quality and consistency of employees.

The results obtained through correlation analysis establish a positive and significant of Training and Development (TD) had a positive correlation of 000 which is positive and significant. On the other hand, the results obtained through multiple regression analysis had a coefficient of .004), which means that one-unit increase of Training and Development practices. These findings are also supported by other researchers who also revealed a positive and significant relationship between training and development and employee retention in the judiciary of Tanzania.

5.2.3 Effects of Employee Engagement on Employee Retention in the Judicial Department

Employee engagement describes the level of enthusiasm and dedication s worker feels towards their job. Employee engagement is the degree to which employee invest their cognitive, emotional and behavioural energies towards positive organizational outcomes. So, in the context of this study employee engagement will be used to mean a process where an employee fully absorbs enthusiasm about there and so takes positive action to further the organization's reputation and interests. The

descriptive statistics results demonstrate a favorable relationship between the benefits of employee engagement and employee retention because employee engagement ensures clear communication of the general expectations from the employees.

Employee engagement also includes the provision of awards and promotions for exceptional work, as well as the giving of regular feedback to staff. Employee engagement, on the other hand, informs employees about their performance. Furthermore, the data reveal that employees are given time to gain experience and advance their careers, if individuals are given opportunities to participate in decision making, and that their constitutions and work are highly respected. Employee involvement also guarantees that staff are encouraged to have a grateful attitude.

The correlation study results demonstrate that employee engagement correlates by .005, indicating a positive and substantial association to employee retention. However, the results of multiple regression analysis demonstrate that employee engagement has a .001 level of significance, indicating that there is a positive and substantial association between employee engagement and employee retention. Several studies have found that employee engagement is vital for retention. Thus, it can be concluded that employee engagement has a favorable and considerable impact on employee retention in Tanzania's judiciary.

5.3 Implications of the Research Findings

5.3.1 Implication for Policy Maker

The findings of this study will be useful in the formulation of work policies that acknowledge retention policies for employees. This is because if work policies

acknowledge policies such as work–life balance it encourages employees to be more productive.

5.3.2 Implication for the Industry

The findings of this study are useful in enhancing a better understanding of the factors that influence employee retention, helping leaders make a more informed decision about which strategies to implement.

5.3.3 Implication on Research and Development

The findings of this study imply future research because it will enhance research and development since the nature of work tends to change regularly with the advancement of technology. Hence researching new employment features such as virtual employment platforms, hence it will enhance the proper management of the work environment.

5.4 Conclusion

In this section, the researcher presents the conclusion of the major research findings based on the research objectives as follows.

5.4.1 Effects of Work-Life Balance on Employee Retention in the Judicial Departments

From the findings obtained in this study, it can be established that work–life balance has a significant impact on employee retention. This is because when employees can effectively balance their work responsibilities with their personal lives, it creates a more positive and supportive work environment which can lead to higher retention

rates of the employees in the judiciary of Tanzania. When employees are constantly overworked and stressed, they are more likely to experience burnout which can lead to physical and mental health issues. Employees who believe that Tanzanian judiciary values their personal lives and well-being are more satisfied with their jobs, It also leads to higher staff productivity. Work-life balance improves flexibility and adaptation, and in today's world of service delivery, individuals frequently require flexibility to satisfy their personal and professional duties. The judiciary of Tanzania ensures employee retention by ensuring work-life balance.

5.4.2 Effects of Training and Development on Employee Retention in the Judicial Department

From the findings of this study, it can be concluded that training and development programs can have significant effects on employee retention in the judicial department, just as they do in any other organization. Employee training and development have impacts on the retention of employees because they enhance the skills and competencies of the employees, employees who acquire training programs improve specific skills and competencies needed to excel in their roles within the judicial service provision.

Employees who get training and development opportunities are more likely to be satisfied with their employment and hence to remain with their business. Furthermore, it is possible to conclude that the judicial department should provides training and development pathways for professional progression inside the firm, which can encourage the employer to stay for a long time. Employees are less likely to seek work elsewhere when they see opportunities for advancement and progress.

5.4.3 Effects of Employee Engagement on Employee Retention in the Judicial Department

Employee engagement has a significant impact on employee retention in the judiciary, just as it does in any organization when employees are engaged in their work and committed to their roles; they are more likely to stay with the organization. The findings of this study also conclude that employee engagement increases job satisfaction, when employees are more satisfied with their jobs. In the judicial department where the work can be demanding and stressful, job satisfaction is crucial for retaining employees. Furthermore, employee engagement leads to a stronger commitment to the firm. It has also been discovered that employee engagement minimizes employee turnover and helps to increase employee work performance. Not only has that, but employee happiness frequently contributed to a more favorable work atmosphere.

5.5 Recommendations

This study put forward the following recommendations.

5.5.1 Recommendation to the Judiciary of Tanzania

To ensure effective retention strategies for employees at the judiciary, the study recommends the provision of competitive compensation packages. This can be done by ensuring that salaries and benefits packages paid to the employees are competitive. Also, the judiciary should ensure offering bonuses and performance-based incentives to reward and motivate employees.

5.5.2 Recommendation to the Management and Administration

This study recommends the need to build stronger leadership, this can be done

through the adoption and implementation of leadership styles. Moreover, the study recommends training for managers and leaders in the judiciary to enhance effective communication and leadership skills.

5.5.3 Recommendation to the Employees

This study recommends that should set their expectation, also there is a need to have clear communication of the job expectation and this can lead to improved performance standards. Moreover, the study recommends the observance of job descriptions as provided by the employer to create a sense of cooperation between the management and individual employees.

5.6 Limitations of the Study and Suggestions for Future Research

This was a quantitative study; therefore, it is advised that future studies should focus on qualitative research design, this way more details regarding effective strategies used by judiciary of Tanzania can be detailed by employees. Since this was a cross-sectional study it was difficult to trace changes in the retention strategies, therefore, future study should be a longitudinal one, as this will allow researchers to observe changes regarding retention strategies used by judicial system in Tanzania. Additionally, this study used small sample size (183) therefore this limits generalization of study findings other than the study areas covered in this study. It is advised that further studies to extend the sample size and employed other data analysis methods such as structural equation modelling. This way the findings of this study can be validated.

5.7 Area for Future Research

This study recommends further research to be conducted on the challenges facing the

implementation of employee retention strategies in the judiciary of Tanzania. This is because despite of the value of human resource strategies, there are challenges thus unfolding them and providing solutions would enhance proper working of the judiciary and its institutions.

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APPENDICES

Appendix I: Questionnaire to the Employee

I am Hafidhi M. Mtunzi a student at the Open University of Tanzania, I am conducting a research study titled *“Assessment on the Effectiveness of the Strategies Used by the Judiciary of Tanzania to Retain its Employees; a Case of the Various Court Institutions in the Lake Zone Region”*. The study is conducted in partial fulfilment of the requirement for the award of the Master of Human Resource Management of the Open University of Tanzania. The data collected through this questionnaire are mainly for educational purposes only and thus shall be treated with due confidentiality and secrecy.

Demographic Characteristics

1. Age

- a) 18 – 30 Years []
- b) 31 – 39 Years []
- c) 40 – 49 Years []
- d) 50+ Years []

2. Gender

- a) Male []
- b) Female []

3. Education Level

- a) Certificate []
- b) Diploma []
- c) Degree []
- d) Masters []

e) Technical education []

4. Occupation

a) Judicial officer []

b) Administrator []

c) ICT official []

d) Driver []

e) Secretary/clerk []

f) Other (please specify)

5. Working experience

a) 1 – 5 Years []

b) 6 – 10 Years []

c) 10+ Years []

Section B: Work-Life Balance

The following question intends to assess the respondent's work-life balance and how it affects their retention at the judiciary in Tanzania. By using the Likert scale below indicate the level of agreement on the statement based on each research variable by ticking 1 = Strongly Disagree, 2 – Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

S/N	Work-Life Balance	1	2	3	4	5
6	It allows working based on the task objectives					
7	There are flexible working hours which ensures better management of employees' time					
8	The department has a good plan and arrangement for part-time and overtime duties and responsibilities.					
9	There is flexible rostering					
10	The department encourages job-sharing strategies					
11	There are work policies that enhance the performance of employees					
12	Employees are allowed to have a balance between work and their personal lives					
13	Increasing employees' motivations and productivity					

Section C: Training and Development

The following question intends to assess the respondent's opinion on the effectiveness of training and development on the retention at the Judicial in Tanzania. By using the Likert scale below indicate the level of agreement on the statement based on each research variable by ticking 1 = Strongly Disagree, 2 – Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

S/N	Training and Development	1	2	3	4	5
14	Enables employee to acquire skills based on their roles					
15	Make employees up to date with changes in technology					
16	Introduces new ways of job performance					
17	The employee can work under less supervision after training programs					
18	Enhance employee morale and good working mood					
19	Enhance and improve team functionality					
20	It prevents and addresses the skill gap between employees					
21	Ensures quality and consistency of employees					

Section D: Employee engagement

The following question intends to assess the respondent's opinion on the effectiveness of employee engagement in retention at the Judicial in Tanzania. By using the Likert scale below indicate the level of agreement on the statement based on each research variable by ticking 1 = Strongly Disagree, 2 – Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

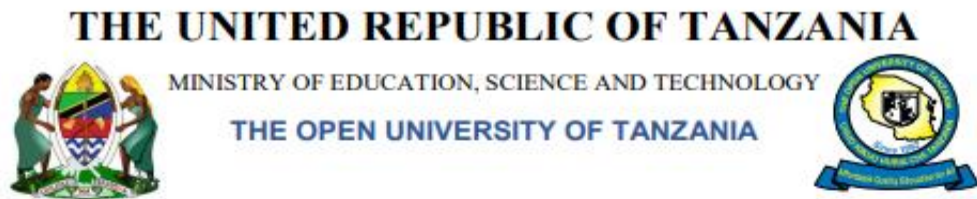
S/N	Employee Engagement	1	2	3	4	5
22	There is clear communication of the general expectations from the employees					
23	There are offerings of rewards and promotions for excellent works					
24	Provision of regular feedback to the employees					
25	Employees are informed about their performance					
26	Employees are given time to build their experience and career developments					
27	Employees are given chances to participate in the decision-making					
28	Their constitutions and work are highly valued					
29	Employees are encouraged to have an attitude of gratitude					

Section E: Employee Retention

The following question intends to assess the respondent's opinion on employee retention at the Judicial in Tanzania. By using the Likert scale below indicate the level of agreement on the statement based on each research variable by ticking 1 = Strongly Disagree, 2 – Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

S/N	Employee Retention	1	2	3	4	5
30	A high percentage of employee remain in their job for a fixed period					
31	Employees sticking for a long time are well treated by employer					
32	Every employee is treated as part of one family					
33	Employees are aligning themselves with the mission and values					
34	There is the provision of meaningful employee benefits					
35	Employee efforts are being acknowledged at work					

Appendix II: Research Clearance Letter



Ref. No OUT/ PG201900369

5th June, 2023

Court Administrator,
Resident Court Magistrate,
P .O. Box 97,
GEITA.

Dear Court Administrator,

**RE: RESEARCH CLEARANCE FOR MR. HAFIDHI M. MTUNZI, REG NO:
PG201900369**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

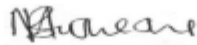
3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Hafidhi M. Mtunzi, Reg. No: PG201900369** pursuing **Master of Human Resource Management (MHRM)**. We

here by grant this clearance to conduct a research titled "**Assessment on the Effectiveness of Strategies Used by the Judiciary of Tanzania to Retain its Employees: A Case Study of Various Court Institutions in the Lake Zone Regions**". He will collect his data at your office from 6th June to 6th July 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**

**JAMHURI YA MUUNGANO WA TANZANIA
MAHAKAMA**

Anuani: "MAHAKAMA YA MKOA"
Namba ya Simu: +255 (0) 28 252 0600
Barua pepe: rmgeita@judiciary.go.tz
Tovuti: <http://www.judiciary.go.tz>



Ofisi ya Mtendaji wa Mahakama,
Mahakama Hakimu Mkazi,
12 Barabara ya Bomani,
S.L.P 109,
30101 KALANGALALA- GEITA

Tafadhali unapojibu taja:

Kumb. Na: PF/515/1/11

05 Mei, 2023

Mkuu wa Chuo,
Chuo Kikuu Huria (Tanzania),
Kinondoni Biafra,
Barabara ya Kawawa,
S.L.P 23409,

DAR ES SALAAM

YAH: UTAFITI WA HAFIDHI M. MTUNZI MWENYE REG. NO. PG 201900369

Tafadhali rejea barua yako yenye Kumb Na. OUT/PG201900369 ya tarehe 05/06/2023 iliyohusu mada tajwa hapo juu.

2. Kwa barua hii napenda kukujulisha kwamba kibali kimetolewa cha kufanya utafiti kwa Bw. Hafidhi M. Mtunzi ambaye ni mwanafunzi wa chuo chako. Kibali hicho ni kuanzia tarehe 06 June, 2023 hadi 06 July, 2023.
3. Nashukuru kwa ushirikiano.

H.M. Mushi

Kny:MTENDAJI WA MAHAKAMA

**Kny MTENDAJI WA MAHAKAMA
MAHAKAMA YA HAKIMU MKAZI-GEITA
S.L.P 97 GEITA.**

NAKALA: Hafidhi M. Mtunzi,
Afisa Tawala I,
S.L.P. 97

GEITA