

# The Role of Human Resource Management Practices in Enhancing Organizational Performance: A Case Study of Enduimet Wildlife Management Area (EWMA), Tanzania

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**Abstract:** This study explores how human resource practices specifically human resource planning, employee training, and compensation affect organizational performance at Enduimet Wildlife Management Area (EWMA), a community-based conservation initiative in Longido District, Tanzania. EWMA plays a vital role in wildlife protection and community development, yet its performance has been hindered by persistent HR challenges such as understaffing, limited training access, and low compensation. According to EWMA Report (2024) the organization failed to meet poaching and human wildlife conflicts due to few number of rangers, 45% of employees received training out of 85% planned to go for training and it confirms that the institution pay salaries below industry average leading to underperformance and raising the need for this study. Using a mixed-methods approach, the study collected data from 114 respondents through questionnaires and interviews. Quantitative data were analyzed using descriptive statistics and regression analysis, while qualitative data were examined through thematic analysis. Findings revealed that all three HR practices significantly influence organizational performance, with compensation being the strongest predictor. Training and HR planning also showed positive correlations, though gaps in implementation were evident. The study highlights the need for strategic HR planning, structured training programs, and competitive compensation systems to improve staff motivation, retention, and operational efficiency. These findings contribute to the broader discourse on HRM in conservation settings and offer practical recommendations for EWMA and similar organizations.

**Keywords:** Planning Practices, Compensation Practice, Training Practice, Organizational Performance, Wildlife Management Areas.

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## I. INTRODUCTION

Human resource (HR) practices are the ways organizations manage their employees to achieve better results. These include planning for staff needs, training workers to improve their skills, and paying them fairly. In many places around the world, good HR practices help companies succeed by keeping employees happy and productive. This is especially important in organizations like wildlife management areas, where workers face unique challenges such as working in remote areas, dealing with wildlife conflicts and depending on limited funds from donors.

The main problem this article addresses is how poor HR practices at Enduimet Wildlife Management Area (EWMA) are hurting its performance. EWMA is a community based organization in Longido District, Tanzania, that protects

wildlife and helps local people. It started as a way to involve communities in conservation, but it struggles with issues like not enough staff in key roles, lack of training, and low pay compared to other similar organizations. For example, in 2024, EWMA could only cover 30% of its patrols because of understaffing, leading to more poaching and conflicts between people and animals (EWMA Annual Report, 2024). Training is also a big gap only 45% of staff got trained last year, even though the target was 85%. Pay is about 20% lower than average, causing many skilled workers to leave. These problems make it hard for EWMA to meet its goals of protecting wildlife and supporting communities.

Existing literatures show that good HR practices can fix these issues. Globally, companies in places like the USA and UK focus on things like diversity and employee wellbeing to boost performance (Kaufman, 2015; Bersin, 2017). In Africa, organizations face challenges like high unemployment and

skill shortages, but better HR planning and training help (Harrison and Rainer, 2014; Makhubela, 2019). In Tanzania, reforms in public sectors have tried to modernize HR, but local organizations like EWMA still lag behind (Suta, 2020; Mwaitete, 2024). This study intended to bridge a the existing gap that has not been addressed by current studies. Thus, this study focus on the unique wildlife setting. To pinpoint it, the main aim of this study is to explore how HR practices enhance organizational performance at EWMA. Specific objectives are: (1) to determine the influence of HR planning on performance; (2) to examine the influence of training on performance; and (3) to ascertain the effect of compensation on performance. These objectives guide the research questions: What role does HR planning play in performance? How does training influence performance? What is the effect of compensation on performance?

The scope of the study is limited to EWMA in Longido District, focusing on its 122 employees, including managers, officers, rangers, and community representatives. Data was collected in 2025, using surveys and interviews. This narrow focus helps provide deep insights but limits how much the results can apply to other places. The significance of this study is that it adds to knowledge on HR in conservation areas, helps EWMA improve its operations, and guides policymakers in Tanzania on better HR strategies for wildlife groups. It also benefits researchers by offering a case study for future work.

The article is organized as follows: Section 2 reviews literature on HR practices; Section 3 describes the methods used; Section 4 presents the findings; Section 5 discusses the findings ; Section 6 presents conclusion and Section 7 gives recommendations. Information comes from surveys, interviews, and past studies cited in Harvard style.

## II. LITERATURE REVIEW

Literature review means looking at what other researchers have said about a topic to find out what is already known and what gaps remain. In this section, we review studies on HR practices and organizational performance, focusing on HR planning, training, and compensation. We also discuss theories and identify gaps, especially in wildlife conservation settings like EWMA.

HR practices are the policies and activities organizations use to manage people, such as recruiting, training, and paying them (Armstrong, 2023). These practices help improve performance by making employees more skilled and motivated. Organizational performance is how well an organization meets its goals, measured by things like productivity, employee satisfaction, and efficiency (Richard et al., 2009). In nonprofits like EWMA, performance includes conservation success and community benefits (Kaplan, 2001).

Globally, HR practices have evolved with technology and laws. In developed countries, focus is on diversity, work-life balance, and mental health (Bersin, 2017; Stone, 2020; ILO, 2020). In Africa, cultural and economic factors shape

HR, with challenges like skill shortages and unemployment (Barrett and O'Connell, 2018; Akinyele and Fasola, 2020). In Tanzania, HR has improved through reforms like strategic planning and digital systems, but local governments and conservation areas still face issues (National Human Resource for Health Strategy, 2020-2025; Suta, 2020). Studies show that better HR leads to higher performance, but in wildlife areas, unique problems like remote locations and donor funding are not well-studied (Kinyashi, 2017; Mwakalobo, 2016).

The Resource Based View (RBV) theory guides this study. Introduced by Wernerfelt (1984) and developed by Barney (1991), RBV hold that organizations gain advantage from unique resources like skilled employees. HR practices make human resources valuable, rare, inimitable and non-substitutable (VRIN) and hard to copy (Delery and Roumpi, 2017; Wright, Dunford, and Snell, 2001). At EWMA, HR planning ensures the right staff for conservation; training builds skills for tasks like mapping; and compensation keeps workers motivated (Barney and Hesterly, 2015). This theory fits because it shows HR as a key asset in resource-limited settings. Empirical studies support RBV. On HR planning, Nkomo (1987) found it improves employee effectiveness in US firms. Mutua (2019) showed it aligns staff with goals in Kenya's health sector. In Tanzania, Staki (2018) linked planning with training for better productivity in vocational centers. Mwangi and Wanyama (2021) noted planning helps forecast needs in Kenyan companies. These align with EWMA's need for proactive staffing to avoid shortages.

For training, Nnko and Tieng'o (2023) found it boosts performance at Arusha Conference Center. Mkama (2023) showed on-job and off-job training motivates workers at DAWASA. Licombe (2018) linked structured training to efficiency at TTCL. Mollel and Kessy (2024) emphasized training in tourism for Ngorongoro. At EWMA, training could improve wildlife management skills.

On compensation, Hokororo (2020) found rewards improve performance in Tanzanian councils. Albagast (2023) showed non-financial rewards motivate in public organizations. Hanai and Pallangyo (2020) linked fair pay to retention in banks. Mengesha (2017) confirmed financial and non-financial rewards boost productivity in Ethiopia. These suggest EWMA needs better pay to retain staff.

The conceptual framework links independent variables (HR planning, training, compensation) to dependent variable (performance). When these practices are strong, performance improves through better motivation and efficiency (Ravitch and Riggan, 2017).

The literature on human resource (HR) practices and organizational performance is extensive, covering sectors like business, health, and public administration. However, a significant knowledge gap exists in applying HR practices to wildlife management areas (WMAs), particularly in remote, community-based settings like Enduimet Wildlife Management Area (EWMA) in Longido District, Tanzania. This gap is critical because WMAs operate in unique contexts

where ecological goals, community involvement, and resource constraints shape organizational dynamics in ways that differ from urban or corporate environments. Existing studies provide limited insights into HR in conservation settings. For instance, Kidegesho (2016) explored HR challenges in Tanzanian conservation but focused broadly on national parks and game reserves, without delving into the specific dynamics of community-based WMAs like EWMA. These areas rely heavily on local community participation and face unique challenges such as limited funding, remote locations, and the need to balance wildlife protection with community livelihoods. Kidegesho's work, while valuable, does not address how HR practices like planning, training, or compensation can be tailored to such contexts.

Similarly, other studies focus on unrelated sectors. Nko and Tieng'o (2023) examined training's impact on performance at the Arusha International Conference Centre, an urban, service-oriented organization. Their findings, while relevant to training, do not account for the rural and ecological focus of WMAs. Mutua (2019) investigated HR planning in Kenya's health sector, emphasizing clinical settings, which differ significantly from conservation areas where staff roles include patrolling, community engagement, and wildlife monitoring. Hokororo (2020) studied reward systems in Tanzanian public councils, focusing on administrative efficiency rather than the ecological and community-driven goals of WMAs. These studies, while robust in their contexts, fail to address the interplay of HR practices with the unique challenges of WMAs, such as donor-driven funding, high staff turnover due to low pay, and the need for specialized skills like wildlife tracking or conflict resolution.

EWMA's context is distinct because it integrates community involvement with conservation goals, requiring HR practices that align with both ecological outcomes and local socio-economic needs. For example, EWMA's workforce includes rangers, community representatives, and administrative staff, each needing tailored HR approaches to address issues like understaffing (only 30% patrol coverage in 2024) or inadequate training (only 45% of staff trained in 2024). No prior study has deeply explored how HR planning, training, and compensation can address these challenges in a WMA setting. This study fills this gap by providing a detailed case study of EWMA, examining how these HR practices influence performance in a remote, community-based conservation organization, thereby contributing to both academic knowledge and practical solutions for similar WMAs in Tanzania and beyond.

### III. METHODOLOGY

The methodology section outlines the systematic plan used to investigate the influence of human resource (HR) practices specifically HR planning, training, and compensation on organizational performance at Enduimet Wildlife Management Area (EWMA) in Longido District, Arusha Region, Tanzania. This study adopted a rigorous and transparent approach to ensure reliable and valid findings, addressing the research objectives through a carefully

designed process. The methodology encompasses the study area, research philosophy, approach, design, population, sampling techniques, data collection methods, data analysis procedures, and ethical considerations. Each component was chosen to align with the study's aim of exploring HR practices in a unique community-based conservation context, and justifications are provided to clarify the appropriateness of these choices.

The research was conducted at EWMA, located in Longido District, Arusha Region, Tanzania. EWMA is a community-based wildlife management area established to protect biodiversity while promoting sustainable community development. It oversees conservation activities, such as anti-poaching patrols and wildlife monitoring, alongside community initiatives like income-generating projects. EWMA was selected as the study area due to its rapid growth and documented HR challenges, including understaffing (only 30% of required patrol coverage achieved in 2024) and inadequate training (only 45% of staff trained in 2024, against a target of 85%) (EWMA Annual Report, 2024). These challenges reflect broader governance and resource constraints faced by WMAs across Tanzania, as highlighted in the *Wildlife Management Areas in Tanzania Report* (2020). By focusing on EWMA, the study provides insights into a representative case of community-based conservation organizations, making the findings relevant to similar settings in Tanzania and beyond.

The study adopted a pragmatist research philosophy, which emphasizes practical solutions to research problems by integrating multiple perspectives (Creswell and Plano Clark, 2011). Pragmatism was chosen because it allows flexibility in combining quantitative and qualitative methods to address the complex nature of HR practices in a conservation setting. This philosophy supports the study's goal of generating actionable insights for EWMA's management while contributing to academic knowledge. By focusing on "what works" in practice, pragmatism ensured that the research remained relevant to real-world challenges, such as improving staff retention and performance in resource-constrained environments.

A mixed-methods approach was employed, combining quantitative and qualitative methods to provide a comprehensive understanding of HR practices' impact on performance. The quantitative component measured the strength of relationships between HR practices and performance, while the qualitative component explored contextual factors, such as employee perceptions and organizational challenges. This approach was justified because it captures both statistical trends and nuanced experiences, offering a holistic view of the research problem (Creswell and Plano Clark, 2011).

The research design was explanatory and cross-sectional, focusing on EWMA as a case study. An explanatory design was appropriate because it seeks to understand "why" and "how" HR practices influence performance, aligning with the study's objectives. The cross-sectional approach involved collecting data at a single point

in time (January–March 2025), which was practical given time and budget constraints. The case study focus on EWMA allowed for an in-depth exploration of its unique context, including community involvement and ecological goals (Blatter and Haverland, 2012). This design was suitable for generating detailed insights, though it limits generalizability to other settings.

The target population comprised all 122 employees and stakeholders at EWMA, including 1 managing director, 4 heads of divisions, 14 officers, 84 rangers, 8 board members, and 11 community representatives where by 114 respondents actively showed up. This diverse group ensured a broad range of perspectives on HR practices.

The study used a combination of sampling techniques to ensure representativeness and relevance. Purposive sampling was applied to divide the population into subgroups based on roles (e.g., rangers, officers, board members) to ensure equal representation of diverse perspectives. Within each stratum, simple random sampling was used to select respondents, minimizing bias and ensuring fairness (Saunders et al., 2019). For key informants, such as the managing director and division heads, judgmental (purposive) sampling was employed to target individuals with deep knowledge of HR practices and organizational performance (Babbie, 2020). This combination ensured that both general employee views and expert insights were captured, enhancing the study's validity.

Primary data were collected using two methods: questionnaires and semi-structured interviews. Questionnaires were administered to 110 respondents, with 110 returned (92% response rate), indicating high participation. The questionnaires used a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) to measure perceptions of HR planning, training, compensation, and performance. They included both closed-ended questions for quantitative analysis and open-ended questions to capture qualitative insights (Dillman, Smyth, and Christian, 2014). The high response rate suggests the instrument was accessible and relevant to respondents.

Semi structured interviews were conducted with four heads of units to gain deeper insights into HR challenges and their impact on performance. These interviews used open-ended questions to explore themes like recruitment processes, training alignment, and compensation policies, allowing respondents to provide detailed, context specific information (Kvale, 1996). The combination of questionnaires and interviews ensured triangulation, where findings from one method could validate or complement the other, enhancing the study's credibility.

Quantitative data from questionnaires were analyzed using the Statistical Package for the Social Sciences (SPSS) version 26. Descriptive statistics, including frequencies, means, and standard deviations, summarized respondents' perceptions of HR practices. For example, means indicated the level of agreement on statements like "manpower planning is done timely" or "compensation motivates

performance." Multiple linear regression was used to test the relationship between the independent variables (HR planning, training, compensation) and the dependent variable (organizational performance). The regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where  $Y$  = performance,  $X_1$  = compensation,  $X_2$  = training,  $X_3$  = HR planning,  $\beta_0$  = intercept,  $\beta_1, \beta_2, \beta_3$  = coefficients, and  $\varepsilon$  = error term. Assumptions of linearity, normality (Shapiro-Wilk test,  $p = 0.08$ ), and multicollinearity (Variance Inflation Factor  $< 2$ ) were checked to ensure the model's validity (Field, 2018).

Qualitative data from interviews and open-ended questionnaire responses were analyzed using thematic analysis. This involved coding responses to identify patterns, such as "reactive recruitment" or "donor-driven training," which were grouped into themes (Lochmiller, 2021). Themes were cross-referenced with quantitative findings to provide a comprehensive interpretation, ensuring alignment with the study's objectives.

Validity was ensured through expert review of data collection instruments. Three HR and conservation experts reviewed the questionnaire and interview guide to confirm clarity and relevance (Mueller and Knapp, 2018). Pilot testing with 10 respondents (not included in the final sample) further refined the instruments. Reliability was assessed using Cronbach's alpha, with scores above 0.7 for all constructs (HR planning: 0.78, training: 0.75, compensation: 0.82, performance: 0.80), indicating internal consistency (Amirrudin, Nasution, and Supahar, 2021).

Ethical principles were strictly followed. Informed consent was obtained from all participants, who were informed of the study's purpose, their voluntary participation, and their right to withdraw. Confidentiality was maintained by anonymizing responses, and no personal data were shared. The study avoided harm by ensuring questions were non-invasive and conducted in a safe environment (Creswell and Poth, 2018). Approval was obtained from EWMA's management and a university ethics committee, ensuring compliance with research standards.

This methodology was chosen for its alignment with the study's objectives and context. The mixed-methods approach captured both measurable trends and contextual nuances, while the case study design suited EWMA's unique setting. Yamane's formula and stratified sampling ensured a representative sample, and the combination of SPSS and thematic analysis provided robust insights. However, limitations included budget constraints, which restricted the sample size and duration of data collection, and the cross-sectional design, which limited insights into long-term trends. These were mitigated by ensuring high response rates and triangulation. This methodology provided a reliable and valid framework to explore HR practices at EWMA, offering

actionable findings despite resource constraints. It serves as a model for studying HR in similar conservation settings.

#### IV. FINDINGS

The study's findings reveal the impact of HR practices on organizational performance at Enduimet Wildlife Management Area (EWMA), based on a 92% response rate (110 questionnaires). The respondent demographics showed 87.2% male, 82.3% aged 18-35, and 60% with secondary education, reflecting a young, male dominated workforce. This shows that the nature of responsibilities in the wildlife domain demands a young energetic workforce since it may help influence performance in planning, training and compensation. For HR planning (mean=2.98, SD=1.41), 63.6% agreed that staffing is timely (mean=3.50), but only 31.3% recognized an independent HR department (mean=2.57), all this indicate that there is a moderate relationship between HR planning with the organizational performance. With regression analysis indicating a moderate influence on performance ( $\beta=0.29$ ,  $p=.005$ ). Qualitative themes highlighted reactive recruitment, weak retention, and the lack of a dedicated HR unit. Training (mean=2.96, SD=1.42) was valued for skill development by 60.3% (mean=3.46), but 53.8% noted limited promotion opportunities (mean=3.21), with a significant but weaker impact on performance ( $\beta=0.27$ ,  $p=.016$ ). Themes included donor-driven training, partial career alignment, and benefits like improved mapping, constrained by funding issues. Compensation (mean=3.49, SD=1.26) had the strongest impact ( $\beta=0.41$ ,  $p=.000$ ), with 100% agreeing on health insurance (mean=4.45) and 82.3% on overtime bonuses (mean=4.08), but 50.9% disagreed on retention plans (mean=2.78). Themes identified informal rewards, below-industry pay, and gaps in retirement planning. The overall regression model ( $R^2=0.50$ ,  $F=17.85$ ,  $p$ ).

#### V. DISCUSSION

The findings from the study at Enduimet Wildlife Management Area (EWMA) provide clear insights into how human resource (HR) practices shape organizational performance, directly addressing the research objectives of examining HR planning, training, and compensation. HR planning shows a moderate positive influence on performance, with a regression coefficient of  $\beta=0.29$  ( $p=.005$ ) and a mean score of 2.98, indicating that while employees appreciate timely staffing, strategic elements like succession planning remain underdeveloped. This aligns with Kaijage (2021), who found that strategic HR planning enhances service delivery in Tanzanian local councils by ensuring efficient workforce alignment, and Karim et al. (2025), who emphasized its role in boosting productivity across East African public organizations. At EWMA, the reactive nature of staffing, as revealed in qualitative themes, leads to operational delays such as reduced patrol coverage, contrasting with the proactive approaches advocated by Staki (2018) in Tanzanian vocational centers, where planning combined with training improved employee productivity. However, Niyonzima (2021) highlights that HR planning's effectiveness depends on complementary feedback

mechanisms, suggesting that at EWMA, isolated planning efforts may not fully address performance gaps. The implications are significant for conservation settings: stronger HR planning could mitigate understaffing, ensuring consistent patrols and reducing poaching incidents, thereby supporting EWMA's core objectives of wildlife protection and community empowerment. Similarly, training influences performance positively but moderately ( $\beta=0.27$ ,  $p=.016$ , mean=2.96), reflecting employees' recognition of skill development while pointing to inconsistencies in access and structure. This finding resonates with Baqir et al. (2020), who demonstrated that structured training programs enhance engagement in public institutions, and Hossain and Islam (2024), who linked development opportunities to improved outcomes. EWMA's donor-driven training helps build capabilities like GIS mapping but lacks consistency, mirroring Shayo (2022)'s observations in Manyara councils where uneven mentorship limited training's impact. Khan and Ukpere (2022) further note that training requires integration with career progression to sustain motivation, which at EWMA means addressing limited promotion opportunities to maximize its benefits. For the organization, this implies that tying training to promotions could enhance conservation efforts, such as better community engagement and sustainable tourism, fulfilling the study's objective to examine training's role in performance.

Compensation emerges as the strongest driver of performance ( $\beta=0.41$ ,  $p=.000$ , mean=3.49), underscoring its critical role in motivating staff and aligning with the objective to ascertain its effects. Employees highly value health insurance and overtime bonuses, but low pay and weak retention plans contribute to turnover, supporting Hokororo (2020)'s findings on rewards' impact in Tanzanian public organizations and Albogast (2023)'s emphasis on non-financial incentives for motivation. The issue of inadequate compensation leading to staff loss echoes Hanai and Pallangyo (2020), who linked fair pay to retention in Tanzanian banks. However, Lema and Macha (2020) argue that compensation is most effective when combined with development programs, suggesting that at EWMA, standalone financial rewards may not sustain long-term engagement without supporting training or planning. The implications are profound: fair and competitive compensation could retain skilled workers, ensuring institutional stability and advancing sustainable wildlife management, directly addressing performance challenges like high turnover. Overall, these findings are explained through Herzberg's Two-Factor Theory (1959), where compensation acts as a hygiene factor to prevent dissatisfaction, while training and HR planning serve as motivators to foster growth and commitment. The integrated nature of these practices enhances performance in conservation contexts, filling the knowledge gap in applying HR to remote, community-based settings like EWMA. This holistic view implies that organizations must balance hygiene and motivator factors to achieve optimal results, contributing to broader discussions on HR in nonprofit and ecological domains.

## VI. CONCLUSION

This study demonstrates that HR practices significantly enhance organizational performance at Enduimet Wildlife Management Area (EWMA), with compensation having the strongest impact ( $\beta=0.41$ ,  $p=.000$ ), followed by HR planning ( $\beta=0.29$ ,  $p=.005$ ) and training ( $\beta=0.27$ ,  $p=.016$ ). These findings confirm the critical role of fair pay, strategic staffing, and skill development in conservation settings. By applying Herzberg's Two-Factor Theory and the Resource-Based View, the study fills a knowledge gap in HR applications within community wildlife management. It provides actionable insights for improving staff retention and conservation outcomes at EWMA. Limitations include a small sample size ( $n=102$ ) and budget constraints, which restricted data collection scope. The research extends understanding of HR's role in Tanzania's conservation sector, particularly through the lens of RBV. It contributes to academic literature by addressing HR in remote, ecological contexts. Future longitudinal and comparative studies across WMAs are recommended to build on these findings.

## RECOMMENDATIONS

To enhance organizational performance at Enduimet Wildlife Management Area (EWMA), the study recommends strengthening human resource (HR) planning to address the challenges of understaffing and reactive recruitment, which moderately influence performance ( $\beta=0.29$ ,  $p=.005$ ). The absence of a dedicated HR department and weak succession planning, as highlighted by the low agreement on an independent HR unit (mean=2.57), hinders timely staffing and retention. EWMA should establish a formal HR unit to oversee strategic workforce planning, including annual workforce audits to forecast staffing needs and develop succession plans for key roles like rangers and officers. Tools such as HR Information Systems (HRIS) could streamline these processes, ensuring adequate patrol coverage (currently only 30% due to understaffing, EWMA Annual Report, 2024). Additionally, regular feedback mechanisms, such as anonymous staff surveys or focus groups, should be implemented to align planning with employee needs, as supported by Niyonzima (2021). These measures would reduce operational delays, enhance anti-poaching efforts, and support community development goals, addressing the study's objective of improving HR planning's impact on performance.

The study also recommends expanding and standardizing training programs to overcome the challenges of donor-driven, inconsistent training and limited promotion opportunities, which showed a moderate effect on performance ( $\beta=0.27$ ,  $p=.016$ ). Only 60.3% of respondents agreed that training provides relevant skills (mean=3.46), and 53.8% noted limited promotion pathways (mean=3.21). EWMA should develop a structured training framework with regular on-job and off-job programs focusing on critical skills like wildlife monitoring, GIS mapping, and conflict resolution, which are essential for conservation tasks. To address funding constraints, EWMA could collaborate with conservation NGOs, such as the World Wildlife Fund, or

government bodies like the Tanzania Wildlife Management Authority to secure sustainable training budgets. Linking training to clear career progression paths, as suggested by Khan and Ukpere (2022), would motivate employees and address turnover concerns. For instance, offering certifications or promotions for completing training modules could enhance staff commitment. These steps would improve conservation outcomes, such as effective community engagement and sustainable tourism, aligning with the study's objective to enhance training's role in performance.

Compensation, the strongest driver of performance ( $\beta=0.41$ ,  $p=.000$ ), requires targeted improvements to address below-industry pay and weak retention plans, which contribute to high turnover. While health insurance (mean=4.45) and overtime bonuses (mean=4.08) are valued, 50.9% of respondents disagreed on effective retention strategies (mean=2.78). EWMA should benchmark salaries against industry standards (currently 20% below average, EWMA Annual Report, 2024) and introduce performance-based incentives, such as bonuses for successful anti-poaching patrols or community projects, as supported by Hokororo (2020). Integrating financial rewards with development opportunities, as suggested by Lema and Macha (2020), could further enhance motivation. For areas of further research, longitudinal studies are recommended to evaluate the long-term impact of improved HR practices on EWMA's performance, addressing the limitation of the study's cross-sectional design. Comparative studies across other Tanzanian WMAs, such as Burunge or Randilen, could identify scalable HR strategies for conservation settings. Additionally, exploring the role of digital HR tools, like e-learning platforms for training or payroll systems for compensation, in resource-constrained environments could provide innovative solutions, building on the study's contribution to HR in wildlife management.

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