

**AN EXAMINATION OF THE CHALLENGES OF APPLYING NON  
FINANCIAL MOTIVATION IN POLICE FORCE ORGANIZATION:  
A CASE STUDY WITH REFERENCE TO KIGOMA MUNICIPALITY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR MASTER IN HUMAN RESOURCE MANAGEMENT  
OF THE OPEN UNIVERSITY OF TANZANIA**

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## CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: ***“Examining the challenges of applying Non Financial Motivation in Police Force Organization: A Case Study with reference to Kigoma Municipality”*** in partial fulfillment of the requirement for the degree of Master of Science in Human Resource Management of the Open University of Tanzania.

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Date

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**DECLARATION**

I, **Ndunguru Bonus**, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University in a similar or any other degree award.

Signature \_\_\_\_\_

## **DEDICATION**

This study is dedicated to the Almighty God for His mercy and loving care to me all the way through the period I was pursuing this course. Special dedication goes to my parents, Mr. and Mrs. Ignas Ndunguru who laid the foundation for my education, my brothers and sisters, and the entire Ndunguru's family who remain the source of encouragement for my career and further education.

I would also extend my dedication to my wife Consolatha Komba who has made her effort in my fulfillment of my masters degree. Moreover, I dedicate this work to my lovely child Caren Ndunguru who was born during the preparation for this work.

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**ABSTRACT**

The study attempted to examine challenges of applying non financial motivation in the police force organizations in Tanzania. Specifically it focused on identifying available non financial motivation, assessment of the socioeconomic cost of non financial motivation and suggesting alternative strategies in applying the non financial motivation. The study employed qualitative approach and case study design in which data were generated by using in–depth interviews, focus group discussions, documentary analysis and field observation.. The study used an analytical framework to explain the relationship between non financial motivation and the challenges of applying it. The findings from the study revealed that despite the fact that Tanzania Police Force (TPF) has indicated different types of non financial motivation, but has challenges to apply them effectively to employees. Besides, there is no transparency, especially with regard to promotion and recognition. Based on these findings, the study concludes that TPF has not shown any effort of doing away challenges and establishing best principles of applying non financial motivation to its employees. The study recommends that proper application of non financial motivation can be achieved by participating the entire workforce on recognition through meeting and seminars to avoid complaints. Also the challenges of the application of non financial motivation can only be reduced by avoiding favouratism during the time of choosing an employee to be motivated.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Motivation is very crucial in any organization as to improve performance. According to (Cibela, 2014) people are the most important resource in an organization; therefore employees' motivation is crucial in terms of success and failure. Motivation seems to be one of the most important tools of managing employees' performance because they may encourage employees to perform in the most effective ways and attract potential candidates (Lameck, 2011). Employees expect not only financial but also non financial rewards for their service and efforts. (Saddiqui, 2014). The dissatisfaction resulting from the unavailability of these rewards usually leads to poor performance and even high employees to turn over. Rewards that employees foresee for themselves and their families motivate them to give their best. With the increased complexity of the police role and the movement towards neighborhood policing, the nature of police work and police organization has become more complex and necessitates the importance of hiring and retaining high quality personnel (Roberg and Kuyendal, 1997)

This is because police officers are called to enforce laws, observe constitutional restraint on the exercise of governmental power, answer individual calls for help and respond to community demands for safety. (Travis, 1996) Out of all governmental operations, the police function is the most intimate and there are varied encounters between police officers and individuals, ranging from routine to traumatic experience, representing the most visible and powerful interaction between the

government and the public. If Police force performs their role effectively, society benefits immeasurably and government scores high. To increase effectiveness and morale of police force non financial motivation is inevitable. Studies have shown that the complexities of activities, police are doing complicated work. Saddiqui in his study on the impact of financial motivation on performance in a police force organization shows that, money ranks the first motivator with the reason that it enables police force personnel fulfill their basic needs of life (Saddiqui 2014). He added that money is considered as the sign of triumph and accomplishment because it allows them to establish status, rank and authority in their society

On the other hand, Susan et al in their study of the influence of motivating on performance in the public security sectors shows that, fringe benefits like recognition, paid leave, accommodation, health security and transport seemed to increase the morale of the police force (Susan et al 2012). Their study showed that salary was seen as the right of police officers and not a motivator to performance. The contradicting results imply that motivation to the police force organization is challenging. Due to this fact, in this study we want to examine the challenges of applying non financial motivation to a police force organization using Kigoma municipality as a case study.

## **1.2 Statement of the Problem**

People are the most important resource in an organization. Therefore employees' motivation is crucial in terms of success and failure. Both financial and non financial motivation is crucial in any organization, including police force. Although both financial and non financial motivations are crucial, the utilization of non financial



motivation is not adequate. Many studies have been conducted concerning the utilization of non monetary motivation with little concern on related challenges. Police force, for example, is a complex organization which needs a variety of motivation, especially non financial motivation which in turn may replace financial motivation, yet little is known about the challenges for utilizing non financial motivation. Little is known concerning challenges in applying non financial motivation in the police force. Thus, with this background information this study intends to examine challenges in applying non financial motivation in police force organization.

### **1.3 Objectives of the study**

#### **1.3.1 Main Objective**

The main objective of this study was to examine the challenges of applying non financial motivation tools in the police force organizations in Tanzania.

#### **1.3.2 General Objective**

Examining challenges in applying non financial motivation in the police force organization

#### **1.3.3 Specific Objectives**

1. To identify the available non financial motivation in the police force organization.
2. To analyze the effectiveness of non financial motivation tools to police force organization.

3. To assess socio-economic cost of non financial motivation to police force organization

## **1.4 Research Questions**

### **1.4.1 The main Question**

The main question of this study was to examine whether there are some challenges related to the application of non financial motivation tools to police force organization.

### **1.4.2 Specific questions**

Specifically, this work aimed at answering the following questions:

1. Are there any non financial motivation tools in police force organizations?
2. If they are, how effective are they to boosting the morale of the police force organization at large?
3. What are the social Economic costs related to these non financial motivation tools?

## **1.5 Definitions of Key Terms**

### **1.5.1 Motivation**

As hypothetical construct, motivation usually stands for what energizes, directs and sustains behavior. In shorthand terms, it is the degree and type of effort that an individual exhibits in a behavioral situation (James L, 1979). Motivation as defined by various scholars and management practitioners is a force within people that arouse, directs. Exerts and sustain effort towards achieving organizational goals. According to theorist, motivation is the result of an internal need which causes

tension and leads employees to exert effort to satisfy the need. The effort also leads to achievement of organizational goals (Ronald, 2005)

### **1.5.2 Non financial motivation**

Non financial motivation refers to as non monetary rewards/ benefits. Normally they don't involve direct payment of money. They can be tangible or intangible. For example, encouraging the employees by providing them autonomy in their job and participation in decision making, assigning challenging duties, improving working conditions and recognition of good work (Lameck, 2011).

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Theoretical Literature

##### 2.1.1 Introduction

Motivation is derived from Latin word *muovere* which implies *to move* though this could be not enough to describe for what exactly it means in human resource management.

Dessler (1980) defines motivation as the force that convinces employees to behave and perform in a way that leads to reward. As a result employees expect that they are rewarded with all those reimbursement that they anticipate for themselves and their families in return of their services and efforts.

Niemeyer (1989) defines motivation as the state that compels an individual to proceed in a way planned to accomplish some goals. According to him, the essence of human resource management practice is to enhance motivation of employees. There are certain interdisciplinary indicators like commitment to work, contentment, loyalty and intention to quit which measures motivation of employee. The drive towards those indicators is what so called motivation. It is the extent of enthusiasm, direction and persistence of efforts with which the employee tries to accomplish goals. Rayner (2011) calls it the readiness to exert efforts with passion, conditioned by their need satisfaction. This implies that, employees are eager to work to the best of their abilities only if they are ensured for their needs satisfaction.

The effectiveness of an organization is greater than before when it has a motivated workforce. The reason behind this is that, employees who are motivated are more productive for the organizational performance. Saddiqui writes that the more the motivated an employee is, the better he will perform his job (Saddiqui, 2014). He believes that motivated workforce is more quality oriented and dedicated to accomplishing goals. According to Saddiqui, motivation is a tool that companies use to gain competitive advantage over other firms by motivating and retaining human resource.

Organizations motivate the employees by providing financial and non financial rewards with the aim of enhancing job satisfaction. In the proceeding subtopic we will give a clarification of the two.

### **2.1.2 Non Financial Incentives in the Context of an Organization in Which They are Applied**

A police force is an organization like many other organizations which is composed of people who work together to ensure peace and order in the country. According to Argiolas, (2005) there are three terms which define an organization which are: entity, relations and function. As an entity, organization can operate in different forms like a firm, cultural association, region, etc. As relations Organization is composed with people of complex relationships that can be realized in an entity. As a function, organization is composed of different relationships which aim at reaching a specific goal/s. In this direction Argiolas defines an organization as a system of people who are consciously coordinated to perform a specific activity which is oriented towards specific goal/s. A group of people who work together to reach specific goals.

(Argiolas 2005). We can see from this definition that organizations are composed of people, resource network or relationships and norms and finality. Motivating employees in an organization is an issue of concern not only to a police force organization, but also to many other organizations. This is because people differ in their needs and so to satisfy them needs an art of their recognition.

Organizations use financial and non financial reward systems to motivate their employees and boost their performance. It is true that money is among the greatest need that employees have in an organization, nevertheless, studies show that morale of the workforce in an organization does not solely depend on pay. Non financial rewards influence motivation to a greater extent. According to Herzberg (2001) there are two factors which have a strong impact on the employee motivation, which he groups into hygiene factors in which fall policies, working environment and the second he calls motivating factors in which fall appreciation, recognition, caring attitude from employers and achievement. The success is based on how the organization keeps its employee motivated and in what ways they evaluate the performance for compensation. Though money is a dominant factor, still beside it there are non -financial factors which are also called intrinsic factors which play pivotal role in motivating employees. So it is not only money that enhances the morale of employees, but non-financial rewards like recognition, appreciation, career development opportunities also improve the morale of the employees.

A sentence that may have commonly been heard or overheard when a situation erodes the employee morale, "Money is not everything." Connoting there is something that drops off behind the situation that the person anticipates other than the

money. Hence, it is necessary for a manager to understand what motivational factors the employees get contented with while observing both financial and non-financial motivational factors in the workplace. Just to name a few of the most commonly used non-financial motivators are mentioned herein that could stand to benefit to everyone concerned. (Harun,2007)

With the increased complexity of the police role and the movement towards neighbourhood, the nature of police work and police organization has become more complex and necessitates the importance of hiring and retaining high quality personnel. (Susan et al, 2012) Police work is no longer a relatively simple task, rather, police officers` roles in today`s democratic society are extremely significant and complex. They are called to enforce laws, observe constitutional restraint on the exercise of governmental power, answer individual calls for help and respond to community depends for safety. (Travis, 1996)

Out of all governmental operations, the police function is the most intimate, the daily, varied encounters between police officers and individuals, ranging from routine to traumatic experiences, represent the most visible and powerful interaction between the government and public. If the police perform their role effectively, society benefits immeasurably and government scores high. If the police force performs their duties poorly, the damage to police confidence and democratic principles can be irreparable (Goldstein, 1997). Performance standards in the security sector are an area that attracts global concern. Several countries have taken different promising strategies and techniques to improve performance in the security sector, even though the results have been minimum (Walker, 2004)

According to Diage the challenges of security sector government in Cape Verde include, ensuring the social reinsertion of citizens who have been repatriated from abroad, preventing and neutralising emerging threats including drug trafficking, money laundering and the uncontrolled circulation of light weapons, introducing a more modern concept of security that focuses on its interdisciplinary and multidimensional nature, withdrawing state monopoly over the maintenance of internal security, implementing a system of internal security, within the framework of the ongoing reforms of the criminal code and the code of criminal procedure (Diage, 2008). Carter points out the success of such reforms depend upon the level of morale of work of the police force officers (Carter 2009). Restructuring the security forces could improve their operational capacity and prevent improper use of force and of corruption in the police. In particular, police structures have been poor hence hindering the police presence. This has negative effects on operational capacity posits (Bryden, 2008).

In Kenya the security sector is charged with the responsibility of maintaining law and order, hence preserve peace in the society.(Lord, 2004) Broadly, this is executed by security officers, a major component of which is police officers. Another key role is policing cash in transit, which in the Kenyan situation has been an issue of great concern. An overview of the security situation in Kenya reveals several sophisticated and complex challenges. The government efforts in the provision of security and peace initiatives, non –state actors have taken a more active role.(Daily Nation-May 24.,2011) several criminal activities have been experienced in the past with culmination into the International Criminal Court (I.C.C debate dubbed the campo



Six 'Daily Nation April 3<sup>rd</sup>, 2011). The key to this inquiry is the manner in which citizen security was handled. Conflicts and crimes experienced in the recent past include, cattle rustling, robbery with violence, ethnic clashes election violence, cross border raids, carjacking, gender violence, money laundering and conflicts over resources, sea piracy, mushrooming of organised gangs and terrorist attacks. (Waititu, 2012)

In Tanzania the situation is even worse. During the election in 2005, levels of crime and fear of crime rose throughout the country. Simultaneously, a level of public trust and confidence in the police force continues to drop. Areas of particular concern include increased road accidents, corruption, fraud, violence, terrorism and drug trafficking (Mwema, 2008). The widening economic divide in the country is likely to create a breeding ground for crime. These trends highlight the limitation of the current police force and make evident the pressing need for reform. There are several problems limiting effective performance in the Tanzanian Police Force, which have to do with human resource motivation. The police reform agenda is in its infancy stage and according to Mwema; the fast swift changes are needed.

The issue of ethical conduct of the police has received a great deal of focus from international, regional and national organs interested in promoting performance in the police sector. A consensus has been developed world wide over the importance of reforming the police sector to strengthen performance and improvement on the service delivery. (Weisdurd, 2003). Such reforms are crucial in protecting public resources, enhancing performance and strengthening government's role in orchestrating development and providing necessary services at large. (Hudges, 2008)

The success and effectiveness of the police sector reforms rests on effective control over unethical practices. Compensate officers well and unethical trends will end, said Mwema (2008). At the core of transformation rests human resource management, (HRM) since the human motivation factor is the key to various practices and roles of the police performance (Maguire, 2007). With such situation, it is obvious that the police force has a lot to do to ensure peace and order in societies. In order to do so, and due to the complexity of their activities of policing, their morale of the work must be high. The question is on how to effectively motivate police force whose needs are complex. This study aimed at examining the challenges of motivating police force using Kigoma Municipality as a case study.

### **2.1.3 From Extrinsic to Intrinsic motivation: The Dynamics of Motivation Theories**

A problem that can be encountered anyone who intends to operate a historical analysis, in any discipline, is to look at the facts of the past by adopting, as the only interpretation, experience, culture, beliefs of this without diving in the reality of the historical moment to which it refers. Fall into this error would lead to little objective analysis of historical facts and therefore misleading (Argiolas, 2005). It is essential to identify, albeit briefly, the characteristics the firm at the turn of the nineteenth and twentieth century. Most of the firms by this period aimed at profit maximization and for this purpose organized the factors of production for solve one basic problem: how to produce. (Bruni, 2014).

Once solved this problem does not find it difficult to place the product on the market, must only establish the amount that should produce and sell at the current price

which is a variable exogenous. The company, which operates in conditions of relative certainty, simplicity and stationary, it is precisely defined "production oriented" or "oriented factory" (Usai, 2000).

The expansion of the market and technological advances gave a strong boost to the birth of an ever increasing amount of companies with a high number of workers, the most of whom had left the countryside and thus offered low-skilled labour. There was extreme mobility of labour. Often the workers stopped at the enterprise for limited periods, or because companies were not able to provide any security employment, or because the workers were constantly looking for a better job. (Bonazzi, 1995).

Technological development and production was not accompanied, however, the adequate transformation in the methods of conducting the business, which remained mostly unchanged until the advent of Taylorism. (Argiolas, 2005)

Turning his eyes to the organization of the company, you can see a picture important positioned between employees and small business owners: the contractor. Established certain sum of money and a time limit within which to deliver the work, the contractor provided the premises, equipment and energy, while the contractor undertook to do the amount of work agreed, dealing directly and independent of recruitment and remuneration of labour.

So, if the entrepreneur decided to lower the amount of compensation, the contractor sought the technical solutions and human to lower the cost, in order to maintain unaltered its profits. Who, ultimately, he was under the influence of this dynamic

were the workers, who saw reduced their daily wage. Such organizations related entirely with contractors, production process was still delegated to intermediate hierarchies, the foremen. They provided times and methods of production and acceptable costs and product quality (Argiris, 2015).

They kept the direction of knowing the intermediate steps of the manufacturing process and had full authority to hire, fire and use labour only as machines. The basis of their methods of running of the factory, created a sort of "dictatorship of the foremen" (Bonazzi, 1995).

As already mentioned, the fundamental problem to be solved in the enterprise this period is how to produce. The worker is no more than a mere "instrument production", a tool alongside others, such as machines, and oriented to make the product, tirelessly and without thoughts that can approach his humanity, his health, or his benefit. Argiolas states that the worker in this era was hired, exploited and discarded when no longer needed or the time when he does not want or he cannot stand the "rules of the game."

#### **2.1.3.1 Maslow's hierarchy of needs**

Abram Maslow gave rise to the school of so-called motivationalists. According to Maslow with hierarchy of needs theory, needs can be identified as follows: the first level is represented by so-called basic needs i.e. the physiological need to drink, eat, health needs, though its survival; then follow the Safety Needs related to the need to ensure a secure future; the third level Maslow indicates the social needs, the need to entertain good social relations; the fourth level identifies the Esteem needs, in the

sense that the individual wants, as well as maintain good social relationships, it is respected and regarded positively by the surrounding environment; Finally, the fifth level of Needs is self-realization that "the desire to become more and more what it is really, to become the most that one is able to achieve.

What seems to escape from Maslow is that subjects are realized not only in the organization, but also externally thereto. Then we can have workers that it is the "eternal dissatisfied," as they find satisfaction and reasons realization outside of it, as he had carefully observed Chester Barnard. Criticism is also a clear demarcation that he makes the scale of the needs, in fact, it is unthinkable that a person can hear, for example, the primary need to survival and also the need for recognition of a certain social status. The Maslow himself in recent works partially modified its position by stating that the motivation arising from the transition to a higher need is gradual and not jerky, because it is really difficult to say that a person steps to have a need higher after you meet fully the lower order.

But what is appropriate to award him is credited with having turned the perspective by virtue of which the subjects had to suit the objectives of the company, for which he stated that the realization of the individual occurred for a consequence of reaching the organization's objectives. With Maslow states instead of an organization, it will be really efficient if and only if it is able to identify the needs of disabled its staff so as to satisfy them and thus stimulate men to the profusion of Maximum effort geared to achieving the organization's objectives.

The criticism that has been levelled but in this setting - which in itself appears however impressive - it is linked to its evolutionary character, it is in fact improbable

or even impossible to assert that "the life of a man and so less than a whole historical epoch, can be identified phases characterized by a single dominant level of needs "(Bonazzi, 1995: 101).

### **2.1.3.2 Argyris` the psychological growth of human person`**

According to Argyris individuals are characterized by a psychological growth. He sees them move from a state of infancy to the state of maturity. The state of childhood characterized by passivity, poor and inconsistent interests, attitudes routine, from a short-term, the preference and the subordination of poor self-consciousness. The state of childhood is opposed to maturity characterized, instead, from an active attitude, presence of deep interest, from a long-term, from a state of equality, with a strong self-awareness and self-control conscious. (Argyris, 2006) Evidently, the transition from the state of childhood to that of maturity does not take place with the blink of an eye, but through a line of development on which man inserts and directs waves reach fulfilment, through the achievement of goals, so to speak, intermediates that he/she will be placed from time to time. In this process of development a decisive role is played both by the organization from other individuals who are beside him.

With regard to the first it should be said that the organization appears to be a classic brake to the coming of age, because of the assumptions which formed the essence, it required individuals with the above listed characteristics corresponding to the essence, it required individuals with the above listed characteristics corresponding to what Argyris defines the state of infancy, and does nothing to stimulate the individual

to development, or rather prefer to keep it steady state to be able to push to make its instrumental, passive and silent contribution to production.

The most interesting part of Argyris` theory is about the role of others in growth of the individual. It even goes further by stating that this growth is achieved fully when an individual is in a situation of reciprocity, to which the individual is in conditions to give and receive at the same time. This is an important insight on which it will be worth referring to when discussing about motivation theories. It underlines the importance of informal groups and we can see that this theory reflects much on the activities of police force. Furthermore, with regard to individual learning and organization Argyris states that that the latter is if the individual, once he accounts problems or procedural errors, will work to modify policies which lead to the repetition of the errors themselves, or the results of individuals are placed in so-called "organizational memory."

In this way is that the organization learns through learning of the individual which if not held to the fruit of his experience, but with an active attitude (Mature), allows the organization to take ownership of this and to operate more effectively. It is clear that this result will be possible if and only if in organization there is an environment that promotes such behaviour. Here is a first explanation of reciprocity that can occur in an organization, in which both the individual and the organization reach its goals.

### **2.1.3.3 Douglas McGregory ``the human aspect of Enterprise``**

We have seen from the beginning of this chapter that in 20<sup>th</sup> Century business enterprises were production oriented, in which employees were counted as one of the

means of production. Argyris has put emphasis on the role of organization on psychological growth of individuals putting emphasis that people are not motivated only by external drives, but rather by intrinsic factors which are shared with others and surroundings. In the same line McGregor brings to the school of Human Resources clarity the most exponent and in depth contribution.

McGregory (1960) in his "The Human Side of Enterprise "(The human aspect of the company) he brings the notion on how entrepreneurs could generate an organizational climate that can lead to the development and effectiveness.

According to him, the direction of the enterprise depends on the perception that managers have on their employees. He says; "the theoretical assumptions of the management control on its human resources determines the whole character of the enterprise "(McGregory, 1960).

The real question that top management must set to itself is, "What are my assumptions (implicit and explicit) on most effective way to direct people?"(McGregory, 1960) The answer to this question is relevant, because, the author notes, many of behaviours of managers are in fact against nature, in the sense that require their staff behaviour that - in fact must be aligned with the desired management without regard to the "laws of nature".

An example of such a statement is the logic of monetary incentives for which they contracted equitable remuneration, planning a system of incentives and bonuses for productivity, but such planning does not take into account other behavioural traits,



such as approval of colleagues and a distrust that pervades the workers in management based on control systems (McGregory, 1960).

McGregory continues to say, "when we cannot achieve the desired results we tend to check for the cause everywhere except where reside: in our choice of inappropriate methods of control ", in which one tries to bend human nature to control systems and its sub-systems. Argiolas (2005) on that line says: ``the fact that managers have to do with the 'management' while other people remain another issue of extreme importance, and the more the manager use a professional scientific knowledge, the more professional should be his sensitivity to ethical values, "and to those larger than those strictly related to the his attempt to control the members of his organization". In the discussion of McGregor assumes central theme of control and influence on human resources, then the question is the exercise of authority.

He emphasizes that, unlike other organizations (such as the security force, for example) in which individual give up the achievement of personal interests and demands placed authority in a state of dependency, in the enterprise system of relationships develop not interdependent. "The factory, on the other hand, is the body of the Economic now, all of us. Its ultimate purpose is to serve the common good "(McGregory, 1960: 24) but management seems unable to grasp that to guide the company to achieve its objectives, it cannot base its action on a mode unidirectional, on a report of mere dependence between management and subordinates, on relationship of authority between "head and subjected." McGregor believes that if one part the authority is not generally appropriate way to manage the undertaking towards its purposes, the alternative is certainly not that of anarchy.

The point is that there is no single mode, a single register - that of the "head" - the exercise of its managers; indeed the manager must know how to interpret flexibly adapted to their role different circumstances, the people with whom it comes into contact, relations with which they weave. There are a multiplicity of alternatives to the authority, not only one, and, unlike what erroneously evidenced by the organization theory conventional, give authority does not mean losing the power to control. This assumes that in the actual central management discourse is awareness that "behind every decision or action management are the assumptions about human nature and human behaviour "(McGregory, 1960: 33).

Based on these considerations and conditions, McGregor, distinguishes two approaches of fundamental to management: the traditional perspective of "direction and control", which he called "Theory X" and the prospect of " integration between individual goals and organizational, "he calls" Theory Y " The first of which states that "the middle man" has an obvious distaste for the work and, if possible, makes it less for which most of the people must be.

The weakness of the Theory X is that attributed to human nature, behaviour resistance, antagonism, anti-cooperation, making the mistake of confusing the effect (such behaviour) with the cause (the working conditions determined by dependence relational and meet the individual needs of physiological, social etc.).

The motivation theory "carrot and stick", which goes hand in hand with the Theory X, works only when the worker must meet their basic needs, for which employment, wages, working conditions, benefits are essential resource. But, once they meet the physiological needs. (refer to Maslow`s Theory.)

Theory X highlights the results of a particular managerial orientation, but does not explain or describe human nature in its reality (McGregory, 1960). But not enough to introduce innovative techniques if nothing is done about the hinges of management theories, if you do not renew the anthropological view. McGregor closes its criticism of the Theory X: "Those who sometimes appear like new strategies decentralization, management by objectives, supervision and consultation, leadership "democratic" are generally like old wine in new bottles because the procedures developed to implement them are derived from the same inadequate assumptions about human nature "(McGregory, 1960: 42).

The assumptions underlying the Theory Y are obviously opposed to those of theory X. According to the theory Y, McGregor states that, in fact, man is able to find even in the work some reasons of satisfaction for what he/she is doing.

He goes on saying, "efforts of both physical and mental ability at workplace are as natural as the leisure and the rest. "Medium man" is able to exercise self discipline and self control, not only does not run away from responsibility but, if appropriately involved, is able to develop a high level of imagination and creativity in problem solving organization. Evidently availability commitment will be linked to rewards arising from achieving organizational goals, rewards related to business realization (McGregory, 1960).

In a nutshell, the principle "direction-control" heart of Theory X, Theory Y opposed to the principle of " integration and self-control ", that" the creation of conditions such that members of the organization can best reach their objectives directing its efforts towards the success of the enterprise "(McGregory, 1960: 49).

"" At best "means that this alternative is more attractive than many other to him (the employee) possible: apathy, irresponsibility, servility, hostilities, sabotage. Means that he will be continuously encouraged to develop and use his/her skills, his knowledge, his expertise, his ingenuity in ways that will contribute to success of the enterprise "(McGregory, 1960: 55). The principle of integration implies, therefore, they are appropriately recognized both the needs of the organization and those of individual members and when such recognition and correlative concrete commitment are made with sincerity on both sides the same goal of integration is often reached.

Mc Gregory feels the need to clarify that the Theory Y is not based on permissiveness or anarchy, or that the authorities should not be used in certain conditions (when the mutual commitment not genuinely feasible). Rather, he wants to counteract so determined to mainstream organization that believes in the system of "Command-control" based on the principle of authority as the only mode of managing business valid under all circumstances.

"The perfect organization" does not exist, but if our assumptions are Theory Y, rather than those of Theory X, collect the challenge to research and develop the untapped potential of our "human resources", the company collect "the challenge to innovate, to find new ways to organize and direct human activities "(McGregory, 1960: 54) that is consistent with those principles, whether, this time, 'new wine wineskins.'"

#### **2.1.3.4 Herzberg's two factor theory**

This theory has been applied by many scholars in explaining motivation. For example Martha, (2013) in his comparative view of monetary and non monetary motivation

the theory has been practically useful. According to Herzberg 1957, on two factors, which motivate employees (Motivators and hygiene). Motivation factors are intrinsic factors that will increase employees' job satisfaction, while hygiene factors are intrinsic factors to prevent any employee's dissatisfaction. Herzberg furthered that, full of hygiene factors will not necessarily result in employees' job satisfaction. In order to increase employees' performance or productivity, motivation factors must be addressed (Mohamed, 2013). According to him factors that motivate (satisfy) people include responsibility, achievements, recognitions, advancements, and work itself. Hygiene factors are technical supervision by manager, interpersonal relation with the supervisor and the worker personal life. In aspect likewise non financial motivation like recognition and interpersonal.

Two factor theory is sometimes expressed in terms of intrinsic and extrinsic. Intrinsic factors are those factors which increase job satisfaction while extrinsic factors are those factors which prevent job dissatisfaction. Extrinsic and intrinsic factors are two factors which are interdependent. Whereas extrinsic factor eliminates jobs dissatisfaction other provides satisfaction.

It is argued that, all behaviors are motivated by satisfied needs (Armstrong, 1999). According to Mohamed, 2013, there is variety of weakness in theories of motivation. Thus, concentrating in theory may mislead the organization. Recently there are many organizational challenges which need to be addressed. Apart from that it has been noticed that that two factor theory provides more comprehensive sets of factors that cover individual; internal and external needs to exert their additional efforts into jobs. According to Mohamed, 2013, it is argued that, it argued that, two factor theories

provides more comprehensive sets of factors that cover basic individual internal and external needs to exert their additional efforts into jobs.

### **2.1.3.5 Ronald Coase and Oliver Williamson` the limitations of contracts on enforcing performance in organizations`**

A contract as contracts seems to be at the heart of the enterprises. Around the middle of the seventies comes to form new theory, the economy transaction costs whose initiator and exponent of the most significant is the winner of noble prize for the economy of (Oliver E. Williamson2009).

Ronald H. Coase, also a Nobel laureate, who in 1937 wrote the article "The Nature of the Firm "true reference point for all those who inspire their treatments to so-called transactional theory. According to him, within a firm, there are two alternatives, either to coordinate activities through the market, or coordinate them the firm itself. What determines the choice is the cost of transaction. When the cost of production is higher that revenue, the firm will opt to orient its activities through markets. When market price is higher than the cost of production, firms will opt to produce the good in need. (Argiolas, 2005)

It is clear that these are alternative methods of co-ordinating production. The enterprise coordination function is performed by the entrepreneur. Why - you ask - whether in the market price mechanism works becomes still need to give birth the company? According to Coase, the point is that this mechanism has a cost. Through the company – said Coase - costs related to the negotiation and conclusion of

contracts are reduced (not deleted) as well as the birth of the company does not eliminate the contracts but reduces them (Coase, 1937).

An important aspect is to be referred to the fact that in the determination of the contracts is what can be defined as the "limits" of what is expected by the other party, especially if the contracts refer to a series of transactions that take place in time.

According to Coase when the direction of resources (Within the limits of the contract) becomes dependent on the buyer in this way, that relationship which the term "firm" may be obtained. A firm is likely to emerge therefore those in cases where a very short-term contract would be unsatisfactory. "(Coase, 1937: 392).

The company and the employee country sign therefore, a contract in which the first purchases from the second willingness to work under coordination of the entrepreneur. The company, being in a better condition, can try not to define in detail what is expected from worker to ask as much as possible in the moment in which the service is to be taken. In fact, "the essence of the contract is that it tries to omit the limits to the powers of the entrepreneur. Within These limits, therefore he can direct the other factors of production "(Coase, 1937: 391).

If the company has the task of reducing the transaction costs, the entrepreneur is the one (or those) which, in a competitive system, has the function to perform the task typical of price mechanism in the direction of resources.

The work of Williamson connects directly to the contribution of Coase. Williamson considers the company not simply or only as a production as primarily "as a

governance structure (governance) whose fundamental problem, it is to stipulate and guarantee contracts (transactions) reliable and efficient "(Bonazzi, 1995: 409). The anthropological presuppositions that underpin the economy of the transaction costs are referring to the prospect of axiological individualism neoclassical, with some variants. Williamson, in fact, considers the subject is not fully rational but with bounded rationality in the sense of Simon - not only as an individual self interest (utilitarian), but also opportunistic (Williamson, 1986). The fact that the individuals are provided with bounded rationality it shows that in an enterprise will have however, to do with human beings, or with subjects having limits of various kinds for which the study of structures and procedures to help to economize on bounded rationality. It cannot be overlooked by the Economic Research (Williamson, 1985). The second premise recalls the fact that the subjects may aim to achieve their own interests through deception. In this sense the term opportunism differs from utilitarianism means that instead of achieving their interests so lawful.

To these two elements, anthropological, he adds a third: the specificity of capital, understood in terms of physical or human resources necessary long-term investments, therefore more expensive and which bind more strongly the parts of the report contractual. The contemporary manifestation of these three elements in the dynamics of economic relations shows the importance of the firm as governance structure and control, i.e. time to organize the transactions to "economize" costs due to bounded rationality and control of the contractual relationship itself, "Protecting it" from the hazards of opportunism.



The economy of transaction costs likely to result from considering a passage the economy as "the science of choice" to "science of the contract" and the company is seen not as "production function" but as a "governance structure" at whose centre is the transaction characterized by conflict and mutual benefit between the parties and a legal framework (Public or private) reference (Williamson, 2002).

To accurately explain their perspective, Williamson refers the typical decision that the company must assume, that if produce inside (Hierarchy) even through the acquisition of another company or buy the same inputs outside (market).

The context in which the transactions are made, and that affects the choice between market and hierarchy, is characterized by uncertainty conditions, specificity of the investment required and repetitive transaction. The condition of uncertainty refers inability to have control elements associated with the contractual relationship or context in which the report takes shape, and then to predict ex ante the evolution, and so the need for cooperative adaptation. Specificity the investment is linked to both the technology needed to implement the good / service involved in the transaction in which special skills held by subject of the report. The repetitiveness of the transaction implies a different weight attributed to the behaviour of the actors of the report, who know that the first transaction will be succeeded by others, as the specificity of the assets involved binds parts in such a way that stop the relationship would involve significant costs.

In other words, as much as needed are the specific investments and related safeguards, and it is operating with high degree of uncertainty conditions which

invoke more cooperative adaptation (Williamson, 2002), the company will decide to internalize transaction.

The choice of producing has the effect of replacing the principle of negotiation and market competition, the principle of hierarchy. Or the employee and the company sign a contract that governs at one time a very large number of performance and which is renegotiated only when it expires. In the centre enterprise there are, therefore, transactions and contracts.

It is worth pointing out that there is never found in front of the pure forms of market or hierarchy, but always in front of intermediate forms in which market and hierarchy can live depending on the dates, that "the problem of organization economics is not properly placed in markets or hierarchies, but in markets and hierarchies" (Williamson, 2002: 175).

Using the market in human resources management means systematically make use of workers linked to the company by an employment relationship subject through self-employment or other companies. Just think of the cases decentralization of production, acquisition of professional services, procurement of work, franchises, and so on. Conversely a hierarchical approach implies the adoption of employment contracts in which, in fact, the element manager and his recognition constitutes the principal obligation.

This also implies the need to reconsider the boundaries of the organization, the which they are no longer so clear as they could be in a perspective of the Taylor type, and a closer look at the dividing line between indoor and outside and thus the realization of

more complex and reciprocal influences which, in various way, they affect the way of being and becoming of the enterprise.

Williamson acknowledged that not all relationships between economic may be brought back to the contractual terms. He does not ignore, in fact, the importance of called idiosyncratic transactions, i.e. those where the price of the asset to be exchange is not formed only as a result of the law of supply and demand, but also it depends on other elements or factors not purely economic in which the individuals are bearers and the type of interaction that develops between them. In labour relations, for example, these characteristics can be identified in particular manual skills or intellectual held by certain subjects than from others, or vice versa in the fact that a certain type of professional capacity is expressed only carrying out its activities in a particular undertaking.

After all, despite its important contribution, Williamson puts in place the process arbitrary emphasis of some variables or ignore others (Simon,1991), no less important and decisive, characteristic of the modelling for which the model the same not only, as is obvious, it is not the reality but is likely to lead to conclusions erroneous. It considers only a part of the processes that are activated organization (Rullani, 1986), and does not explain a crucial aspect in relations interpersonal even of an economic nature, for example, as that which can be realized Nobel laureate George Akerlof (1982) defines a "partial gift exchange" between enterprise and workers. Such exchange of gifts can be realized, for example, through a increased productivity or commitment on the part of workers, and better remuneration than to those which could be obtained if they changed work, or even in terms of flexibility or

benefits are not immediately attributable to a better economic return from the company. The donation behaviour, paradoxical and inexplicable according to neoclassical perspective, originated from the feeling that workers feel for one another the other and together against the company. As you will see in the continuation of the discussion, the inclusion of "gratuity" in the economic circuit opens eyes on the company size that not only enrich the understanding, but extend the range of behaviours possible and desirable.

#### **2.1.3.6 The cooperative organization: the contribution of J. Chester Barnard**

The decline of individualism utilitarian, that is no longer able to explain increasing social complexity or to explain and legitimize economic action, in favour of a vision of society as a cooperative entity founded on moral principles, as well as the changed internal configuration of the company with the consequent problem of distinction between organizational goals and personal motives of the manager, imposes a new study, or rather, a new perspective of the enterprise study, the subjects that constitute it and their behaviour inside and outside of it. Here is the birth of a behaviourist school, which turns its gaze to its behaviour people in organizations. In fact, already in Taylor, who offers his scientific method to overcome the struggles between employers and workers, and emphasizes the importance of informal relationships between individuals, it is possible to detect - in some way a prodromal elaboration of a concept of cooperative enterprise system.

Chester Barnard with this vision is elaborated fully in theoretical lines and in the indications application. According to Barnard man intends continually transform the environment in which he lives and to do this it is proposed purposes, but in their

implementation encounters difficulties, of limits of a physical, biological, cognitive, and social. Through cooperation, the individual you put in a position to overcome those limits and reach goals which it would not be able to achieve alone. In the moment in which man cooperates for achievement common ends to other subjects he is or comes into formal organizations. "The formal organization is the kind of cooperation between people who are aware, deliberate, aimed "(Barnard, 1970: 16).

#### **2.1.4 The Effectiveness and Efficiency of Formal Organizations**

There are many scholars who have given a different definition of formal organization. For example, Scott has grouped them into three different paradigms depending on the perspective of analysis used, proposing a different definition for each paradigm, (Scott, 1981). The parable of the boulder that Barnard cites fully exemplifies this concept: a man stands on a street blocked by a boulder that cannot move alone, then wait until arriving other people who want to go; sets in the simplest form of cooperation where the common purpose seems to coincide with the personal end, but Barnard warns from this mistake and want to look not what move the boulder means for each individual personally, but to what each of them thought to mean for the organization. The purpose of the organization, in general, it cannot therefore be considered as the sum of the goals of individual members.

In fact, even if all the people involved to move the boulder were not in conditions do still expect someone else, even if not interested in the end proposed, it will be available to cooperate on condition of getting a reward (Other than the removal of the rock itself) that can motivate enough (Bonazzi, 1995). A typical formal organization is the enterprise.

Barnard holds these aspects in the informal cooperation, but it circumscribes the importance, as the cooperative system exists only in the moment in when men agree to cooperate by giving their relationship a formal character. For this formal organization is the ideal forum for cooperation, as it has conscious goal. The fact that the purpose, the end, not to be understood as the sum of the purpose of the constituent bodies of the organization and that goes also be distinguished by motives personal subjects, should coincide, has a very important significance. In other terms what drives individuals to join an organization is not so much to know and share the goal of the organization, how to know what sacrifices imposed membership in that organization and what benefits it provides. The problem is therefore to mobilize consensus a set of individuals to an end that is not them, by offering incentives to satisfy their personal motivation to participate. Barnard introduces the concepts of effectiveness and efficiency by giving them an original meaning:

Effectiveness is the extent to which the organization will achieve its objectives (but not profit the production of goods-services which is delegated); efficiency is the extent to which the motives personally satisfied. Mediation between effectiveness and efficiency is the problem fundamental direction. A subject will then be driven to produce a greater or less effort in favour of the achievement of the goals of the organization, depending on the incentives that he will receive in return, but beware, Barnard does not refer only to economic incentives, indeed, says, "I think, when the minimum needs are met, the sheer force of material incentives is for most men extremely weak and its increase depends almost entirely on persuasion " (Barnard, 1970: 132).

So they have the major non-material incentives, such as gratifications moral esteem, prestige, familiar attitudes, but even more so, those what are called "conditions of communion", that is, "that you feel comfortable in social relations which is sometimes called solidarity, social integration, or sociability social security (in the original sense, not in its present debased economic sense) " (Barnard, 1970: 136).

These 'conditions of communion "I seem to have a value particularly significant, as through their highlighting is sent a step analysis of the individual subject to its consideration as active social community that lives in the company, or, more generally, organizations, and affirms the importance of relations between the entities present, not to mention, in fact highlighting also the peculiarities of the individual. Individuals are, in fact, that they are the organizations and the good performance of the latter depends largely on the quality of the individuals besides their organization, but according to Bernard, the attention to the problems of the organization in its size globally is paramount in many if not exclusive.

Beyond that, compared to the Human Relations watching the informal aspects only relation to employees and nothing argue the rationality of ends set by management, Barnard draw up a more general view of the company, with all its internal and external components with those who enter into a relationship with her. Among these, must be counted, without distinction, employees, managers, shareholders, customers, suppliers, all considered on an equal footing members co-operators (Bonazzi, 1995).

Therefore, the extension of horizons that Barnard realizes it is important not only because his study is not aimed only the company but to all formal organizations, but

mainly because its analysis within them considers, beyond the subject-employee worker, all subjects present in it. Moreover, highlighting man's ability to get in relationship with other entities within and outside the organization realizing the conditions of communion, although not denying that he can make decisions based on rational calculations about the benefits derived from its cooperation, underlines a completely new way that these calculations are not merely utilitarian, but inspired by moral feelings and convictions. His satisfaction cannot be reduced a simple fulfilment of its psychological component, but must result from ethical dimension of acting cooperatively.

In line with what has been said so far, the concept of authority in organizations which focuses on Barnard, is founded on the acceptance of it by the subject, and not on the use of force of imposition. If sometimes, in extreme cases, it is forced to use forms of taxation, should be borne in mind that this constitutes a limit, in the sense that the force is still the incentive weaker in its available. Another very important aspect is that the exercise of authority is not occupy a higher hierarchy level, but in the fact that the subject recognize a character of "order" to particular types of communications that originate from certain positions, in fact, that the hypothesis of a complete identification between individuals and organization is impossible, then it will be up to the authority to direct the member efforts towards organizational goals and manage relations contributions – incentives making sure that employees widen the availability to follow orders, all however, it must be done with a basic attitude of great respect well illustrated by that: "We must realize that the individual employee is a human being, passing only part of his time in our factories "(Barnard, 1948: 303).



The way of being and acting, or reacting, the organization often depends what he lives outside the company, that "everything that the employer can do is adapt his way of dealing with the individual employee to the mood and conditions man as such" (Barnard, 1948: 303). Because an order has official status needs some features, i.e., it must be understood by the person to whom it is addressed, should not be in conflict with the general purpose and recognized organization, must be compatible with the legitimate interests of parties to whom it is directed and, finally, who receives the order must be able to run it.

The third of the features that has been just listed explicitly the existence of personal interests of employees, interests they must be safeguarded and cannot be subordinated to the general aims organization.

#### **2.1.5 The centrality of the person and the company's success**

The changes that have characterized and characterize the company are clearly under the eyes of all. It is in fact characterized by systemic complexity for which the solution of problems requires the combined efforts of several parties to address them is better from a quantitative point of view subdivision of the loads of commitment, qualitative subdivision on the knowledge and skills, sensitivity and propensities. In these setting organizations are becoming increasingly important, such as real tools they have in order to face the challenges of complexity to the point that certain authors have defined the current "new society of organizations" (Drucker, 1999: 115).

Among the various aspects that contribute to outline the main features necessary emphasize the unstoppable phenomenon of globalization and the primacy of the

factor knowledge. In relation to the first aspect refers, as already noted, the fact that this that once it seemed very far away now turns out to be really close, not only in the sense that what happens in one part of the globe has the direct influence on distance of thousands of kilometres, but in a strong interrelation between peoples, between cultures, between markets, which only fifty years ago was perhaps unthinkable.

The second aspect is also worth noting that if in the past the company was characterized by the dominance of the capital factor, with the advent of the service society (Judges, 1997), the dominance is certainly the prerogative of knowledge. Knowledge that will point out below, it has a multiplicity of components and can find (or not find) enterprise fertile ground for its generation and diffusion. The knowledge factor is held by the people, but the greatest profusion of commitment on the part of those in achieving organizational goals is neither obvious nor automatic.

These circumstances are forcing managers to seek out and adopt new strategies in running businesses to success. But also the strategic management itself is a complex and this complexity is illustrated by the deep and far from trivial debate in the literature (Williamson, 1991; Cabiddu, Di Guardo 2013).

According to (Williamson 1991) approach to business strategy, although it can be considered by a multiplicity of points of view, it is distinguished in two perspectives main: one that favours the strategizing and one that favours the economizing. The first approach sees to the heart of the enterprise, in fact, the strategy as taking "smart manoeuvres and positioning" (Cabiddu, Di Guardo 2013: 55) considering that, influencing the competitors (Shapiro, 1989) lead the enterprise, to achieve and

consolidate their competitive advantage (Porter, 1980; 1985) and to acquire, therefore, power in the market. This competitive advantage is achieved through the adoption of appropriate strategic choices (cost leadership, differentiation, focus) with the intention to change the framework of the "industry profitable" in which the company competes steering it to their advantage so that performance of the company itself it proves winning (Cabiddu, Di Guardo 2013). It was, however, noted that such an approach is successful when the forces competitive are relatively stable and independent (Chakravarthy, 1997) and that this perspective is actually winning when firms have adequate power in the market (Williamson, 1991). Especially, the effort of strategic elaboration, as sophisticated it may be, is unlikely to be successful if it is then saddled with "Significant excess cost in the production, distribution or organization" (Williamson, 1991: 75).

View economizing attention is focused on the internal dynamics organization, with emphasis given to those resources that are inside the real source that determines the competitive advantage. Here too are the different perspectives Analysis: some emphasize the "organizational efficiency and productive" tout court, as in setting the economy of transaction costs (Williamson, 1991), others have a more wide "centrality of resources", as in the Resource Based View (RBV) (Wernerfelt, 1984; Dietrickx, Cool, 1989; Barney, 1991; Grant, 1991; Barney et al., 2001). In the latter you see the firm as "portfolios of assets and skills ('resources') idiosyncratic and difficult marketable" (Teece, 2007: 1,319).

Finally, in the Dynamic Capability View (DCV), which the RBV can be considered an extension and specification (Barreto, 2010), the aim is to success through the

definition and redefinition of positions, paths, organizational processes (Schreyögg, Kliesch-Eberl 2007) or capacity to adapt to change (Wang, Ahmed 2007), or via the dynamic capabilities possessed, seen as "ability to perceive and give form to the threats and opportunities, seize opportunities and remain competitive improving, combining, protecting and, when necessary, reconfiguring the tangible and intangible corporate assets "(Teece, 2007: 1,319).

Some are considering "economizing" more important than "strategizing" although the two approaches "are not mutually exclusive" (Williamson, 1991: 76) indeed the economy is, according to Williamson, the "best strategy" (Williamson, 1991:76); other (Foss, 1996) consider the two approaches as the faces of the same coin; other still they argue that neither individually sufficient to explain "how achieve and maintain competitive advantage in times of technological change " (Cabiddu, Di Guardo 2013: 72).

Certainly, it is becoming clearer that internal resources are fundamental, must be regarded as a valuable asset of the company because especially when difficult to transfer and imitate the peculiarities confer and then value "unique." However, if there are numerous references in the literature to indicate that aim as a nodal point now looks now another, what determines, more than any other resource, this unique character are the people who work there and the relationships between them is developed.

Peters and Waterman Jr. in their study in search of the American companies successfully argue that "speaking people, those companies (successful) used a

different language ... "from the other and that visiting the factories of one or other of these companies "watching people at work, hearing talk and joke, we ourselves. We felt different, and our attitude was different from what we happened to have in most bureaucratic institutions. Successful companies excelled mainly due to their basic principles, worked hard to keep it simple in a complex world, listening to their employees and treated them to mature people "(Peters, Waterman 1984: 36-40). Further contend that in these enterprises is possible to identify some common principles such as, among others? Customer focus? Encouraging autonomy and entrepreneurship? Staff involvement.

And it indicates the central aspect: "Basically everyone agrees that the People are our most important resource. Yet almost no one acts of accordingly. Successful companies, however, translate into actual practice their consideration of the human factor "(Peters, Waterman 1984: 39).

So, while respecting the different roles and different responsibilities, it is for the management encourage and facilitate participation in decisions by all workers, especially in relation to those aspects that directly affect them, but more General in defining the objectives of creating the conditions for the development and dissemination of knowledge, in the knowledge that the achievement of the objectives depends, largely, in the engagement of individuals, and this - in turn - is bound, so significantly, the intrinsic motivation in which they are expressed (Deci, 1975).

Important characteristics which must be continuously developed, for which it will be task of the company achieve appropriate training plans shared with all parties

interested in their proper implementation. But training programs and development personnel will not achieve lasting goals if the firm does not assume a orientation, starting from the anthropological view, it substantiates the managerial perspective in all aspects of one's being and acting. On the other hand it emerges with ever more evidence that it is not the size of technical contract, but the personal development of employees and the size of the values and social relations, in it are developed to contribute significantly to its competitiveness and its success in economic terms (Barrett, 2006; van Marrewijk, Timmers 2003).

Peter Drucker says that in the knowledge-based firms must acquire awareness that knowledge workers "are not employees, are people" (Drucker, 2003: 91) and the only way to get the leadership is to spend time with for their mutual knowledge, implementing mentoring and listening. A most reason in crisis situations and characterized by stiffness, in the sense that you can not achieving turnover in personnel, Drucker emphasizes the importance of making productive workers who have. In these cases, "their [the manager] 'employee relations' are a given virtually unchangeable; to make a difference are their "relations with the people ""(Drucker, 2003: 102). This applies even in the productions that the company realizes outsourcing "because knowledge workers cannot be, legally, employees but the company will still be its revenue and the capital, as well as the key factor His performance "(Drucker, 2003: 104).

He points out that you are making a historic transition is certain of this: "The statement of work based on knowledge and knowledge workers is a change as deep as that of the Industrial Revolution. It does not require only a few new programs and

some new work practice, it is worthwhile to be, but it will require political values, systems of measurement and new objectives. And it is expected that it will take a few years to complete everything. In any case, we have around to us a sufficient number of successful organizations based on knowledge that there show what must be the fundamental assumption in personnel management; here it is: "the employees can also be our greatest liability, but people are the greatest opportunity "(Drucker, 2003: 104-105).

#### **2.1.6 Motivation Strategies to Police Force Organization**

Motivating police personnel can be complicated. Supervisors must work hard to ensure officers perform their duties efficiently and effectively. Many factors can negatively affect productivity and cause officers to become complacent, doing the bare minimum necessary. The difficult nature of crime fighting can cause officers to become cynical toward the population as a whole and develop an "us-versus-them" view. (Gilmartin, 2002) A negative attitude in police work can lead to feelings of inconsequentiality toward law enforcement goals and either slow or stop internal motivation.

Officers who begin their careers with an attitude of "saving the world" can become jaded toward that goal after years of witnessing the worst in people. Constantly observing the aftermath of violent crimes, like robbery, rape, murder, and assault, eventually can take its toll on even the most dedicated officer. Administrators must look for ways to offset this constant bombardment of negativity while reinforcing the positive aspects of society and the benefits provided by quality law enforcement practices.

Considerable researches exist addressing motivation that can help administrators facilitate increased productivity, and some results may seem surprising. Extrinsic rewards, like pay raises and educational and longevity pay, often are considered effective motivators. Although pay in the public sector normally is much lower than in private companies, people who become police officers usually are interested in more than a high salary (Stojkovic, 2012).

Intrinsic rewards, such as providing a safe community and reducing crime, can motivate police officers more than pay raises or promotions. Strategies that include internal shifts in assignments that break the monotony of crime fighting in tough neighbourhoods also can provide relief for officers on the verge of burnout. Further, rotating officers in and out of high-crime neighbourhoods and alternating with patrols in more affluent areas can result in a positive change in attitude. (Bjork, 2012) Generating increased productivity and stimulating individual motivation are constant processes that leaders in any career field always can improve. The profession of law enforcement is no different from others that require ambitious and productive employees to serve effectively, but some aspects of motivation are unique to the professional police officer.

The prominent strategy used to motivate police force in Tanzania is the provision needs. President Jakaya Mrisho Kiwete in the press of 22 July, 2015 he mentioned that, in Reform Programme the government intends to remove this shortage of residence by getting new buildings and repair dilapidated buildings. The goal is to create an environment conducive to working and living snatch soldiers in civilian life and return to camp (<http://www.ikulu.go.tz/index.php/media/speech/1437>). A



prominent feature of this theory is the need for praise and recognition under the self-esteem model. When properly used by management, praise can be an effective motivator of police personnel. Mark Twain once commented that he could live for 2 months on a compliment alone. According to Gove, (2015) managers who strive to inspire personnel can adopt this adage and use it as an example of motivational philosophy. Conversely, stress can serve as a demotivator if not properly addressed and understood. Law enforcement is broadly considered one of the most stressful occupations and often is associated with high rates of alcoholism, suicide, emotional health problems, and divorce. (Finn 2015) states that all of these factors can negatively affect officers' motivation and productivity.

According to him, an organization must strive to recognize and reduce stress associated with the profession to maximize job performance, motivation, and productivity. Although the inherent dangers (e.g., apprehending suspects and facing assaults) of the law enforcement profession create a certain amount of stress, leaders can implement organizational changes that affect supervisory style, field training programs, critical incident counselling, shift work, and job assignments. These internal factors have been rated highly among police officers as major causes of stress. Some officers have reported that the job itself is not as stressful as a call to the supervisor's office.

Several consequences of police stress include cynicism, absenteeism, and early retirement, emotional detachment from other aspects of daily life, reduced efficiency, increased complaints, and rises in health problems. In a recent survey, nearly 100 percent of respondents agreed that giving recognition can positively impact morale.

Another motivator noticeable in police force organization is praise and recognition. In studies dating back to the 1940s, recognition has outranked salary as a strong motivator when pay rates already competitive. Money is an extrinsic motivator, while praise and recognition are intrinsic motivators. Effective leaders must stress the importance of such intrinsic motivators as achievement, recognition, fulfilment, responsibility, advancement, and growth. Although often considered a responsibility of management, a certain level of motivation must come from within the individual. In a 2003 study on the effects of self-motivation, the actions of police gang unit members in Gothenburg, Sweden were observed. The researcher identified several ways officers can reduce burnout and increase motivation to survive a long career in law enforcement. The intense stress of working constantly in tough, crime-ridden neighbourhoods caused officers to desire transfers and redeploy to “nicer” areas as a way to avoid becoming too cynical.

Police officers also can seek different specialized jobs within the organization to help self motivate and reduce individual stagnation. Large departments often have greater opportunities for internal transfers. Many officers in this study served for several years in the patrol division, then later applied for deployments as investigators, school resource officers, crime prevention officers, or specialized response-team members. These jobs all require different training and varied core job responsibilities that can reinvigorate an officer’s professional drive.

Because a substantial part of motivation remains with the officers themselves, the level and need for self-inspiration increases as officers rise in rank to supervisory roles.[14] An important part of a supervisor’s function is to lead by example and,

above all, have a positive attitude. Self-motivation is a prime ingredient in that formula. According to the U.S. Marine Corps officers' training statement, "Officers have to self-motivate to keep themselves inspired and focused on the mission. This is the reason they don't sing cadences." (Franklin,,2014)[15] If leaders do not motivate themselves, who will do so? And, how can unmotivated leaders expect exceptional performance from subordinates? Another way persons can increase their own motivation is by examining their strengths and what makes them truly happy and then looking at their weaknesses with a degree of self-examination.[16] For instance, someone could compile a journal with photographs of family members and special events that are inspiring and motivational. By reviewing and adding to the journal regularly, it can serve as a powerful motivator and a reminder for individual inspiration.

Research data confirmed that officers' individual attitudes can influence their level of productivity and motivation. In one study officers who perceived traffic enforcement as a personal priority engaged in more enforcement efforts and subsequently issued more citations. (Johnson, 2015) They also were influenced by the ideal that management rewarded officers who issued more traffic tickets, and those who agreed with this reception followed suit. The positive attitudes of the officers' supervisors also resulted in an increase of the number of citations issued. Personnel working for supervisors who perceived traffic problems as a personal priority or under superiors who issued more tickets themselves were more likely to issue additional citations. The health and physical fitness of officers also can affect their motivation. Many employers have seen increased absenteeism as a result of employees' health issues.

(Harte, 2015) Absent workers strain resources, reduce productivity, and increase costs. In police field units, manpower must be maintained at a minimum level, and illness or injury can cause serious cost overruns in overtime and sick-leave reimbursements. Health insurance costs are steadily rising, and employers pay an average of \$13,000 per year, per employee to provide coverage. Many organizations are moving toward proactive strategies for improving employees' health and fitness to decrease the cost of health coverage.

In law enforcement organizations, physical fitness is essential and can impede officer performance if not maintained. Most job descriptions for police officers include lifting, running, jumping, and using force to apprehend and detain criminal suspects. The unique work demands and related stress levels require that those in law enforcement establish lifelong wellness habits. Agencies must have early warning systems in place to recognize symptoms and identify officers experiencing a decline in productivity or a lack of motivation. Computer software programs can recognize possible early warning signs, such as decline in performance, suspicious sick leave patterns, unreasonable uses of force, and increased complaints. Such issues can indicate personal problems that result in a lack of motivation and productivity.

Utilization of non financial motivation is relative as far as motivation like recognition of well-done, appreciation or medal and respect. Appreciation is less used than recognition and respect (Lameck, 2011). In that work the most identified as non financial motivation are training, recognition, receiving certificates, respect, involvement in decision making, improved working condition, equal treatments for seniority. Some of these motivation strategies as employed in the work of (ibid) are

almost rarely used. For example, training and certificates of appreciation. Involvement is restricted to senior officers. Considering expectancy theory involvement and appreciation is due to self esteem and self efficacy as well as others which are behavioral based. Also, self esteem is the reflection of social factor as a human need as per Maslow's hierarchy of needs.

Despite of the fact that the police forces utilize non financial motivation still, the utilization is not noticeable. Motivation whether financial or non financial motivation, is relative to the organizational context (James L. (1979). It has been noticed that motivation is contextual and is affected by different contextual factors, including the individual-organization matches' measurability of individual performance, goal clarity, job security and moderators of motivation techniques. In his study, he noticed that, the individual choice of the particular organization always mismatch with the ability of the organization to attract individual. This infer to the fact that, how individual attitudes, interest and beliefs can impact motivation. Measurability of individual performance is another neglected aspect due to the fact that, the competing external interest should be considered and employees should be measured before availability of any criteria. That is to say motivation, circumstances are both subjective and objective.

Goal clarity is another question, on how people adapt to situations in which goals are inherently unclear might contribute to developing methods for encouraging effective behaviors in such situations. For example, political environment always affects implementation of employees' goals and organization on the other hand. The concept is the possibility of employees to adapt to changes in response to political challenges

and other atmosphere. Job security on the other hand the question of job security is another important aspect in motivation challenges. For example, it is noticed that, knowledge about the motivational effects of the use of job security as a system wide reward in public organizations is minimal. Research might focus on developing a better understanding of the motivational “costs” and “benefits” of current public job security practices and designing alternative means for protecting political neutrality. The last but not the least is the question of the moderators of motivation techniques which entails that, they are factors like participation are moderators of motivation. What motivates and thus how the motivation should go about is the question which needs further study.

In the report of UNDP, 2006 it has been noticed that, in motivation strategies there is a need for understanding what makes people and the organization tick (understanding significant of individuals and organizational incentives) assessment of motivating factors in their respective context understanding the drivers of changes and finally recognition of non material motivating factors. In its broadest sense the question of policy and institutional framework of the organization is to be questioned. According to Ronald it is noticed that motivation involves a number of problems of which are based human behaviors complexity. For example the issue skills variation, variety of needs among individuals, differences of situations and time, workers’ loyalty which is always away from organizational culture, and other complexities. The question is still an organization-individual match. As it was noticed before many researchers, including the study of further studies to be conducted concerning non financial motivation. For example, according to (Susan M, 2012) suggest that more

researches should be conducted in order to understand the challenges in applying non financial motivation. The work of Lameck, (2011), for example, suggests that, the study, which was conducted in Dar es salaamm is not adequate to understand non financial motivation. In addition to that, it focused on utilization of non financial motivation, which points out that the utilization is low. This has encouraged the researcher to examine challenges in utilizing non financial motivation.

### **2.1.7 The Socio-economic cost of non financial motivation**

We have seen previously that some scholars identify non financial motivators as those which are not directly linked to the contract like bonuses, transportation and accommodation allowances, working environments, job enrichment, job enlargement, pension, meals, training, performance management, carrier development, and performance appraisal.(Sadiqqi, (2014), Anouck (2015)) communication and relationship among stakeholders as a key to collaboration, creativity, innovation all of which intrinsically boost performance of the employees.

In police force organization these motivators are even complicated to be applied. This is due to the work environment and job type in this organization. There are many costs related to the use of these motivators.

(Sadiqqi 20014) mentions the efficient transport system as an important aspect that can enhance effectiveness in police force organization. He points out that the provision of free transport or means of transport to the police officers especially those who are living far away from their workplaces could increase flexibility and make police officers more effective. Nevertheless, if this is not done profoundly, it might create classes among officers and increase grievances.

Training is also counted as important aspect to boost morale of employees because it improves performance and make officers be more comfortable in fulfilling their obligations. This means that the government has overlook some fringe benefits so as to have enough resource to train its employees even outside the country. The absence of training programs will result in unawareness of managers without the skills, knowledge and competencies that are required as motivation to the police force. The employees expect an increase in their confidence level and self esteem.

(Marovic, 2024) identifies the challenges of empowerment and participation in police force that due to the nature of work, and because of strong top down management applied, creativity is reduced. He believes that employee participation in decision making improve effectiveness and innovation and at the same time it enhances employee motivation and trust in organization. He adds, an equal opportunity of participation in decision making can give employees a sense of pride and ownership and thus make them more effective because, this increase self motivation, and esteem. Participative management will allow the employee to share their thought at one platform and participate in joint decision making. This will create a strong sense of accomplishment and ultimately increase motivation and job satisfaction. The cost of participative management is that senior officials have to spend more time with employees, to share experience and experience their needs in order to find solution together. This needs time, and readiness which Marovic calls the cost of participatory management.(Marovic, 2014).



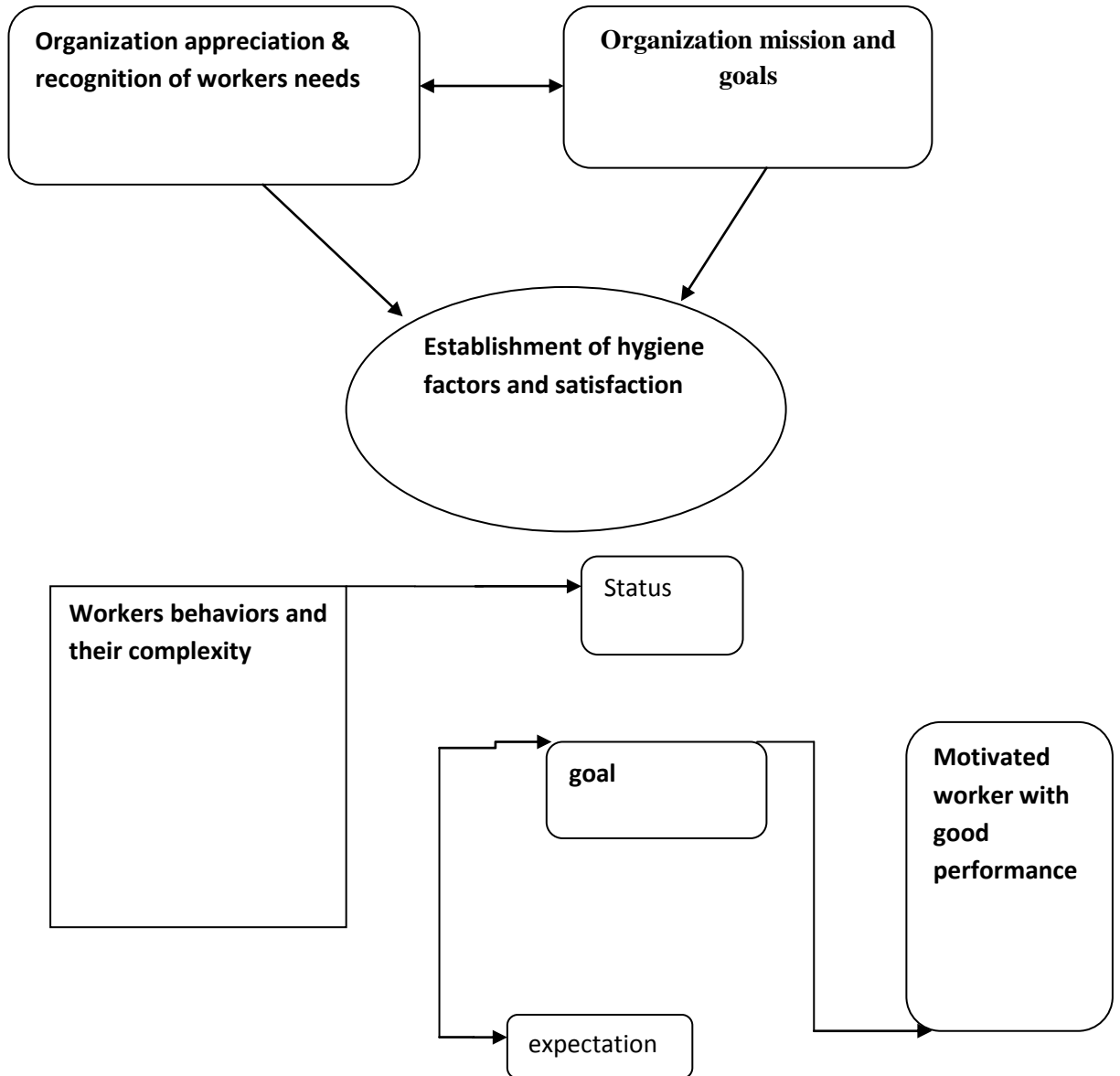
### **2.1.8 Lessons Learned From the Above Theories**

As we have seen before, several theories of motivation exist that supervisors could consider, including Maslow's Hierarchy of Needs, Herzberg's Motivation-Hygiene Theory, and McGregor's X and Y. Administrators can learn many positive, as well as negative, points from these theories, but they all have one thing in common the idea that supervisors must know their people. To effectively manage motivation and productivity, leaders must possess the human skills needed to work with employees and have the empathy to understand their issues. This idea also means that supervisors must work as a team with officers and build a cooperative effort for the common goal of the agency. By working closely with and understanding officers, effective leaders can identify problems earlier and create effective solutions to deal with those issues.

### **2.1.9 Conceptual Framework**

In this regard, there is the use of conceptual framework to link individuals and organizational goals and incentives. To do that, the main consideration shall be on the fundamental need as it has been emphasized in the man slow need theory and two factor theory. For this study the theory of Maslows basic need is considered only in the aspect of social needs and two factor theory in the aspect hygiene and motivation factors. When linked to an organization, incentives and goal and on the other human behaviors and complexity it is challenging to realize motivation . However, workers under varying circumstance are relative to goals, expectation and their status.

**Figure 2.1 Conceptual Framework**



In the above conceptual framework is based on the fact that, organization appreciation and recognition of workers' needs depends on the organizational mission and goals. The result may probably lead to the existing hygiene factor and satisfaction. Workers behaviors and their complexity affect goals, expectations and status, which in turns leads to motivated workers with good performance.

## **2.2 Empirical Literature Review**

Operation police work is seldom performed under the watchful eyes of a supervisor and great reliance is placed on the high levels of motivation and professionalism of individual officers. (Beck, 1999, Brunetto & Wharton, 2002) Highly motivated officers produce better outcomes. It is important that managers understand factors that impact on motivation and this ought to be current.

The study done by (Beck, 1999) show that is currently a dearth of information on factors that motivate or demotivate police force in their work places. A number of researchers have shown specific elements that motivate officers in performing their duties.

### **2.2.1 Elements of non Financial Motivation in Police Force Organization**

A number of researchers have identified elements which motivate officers in police force to perform their duties effectively. (Lord, 2004) in his research mentioned sense of accomplishment, competence, training, promotion, and promotion as the key factors to increase performance in police force. In his study, he shows that, financial incentives are taken to be important and defined as the reason to why officers get employed, but has nothing or very little to do with morale of workforce. Employees enjoy doing their job (intrinsic motivation) when they feel recognized for what they do.

Higgs, Mein, Ferrie and Hyde (2003) in the same line with Lord, have demonstrated that clear communication between supervisor and employee was part of a relationship that positively motivated workers of all ages to perform their work well. In his study

he has shown that, even though police officers show great obedience to their supervisors, they sometime demoralized and work to the minimum possible. Bateman (1983) in his study found that police officers have relatively low levels of commitment due to low morale of work which leads to poor performance. Dynamic nature of today's workplace requires managers to be skilled in change management and to move from a traditional managers` role to that of a leader. (Cole, 2001, MacDonald, 2001, Swanson, 2001) Leaders have the capacity to maximize their output by motivating employees by identifying the proper need that employees have. To maintain this motivation in an environment that is continually changing leaders possess a good appreciation of the factors that lead to motivation among the staff. (Costa, 2003)

### **2.2.2 The Discovery and the Enhancement of the 'Human Factor' in Organizations**

In the first twenty years, partly as a result of the experience related to industrial First World War, institutional bodies and, to follow, companies are beginning to carry out studies on the productivity of labour. In particular, one wonders if there are connections between working conditions and productivity and open issues related to fatigue and monotony.

In 1924 the Western Electric Company Hawthorne (Chicago) realized a study the ratio of lighting present in its factory and performance labour. The hypothesis underlying the research was the direct correlation between improvement conditions in the workplace (particularly, of course, lighting) and labour productivity. The design of the experiment was as follows: two were considered groups of female

workers, one experimental and one control. It was decided at first to increase the illumination of the experimental group leaving unchanged that of the group control, with the unexpected result that the level of productivity grew in both groups. Subsequently lowered the level of illumination in the experimental group, with an outcome still very surprising to the researchers: the level of productivity grew again in both groups. A failure depending on who conducted the experiment: hoping to find a direct connection between improving the status of labour productivity and was repudiated by the facts. What you had such a result? The leaders of the Western Electric turned to Professor Elton Mayo of Harvard University to give way to a more thorough search. In fact, this study will form the basis of the "Movement of Human Relations," for if Roethlisberger (collaborator Mayo Harvard University) will have operational responsibility together with Dickson (Leader of the Western Electric), will still Mayo, analyzing the results of the study came, to draw the theoretical conclusions (Bonazzi, 1995).

The conclusions, to which he came after thirteen months of experimentation with group of six workers engaged in construction of relays, were that the factors responsible for the increased production depended mainly on the climate friendlier reports, a smaller effect was due to the introduction of rest breaks, and finally a modest effect came as economic. The emergence of a "human factor" that acted as an element of great significance in enhancing the performance was the novelty, the aspect on which to focus the focus and starting point for the development of new management systems. So Mayo "in practice it happened that the six individuals became a team, and the team began spontaneously and wholeheartedly to cooperate

in the experiment and consequently the workers. They had the feeling of a free and without second thoughts and were happy knowing that they worked without coercion from above or from below limitations (Mayo, 1945: 232).

According to some (Jones, 1992) the greater commitment of the two groups was a result of having shifted the focus from work to the workers; according to others (Bonazzi, 1995) the workers had considered the decrease in light as a challenge to their abilities. Beyond the issues closely related to the research carried out at Western Electric, the anthropological vision that emerges from all the work of Mayo and the consequent management structure is substantially different than that of Taylor. Taylor supports the need for cooperation between managers and workers, but does not have confidence in possibility that this is made a free and informed choice of entrepreneurs and workers. Withdraw them in the scientific management but ends up proposing a system managerial separates, isolates subjects in the field, with the results that we talked about.

Mayo, however, stresses the need to recover the human factor through creating a work environment socially harmonious, devoid of tensions between workers and with the company. And the experience at Western Electric was a guide in this regard. The quality of relationships that could be seen in that company was not common in competitors (Mayo, 1933). "The people who make up the department of a factory not only individuals: they form a group in which individuals. They have developed certain habits in the relationships they have with each other, with higher, with work and with the policy of the Company. Interviewers had observed that an individual of limited capacity and little social adaptability can however behave competently and

normal when working in an environment that befits and he is supporting it, and conversely, a person of great capacity and completely normal. It will behave as if they possessed neither the one nor the other of those qualities when they should work in an unsuitable environment. The two local test confirmed the hypothesis where the focal point of the mismatch in the factory lies in the relationship between the person, work, the policy of the Company [the company] and not within the single or individual "(Mayo, 1933: 98).

Mayo, therefore, refuses to see the workers as mere providers of workforce. They have a personal experience that comes from the experience every day out by the company, in the family and with friends that certainly is reflected in the experience of job. If the working group is an atmosphere harmonious, positive integration, even the negative experiences can be somewhat mitigated, resized, otherwise they are certainly emphasized. But it is not enough to look worker individually, considering only their own personal experiences and giving it good or bad results in the work: "If an individual cannot work with a sufficient understanding of the situation in which it is located, he, unlike a machine, can only be transcended the opposition that is born within himself. This it is human nature: with the best will in the world to work together, a person finds difficult to continue to operate for a purpose that cannot see in any way"

(Mayo, 1933: 101). Finally, it is necessary to conduct a "smart" and consistent the firm in its course of action Hawthorne is also noted in the workers a substantial conflict in fidelity to multiple entities that actually, although not necessarily knowingly or will fully, they placed themselves in opposition Company, "the

overseer, the group of which the worker felt part. The only way to overcome this conflict was then represented by better mutual understanding.

The research department, Mayo continues, "had learned to some extent what is exasperation reached by a person who is constantly misunderstood and forced to feel irrelevant. It had also learned how serious can be the consequences for the industry, both for the individual "(Mayo,1933/1969: 102).The vision of the company, as well as the enterprise, Mayo is well represented by Roethlisberger in the preface to his work ``*The Human Problems of an Industrial Civilization in an edition of 60 years:*``

For Mayo "it is impossible for you produce a development without the other. You cannot study effectively behaviour of the workers, for example, regardless of the behaviour of the direction: one it affects other and he gets worse; They are mutually interdependent "(Mayo, 1969a: 7).

The school of the Human Relations was not without its critics not connected to fully reliable design research (Miner, 2006) or that explain the success of Human Relations in managerial and scientific environments, compared to insignificance empirical evidence, with a possible case of cognitive consonance (Franke, Kaul 1978). Still others claim that the theories of Mayo "never produced real changes in the "hard" production. The worker continued to remain stupid and oppressive; hierarchies intact; Industrial Relations banned and domesticated. The Human Relations tried to wrap it all in a sugary air of understanding personnel, collaboration and harmony, where the benefits were not the result of negotiation on an equal basis but unilateral concession



master. It is no exaggeration it said that the Human Relations were limited only to provide a number of techniques 'Lubricants' to better operate the machine Tayloristic "(Bonazzi, 1995: 76). In conclusion, despite the limitations that have been identified, it should be noted the Mayo great merit of having revealed for the first time the importance, indeed, the centrality of the human factor and therefore interpersonal relationships, intra and intergroup within the enterprise.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The research methodology is a way to systematically solve the research problem. It is more than research methods because it demands the researcher to consider also the logic behind using particular methods, designs and context to which methods are applicable so that the research results can be evaluated by the researcher himself and others (Kothari, 2004). This chapter presents the research methodology that was employed in the study. It describes the area of the study, research design, the population, sample and sampling techniques, data collection methods and data processing, analysis and presentation.

#### **3.2 Area of the Study**

The area of study was in Kigoma municipality whereby all ranks of police were available, from junior police officers to senior police officers that are PCs, SGT, SSGT was regarded as junior officers and A/INSP and INSP were middle police officers and from SSP to IGP were regarded as senior officers in the police force. That area was chosen mainly because studies like that of Lameck suggest further studies to be conducted in other areas than concentrating in cities like Dar Es Salaam. Also, there is a greater challenge in the performance of the police force which has been associated with different crime. Kigoma Municipality is a town and lake port in western Tanzania, on the eastern shore of Lake Tanganyika and close to the border with Burundi. It serves as the capital for the surrounding Kigoma Region and has a


population of 135,234 (2007 census) and an elevation of 775 m. The historic trading town of Ujiji is only 6km south-east of Kigoma.

Kigoma Region resides in the north-western corner of Tanzania, on the eastern shore of Lake Tanganyika. The region lies at about 5° south and 30° east of Greenwich. The region is bordered to the north by both Burundi and the Kagera Region. To the east, it is bordered by the Shinyanga and Tabora regions, to the south by the Rukwa Region, and to the west by Lake Tanganyika, which forms a border with the Democratic Republic of the Congo.<sup>[3]</sup>

The region's total area is 45,066 square kilometres (17,400 sq mi),<sup>[4]</sup> of which 37,037 square kilometres (14,300 sq mi) is land and 8,029 square kilometres (3,100 sq mi) is water.<sup>[3]</sup> The region's total area is just 161 square kilometres (62 sq mi) less than that of Estonia. As of 1998, approximately 20,000 square kilometres was in forests and 12,000 square kilometres was suitable for grazing or farming.<sup>[3]</sup>

Kigoma Region is on a plateau that slopes from the northeast at about 1,750 meters down to 800 meters at the shore of lake Tanganyika.<sup>[5]</sup> The topography in the north and east is gently rolling hills that gradually become steeper as they get closer to the Albertine Rift margin.<sup>[5]</sup> The most important river is the Malagarasi, with the Luiche and the Ruchugi being the two other major rivers draining the region.

The region is administratively divided into six districts which are located in the table below:

<b>Districts of Kigoma Region</b>		
<b>Map</b>	<b>District</b>	<b>Population (2012)</b>
	Buhigwe District	254,342
	Kakonko District	167,555
	Kasulu District	634,038
	Kibondo District	261,331
	Kigoma District	427,024
	Uvinza District	383,640
	<b>Total</b>	<b>2,127,930</b>

Road connections for Kigoma are poor. A gravel road links the town northeast to the national road network, and earth tracks link north to Burundi and southeast to Sumbawanga. The Central Line of the Tanzania Railways Corporation runs from Kigoma to the port of Dar-es-Salaam on the Indian Ocean coast via Tabora and Dodoma. It was completed in 1915 when Kigoma was part of German East Africa. In Tabora, there is connection to Mwanza on Lake Victoria, with ferry connections to Uganda. The table below indicates climatic conditions of Kigoma Municipality.

Climate data for Kigoma													
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average high °C (°F)	27 (80)	27 (81)	27 (81)	27 (81)	28 (83)	28 (83)	28 (83)	29 (84)	29 (85)	29 (84)	27 (80)	26 (79)	27.7 (82)
Average low °C (°F)	19 (67)	19 (67)	19 (67)	19 (67)	19 (67)	18 (64)	17 (63)	18 (64)	20 (68)	21 (69)	20 (68)	19 (67)	19 (66.5)
Average precipitation mm (inches)	122 (4.8)	130 (5)	150 (5.9)	130 (5.1)	43 (1.7)	5 (0.2)	3 (0.1)	5 (0.2)	18 (0.7)	48 (1.9)	142 (5.6)	135 (5.3)	931 (36.5)

### 3.3 Research Design

This study employed case study design. It involved an up-close, in-depth, and detailed examination of the police force organization in Kigoma municipality. It involved analyses of challenges of non financial motivation of police force organization found in Kigoma municipality who studied holistically by one or more method. Police force in Kigoma Municipality was the *subject* of the inquiry which was an instance of a class of phenomena that provides an analytical frame within which the study was conducted and which the case illuminates and explicates."

According to Kothari, (2003) The case study research design has evolved over the past few years as a useful tool for investigating trends and specific situations in many scientific disciplines. He sees case study design as most useful especially in social science, psychology, anthropology and ecology. This method of study is especially useful for trying to test theoretical models by using them in real world situations. For example, if an anthropologist were to live amongst a remote tribe, whilst their observations might produce no quantitative data, they are still useful to science.

Collins (2002) highlights that a researcher who employs case study design will be enabled to examine small units which are extracted from a large population of variables. Yin (1994) on the other hand recommended the use of case study protocol because it enables the researcher to concentrate on quintessential characteristics of specific cases that strive towards a holistic understanding of cultural systems of action, which means, sets of interrelated activities engaged in by the actors in a social situation. He added that this method makes a researcher easily collect and evaluate data because the process involves:

- Overview of the project (project objectives and case study issues)
- Field procedures (credentials and access to sites)
- Questions (specific questions that the researcher must keep in mind during data collection)

In this study, we selected specific cases of Kigoma Municipality so as to maximize what could be learned in the period of time available for the study and come out with results which will give the general picture of challenges of non financial motivation in police force organization in Tanzania.

### **3.4 Population, Sample and Sampling Technique**

The target population of this study was the police force organization in Tanzania. The sample was drawn from Kigoma Municipality where the study was conducted, the number of police employees in Kigoma municipal was 279 within them only twenty employees were included in the research process. The study employed non probability sampling to get insight from different polices and officers in the sector.

Also it was helpful to reach relevant population including all police at different levels.

### **3.5 Data collection Method**

Semi- structured interview was used in order to get people's views and knowledge about the phenomenon. This method was important because it provided in-depth information about police force experiences and knowledge about motivation strategies. Interview entailed two way systematic conversations between an investigator and the informant, initiated for obtaining information relevant to specific study. It was the best method in which person's opinions, attitudes, values, beliefs and past experience were captured (Krishnaswami, 2003). Burges (1984) argue that qualitative interview should be a conversation with a purpose (Mason, 1998). This infer to an in- depth semi structured or loosely structured forms of interview (ibid).

### **3.6 Data Analysis**

According to Henning (2010), data analysis is very important in capturing and understanding collected data. Besides, it helps to ensure that all relevant data are organized in a manageable way. In this study qualitative data analysis methods were employed and in few areas quantitative data were used. The recorded information from in-depth interviews and FGDs was first transcribed and later translated from Swahili to English. Both transcription and translation were carefully done in order to maintain the original meaning of the information.

The process of analyzing data began by sorting out data by themes or codes so as to facilitate the identification of major themes arising from research findings. The codes

assisted the researcher in identifying themes and sub-themes related to power, participation, management and other relational mechanisms of accessing the challenges of applying non financial motivation in the police force organization.

These encompass consent for conducting the study from genuine authority, consent for participants to participate, protection of data from leakage and the participants from being identical. Research clearance was sought from the Open University of Tanzania administration. The participants were informed about the purpose of study, and the weight of their contribution to knowledge. They were also ascertained of free will to participate, confidentiality and anonymity, where confidentiality refers to safe preserving of information and anonymity refers to keeping them unknown (Silverman, 2010) Thus participants were not required to give their identification instead they were coded with numbers. The data were then locked; pass worded and used for the purpose of the study only.



## **CHAPTER FOUR**

### **DATA PROCESSING, ANALYSIS AND PRESENTATION**

#### **4.1 Introduction**

This chapter presents data processing, analysis and presentation of based on the objectives on the framework of the main objective which is to examine the challenges of non financial motivation in police force organization. Data collected based on the specific objectives of the research. The following are data collected from the research area and such data are analyzed qualitatively and quantitatively where needed. In this research work twenty police officers were interviewed and the following were their views on non financial motivation.

**Table 4.1: Data Collected for analysis**

2	1	2	1	2	1	1	3	2	1
2	1	1	4	2	3	1	1	2	2
1	2	6	1	1	2	1	4	3	1
4	3	4	3	1	3	1	3	2	1
2	1	2	2	2	1	3	3	3	1
2	2	5	2	1	2	1	3	2	1
4	1	3	1	2	1	1	3	3	1
3	1	2	2	2	2	3	3	1	3
1	1	2	2	2	1	3	3	2	1
2	2	6	1	1	2	1	4	2	1
2	1	3	2	2	1	1	3	2	3
2	3	6	3	2	3	1	3	4	1
2	2	6	2	2	2	1	3	3	1
4	3	6	4	2	3	1	3	2	1
2	1	2	2	1	2	3	3	3	1
3	1	6	1	2	1	1	3	2	2
2	1	2	3	1	2	3	1	3	1
1	1	3	1	2	1	1	3	2	1
2	2	6	2	2	2	1	3	2	1
4	1	4	3	2	3	1	3	2	1

Source: IBM SPSS Statistics 20

#### **4.2 The Non Financial Motivation Available in the Police Force in Kigoma**

This section discusses the availability of non financial motivation in the police force in Kigoma municipality. It includes the following: (i) the understanding of the concept of motivation, (ii) forms of motivation in the police force organization, (iii) the way employees get motivated through non financial motivation, (iv) the view of employees about nonfinancial motivation.

**Table 4.2: Summary Statistics of Data**

Variable	Obs	Mean	Std. Dev	Min	Max
policestat~n	20	2.35	.9880869	1	4
Designation	20	1.55	.7591547	1	3
Education	20	3.85	1.843195	1	6
Experience	20	2.1	.967906	1	4
Gender	20	1.7	.4701623	1	2
Age	20	1.9	.7880689	1	3
Motivation	20	1.5	.8885233	1	3
typesmotiv~n	20	2.9	.7181848	1	4
getsmotiva~d	20	2.35	.6708204	1	4
viewnonfin~l	20	1.3	.6569467	1	3
Effects	20	1.4	.8207827	1	3
Improvelife	20	1.7	.978721	1	3
extendmoti~d	20	2.6	.5026247	1	3
Challenges	20	1.4	.753937	1	3
Application	20	3.95	2.038446	1	6
ivestmentn~d	20	1.25	.4442617	1	2
improvenon~l	20	1.7	.7326951	1	4
whathasbee~e	20	1.35	.4893605	1	2
Bestmethod	20	5.5	2.282658	1	7

#### **4.2.1 The Understanding of the Concept of Motivation of the Police Employees**

In the interview some respondents showed that, when your manager recognize what you are doing there is the possibility of increasing the performance at work and hence increasing the performance of the organization to reach its goals.

This proves the management notion that motivation is very crucial in any organization as to improve performance.

According to (Cibela, 2014) it is argued that people are the most important resources in an organization; therefore employees' motivation is crucial in terms of success and failure. Motivation seems to be one of the most important tools of managing employees' performance because they may encourage employees to perform in the most effective ways and attract potential candidates (Lameck, 2011).

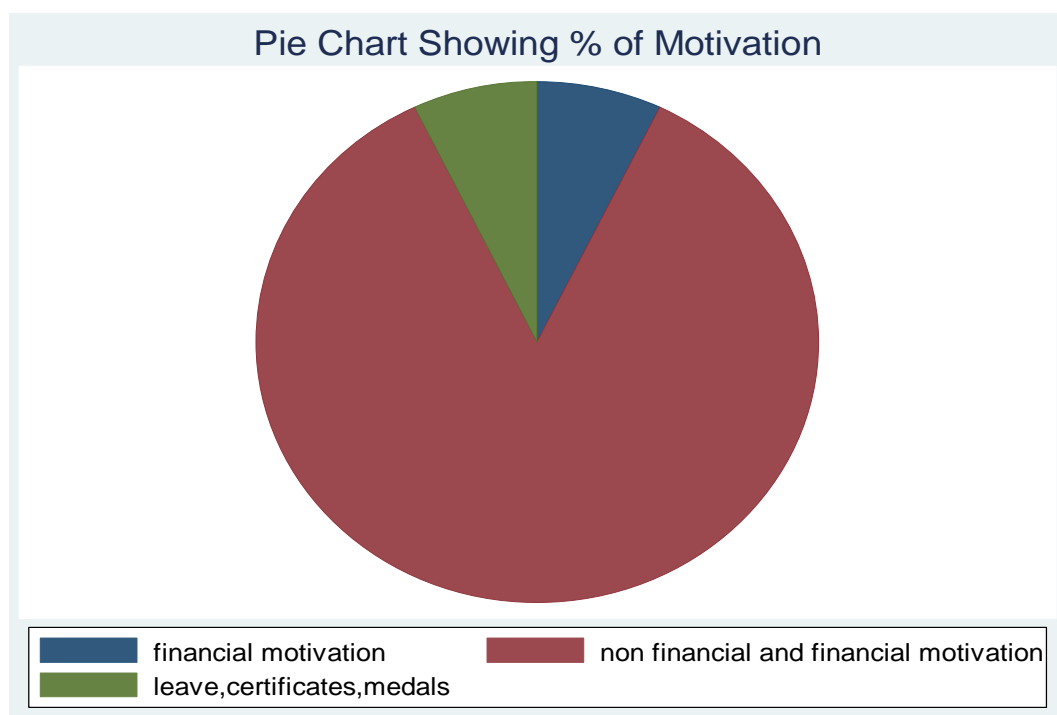
According to (James L,) motivation usually stands for what energizes, directs and sustains behavior. In shorthand terms, it is the degree and type of effort that an individual exhibits in a behavioral situation. Motivation as defined by various scholars and management practitioners is a force within people that arouse, directs, exerts and sustains effort towards achieving organizational goals. According to theorist, motivation is the result of an internal need which causes tension and leads employees to exert effort to satisfy the need. The effort also leads to achievement of organizational goals (Ronald, 2005) Most of the police officers who were interviewed showed that have a great understanding of the meaning of motivation at large as said that it is anything which is given person for encouraging them to work

hard in the particular organization. The motivation is there to increase the working morale in any organization. Moreover, it shows that when a person works in the organization and not being rewarded, his working morale decreases. When a person is motivated the performance of the particular person increases and works hard, hence as the result organizational profit increases.

#### 4.2.2 Forms of Motivation in the Police Force Organization

Motivation for employees may be both financial and non financial incentives.

**Figure 4.1 Percentage of motivation by type in the police force organization**

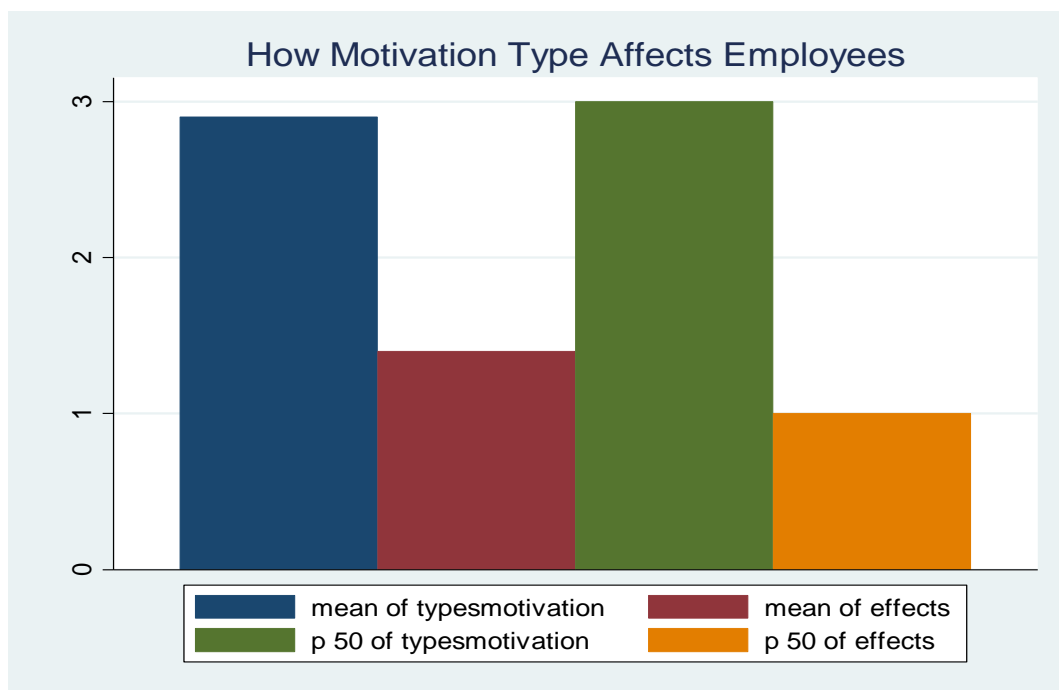


The chart above shows that the employees in the police force organization have the understanding on the forms of motivation which exist in the organization. Non financial motivation refers to as non monetary rewards/ benefits. Normally they don't involve direct payment of money. They can be tangible or intangible. For example,

encouraging the employees by providing them, autonomy in their job and participation in decision making, assigning challenging duties, improving working conditions and recognition of good work. (Lameck, 2011) Non monetary motivations are very important as far as they may act as a substitute to monetary motivation or when there is inadequacy in monetary incentives. Respondents understand the forms of motivation which exist in the police force; in this question most of the respondents were able to identify that there are two types of motivation that is financial motivation and non financial motivation and identified some of non financial motivation in the force which are medals, certificates, promotion but few to mention. Though were not able to mention exactly the two types of motivation most of their answers related to the two types of motivation, because they mentioned things like certificates, medals, promotion. If these are grouped together are referred to non financial motivation, but monetary motivation was the most mentioned by respondents and this shows that most of the employees in the force prefer monetary motivation than non financial motivation. Due to the great number being in the position to explain the type of motivation which exist in the force, hence therefore respondents know that the organization need to motivate its workers if it wants to prosper. And it is important for the organization to understand that the employees are in the position of knowing the importance of motivation in the organization, hence therefore if it wants to prosper there is the need of motivating them.

In this aspect interviewees were guided to identify and define different forms of non financial motivation. Although primary they were concerned with financial motivation. Some of interview argued that, at least evolvment in meeting and

recognition of their roles and contribution in their work may at least increase work morale. A male police constable of 28 years of age asserts that, *'One day I was sent to arrest one criminal at Kasulu, as the criminal was the most terrible robber I managed to control the person up to the cell. In fact my boss appreciation the job he gave me 2 days off to rest. Indeed I felt comfortable and happy'*.



**Figure 4.2: Forms of Motivation and it's Effects to Employees**

The above diagram shows that both financial and non financial motivation affects the working of employees in the police force organization.

#### **4.2.3 The Way Employees Get Motivated Through Non Financial Motivation in the Police Force Organization**

Utilization of non financial motivation is relative as far as motivation like recognition of well-done, appreciation or medal and respect. Appreciation is less used than

recognition and respect (Lameck, 2011). In that work the most identified as non financial motivation are training, recognition, receiving certificates, respect, involvement in decision making, improved working condition, equal treatments for seniority. Some of these motivation strategies as employed in the work of (ibid) are almost rarely used. For example, training and certificates of appreciation. Involvement is restricted to senior officers. Considering expectancy theory involvement and appreciation is due to self esteem and self efficacy as well as others which are behavioral based. Also, self esteem is the reflection of social factor as a human need as per Maslow's hierarchy of needs. Most respondents were in the position to explain that the force, motivate its work force by writing the appreciation letters, medals and certificates when the person is seen having a great performance for the job which have given him. But another respondent added that there is another motivation which is associated with punishment when the police officer is seen to perform badly in the workplace. But respondents showed some of the weaknesses to the police officials due to the fact that they remain to be in books like that of PGO where there is all these motivations, but are not being given to those who are seen as having the right of getting it. As one male police constable of 33 years of age responded that,

“The PGO says that every three years a police officer should be promoted to the higher rank, but these is my twenty five years of work, but have just promoted only once and have no disciplinary action against me, if have no any case to inhibit me to be promoted to the other rank what makes my officers not choosing me to attend another promotion course.”



This right remains to be in the books of police, but not being implemented as the result demoralizing the working of the work force. In this question, respondents showed the power of punishment for those who are said to do bad things in their workplace, this can act as the source of motivation for people when they see that others are being punished for wrongdoing. According to the respondents showed that most of the motivation which police managers use is this of punishment as they see there is direct no cost to the force. But punishment sometime is used to intimidate employees so that could accept any orders from superiors, even wrong orders.

#### **4.2.4 The view of employees about nonfinancial motivation**

Research of Lameck, U. (2011), On non financial Motivation as a strategy for improving performance of police shows different utilization and importance of non monetary motivation, especially in the context of financial shortage and increased number of workforce. The question of strategy and utilization is relatively questioned in the work of Lameck, 2011 who recommends on weakness in utilization of non financial motivation. In that work it has been noticed that, non financial would have high motivation, incentives if they were used because of high employee attitude on them. However, they may have such kind of potentiality if the variety of circumstances are met (ibid).

In the research of Lameck, shows that employees view non financial motivation as an important agent of increasing the performance of the organization. There were different views on the perception of non financial motivation among respondent, Some showed that nonfinancial motivation like medals and certificates are important

because acts as a remembrance of the person who has given it and hence increases the working spirit of the particular individual when sees a particular prize.

“I have been given a certificate and medal, which is in my room for arresting armed person and when I see it I remember the day and feel that force value the work I did,” (one male constable of police of the age of 27 responded).

Other respondents showed that there is challenge of applying a particular motivation due to fact that there is no clear principle which show that who will get what for what have performed. This makes the police officials to provide non financial motivation like promotion to the person who does not deserve it, it is provided by favoritism, by so doing, those who are working hard are being demoralized when are not motivated for the work have done. Respondents showed that people should be motivated so as to make him or her perform well in the organization. In order to make the particular motivation to work in the organization should be given to the person who deserves it, but if it is given by favoritism non financial motivation will be seen as having no positive result of the force. Other respondents showed that despite having clear principles in PGO like that of promotion that says that every three years a police officer should be promoted, but in turn such principles are not working, police officers are in the same rank for a long time without being promoted to the higher rank. This does demotivate those who are working hard and seeing that there is no need of working hard if not being recognized by their manager, and those who see that the person who is working hard is not being motivated in the organization tend to

put them not to work hard because sees that even though you work hard no promotion should be provided.

“I have been working at this station for fifteen years with my fellow and is a hard worker, but has not motivated for all this time, so, how can I work hard while I see my fellow employee is working hard, but still in the same rank, for more than fifteen years”, (one female coplo of 39 years of age responded).

Therefore, for the police force to make its workforce work hard should avoid favoritism and principles which are in PGO are put in place in order to make employee to work hard on the organization and hence make the police organization prosper and deliver good services to the society at large. Also, other respondents identified that motivation is not given basing on the work done, *for example the person who has risked his life to arrest armed person to be given certificate is not the great motivation which can motivate him to work hard in the organization, and these respondents continue to explain that things like building materials could be given to the particular person.*

This shows that the force has no categories of motivation regarding non financial motivation and this makes the police workforce not to work hard. And this motivation if is given to the police officials will make employees enjoy the work are doing and hence increase performance.

#### **4.3 The Socio-Economic Cost of Non Financial Motivation**

This topic discusses the socio- economic cost of non financial motivation in the police force in Kigoma municipal, it includes (i) the way non financial motivation

affects the working of an employee (ii) the way non financial motivation can improve the life of employees (iii) the extent to which an employee feel being motivated through non financial motivation.

According to (Laakso, (2012)) it has been found that nonfinancial motivation is important, especially when the organization faces financial challenges. In most cases, non monetary motivation may satisfy employees in many other needs, including social interaction, a sense of belongingness, recognitions, respects, attention, feelings of achievements, autonomy, the meaningfulness of job, feeling of self worth, developing ones full potential (Lameck, 2011). In some organization or companies it may promote a sense of ownership in an organization and enable employees to internalize objectives of the organization (Ratto M, 2003). In its broadest sense motivation has greater influence on performance (Susan M, 2012). In his work it is recommended that, with proper motivation strategies in place this can help eliminate assumptions, misconceptions, misjudgments and the gross negative perception about performance in the police force.

#### **4.3.1 The Effect of Non Financial Motivation on the Working of An Employee**

Motivation is very crucial in any organization as to improve performance. According to (Cibela, 2014) it is argued that people are the most important resources in an organization, therefore employees motivation is crucial in terms of success and failure. Motivation seems to be one of the most important tools of managing employees' performance because they may encourage employees to perform in the most effective ways and attract potential candidates (Lameck, 2011). Motivation for

employees may be both financial and non financial motivations. Non financial motivation refers to as non monetary rewards/ benefits. Normally they don't involve direct payment of money. They can be tangible or intangible. For example, encouraging the employees by providing them, autonomy in their job and participation in decision making, assigning challenging duties, improving working conditions and recognition of good work (Lameck, 2011). Non monetary motivations are very important as far as they may act as a substitute to monetary motivation or when there is inadequacy in monetary incentives.

When non financial motivation utilized by the organization to the employees have both positive and negative effects to the employees in their workplace. Most of the respondents said that if motivation is given to the real person do motivate individuals to work hard and hence attract other people increase their performance for the purpose of being recognized for what they have done. They continue saying that a person suffers psychologically if is not motivated, for example, a female assistant inspector of police of 34 years of age pointed out that,

“How can you work hard while when you are going at work you leave your family in bad house where the life of the family is in danger, automatically this reduces the performance of the particular employee at work because instead of concentrating in work an employee is thinking the security of his or her family as the result the performance of the employee reduce day by day.”

Hence, therefore it shows that there is also the problem of housing in the police force and if there is no effort of resolving particular problem the problem of

underperformance of police force will continue day to day. Also, another respondent pointed out that sometime non financial motivation demotivates people from working hard due to the fact that the person who are given non financial does not deserve and leaving those who deserve it, also people are demoralized when see that they are working hard but not being motivated. From the answers from respondents show that nonfinancial motivation has to do with the working of the employee, be it negative or positive depending on the way a certain organization applies non financial motivation.

#### **4.3.2 The Way Non Financial Motivation Improves the Life of An Employee in Police Force Organization**

The power of non financial motivation in improving the lives of employees in the organization is great if the clear principles and rules of providing this kind of non financial motivation are at place. Most of the respondents showed that there is the close link between non financial motivation and change of life of the employees, they pointed out that if an employee is promoted to the higher rank the income of the particular employee increases, as in the force the salary of an employee is determined by the rank of an employee possess, when the salary of an employee increases, there is the possibility of an employee improve the life and can use another amount of money to invest which later can be used to build house and start a business.

“Before I have been promoted to the rank of A/INSP it was difficult to save even the small amount of money, but after being promoted I was now in the position to save a small amount of money and see my

life changing compared to the previous rank,”(an A/Insp of police of 35 years of age responded).

There is a need of non financial motivation to be transformed to building materials will much motivate an employee and make employee increase their performance in the organization, also organization should invest in building houses for their employees as it is seen as another factor which can make an employee change his life by investing his money which is used paying for rent as the result an employee change and hence enjoying the work he is doing. Another respondent showed that motivator like a bear and soda have no effect for employees since cannot change the life of an employee because are not much important for an employee, the force should look on important things which will be provided to an employee and change his or her life. A male COPLO of police of 45 years of age asserts that;

“I wonder the police force continue to motivate its employees by providing soda and bear while the large number of work force live in renting houses why don’t they invest in building houses in steady of concentrating in providing unnecessary things like this which are just for leisure”, (one responded)

#### **4.3.3 The Extent an Employee Feels Motivated Through Non Financial Motivation in the Police Force Organization**

Non financial motivation is very important to the employees if the organization needs to increase its performance as (Laakso, (2012) pointed out that nonfinancial motivation is important, especially when the organization faces financial challenges. In most cases, non monetary motivation may satisfy employees in many other

needs, including social interaction, a sense of belongingness, recognitions, respects, attention, feelings of achievements, autonomy, the meaningfulness of job, feeling of self worth, developing ones full potential (Lameck, 2011). In some organization or companies it may promote a sense of ownership in an organization and enable employees to internalize objectives of the organization (Ratto M, 2003). In its broadest sense motivation has greater influence on performance (Susan M, 2012), most of the respondents showed that have not motivated by the force through non financial motivation, but fewer of respondents showed that have motivated by nonfinancial motivation by giving certificates, but were not satisfied to particular motivation due to the work did was great compared to the particular motivation, a female assistant superintend of police of 42 years of age pointed out that;

“How can you motivate a person who has arrested a gun by just providing certificate, it is better for the force to relate the work done and the type of motivation in order to increase the working morale of an employee” .

From responses from respondents show that the police force organization is doing very little in the application of nonfinancial motivation to its employees and hence reduces the working morale of the employees and as the result the performance of the organization to the community is very low, hence therefore for the performance of the organization to increase the organization has to invest a lot of non financial motivation which is very little have been done. The under performance of the police force to the entire community is because it is doing very little to motivate its employees.



#### **4.4 Alternative Strategies in Applying the Non Financial Motivation in the Police Force**

This topic discusses the alternative strategies in applying non financial motivation in police force organization, it includes the following, (i) challenges of applying non financial motivation in police force organization, (ii) the strategies organization use in application of non financial motivation, (iii) the kind of investment needed in the application of non financial motivation in the police force, (iv) what to be done to improve non financial motivation in police force organization, (v) the effort made by the police force organization in improving non financial motivation, (vi) the best method of applying non financial motivation in the police force organization. When the organization assess that it fails to provide non financial motivation have to find alternative on motivating employees so that to make them part of the organization and hence increasing the performance of employees

##### **4.4.1 The Challenges of Applying Non Financial Motivation in the Police Force Organization**

In the report of UNDP, 2006 it has been noticed that, in motivation strategies there is a need for understanding what makes people and the organization tick (understanding significant of individuals and organizational incentives) assessment of motivating factors in their respective context understanding the drivers of changes and finally recognition of non material motivating factors. In its broadest sense the question of policy and institutional framework of the organization is to be questioned. According to Ronald it is noticed that motivation involves a number of problems of which are based human behaviors complexity. For example the issue skills variation, variety of

needs among individuals, differences of situations and time, workers' loyalty which is always away from organizational culture, and other complexities.

A researcher in his study noticed the presence of challenges of applying non financial motivation in police force, most of respondents showed there were great challenges of the application of this type of motivation by pointing out that challenges of provision of non financial motivation is favoritism which is being done by the senior police officials that is, those having right of being appreciated are not, motivation like promotion is which is seen people who deserve to be promoted to next rank when performing well are not being promoted in steady those who are not working hard in the organization are being promoted. This reduces the working morale of police officers in the organization, especially when other members of the force see that the person who is working hard in the organization is not being promoted, many see that there is no need of working hard by noticing that even though you work hard no one will recognize your work. Also other respondents pointed out that there are some clear principles in the force, but such principles are not adhered such principle like all police officers should live in barracks, but the force has limited houses which could accommodate all police officers, which makes people to rent the house out barracks hence therefore to use their salary to pay for rent hence therefore to increase the expenses of living for employees.

“Our organization has limited houses that make most of the police officers to live outside the barracks and hence use their salary for renting houses, and you know our salary is very small and if you use your salary

for renting houses you must live a difficult life”, (one male police constable of 28 years of age responded).

This decreases the performance of employees and hence can enter to corruption for the purpose of getting money for living. It is seen that when an employee is not being motivated can enter into behavior which can reduce the performance of an employee and hence reducing the performance of the organization. It is important for the government to invest in housing for the purpose of motivating its employees work hard on the organization and hence make the organization prosper in the service it delivers to the community.

Also, the motivation provided to the employee is too little compared to the work done by an employee, an employee who has risked life to arrest armed robbers to be given a certificate demoralize the particular employee in working hard in the organization because certificate have little value compared to what an employee has done. The police force should make classifications of motivation which will depend on what one has done, that is motivation should relate to work done by an employee. Moreover, it is seen that police management has not shown any commitment in the provision of non financial motivation and most of them see that nonfinancial motivation have little value of the performance of the employee in the organization and hence to put little effort to improve non financial motivation in the organization. And makes employee to see their managers not recognizing them of what is done in an organization and hence reduce the working morale of an employee. In order to increase the performance of police officers in the organization managers have to show the effort of investing much in non financial motivation to act as the substitute

of monetary motivation which does not satisfy employees in the police force organization.

#### **4.4.2 The Strategies, Organization Use in the Application of Non Financial Motivation**

According to Lameck (2011) these non financial motivations entail non direct payment, tangible or intangible, participating in decision making, assigning challenging duties, improving working conditions and recognizing good work. On top of that there is an improvement of housing condition of public servants who stays in quarters. As argued by Susan that the police force needs of motivation of good housing. Briefly non financial motivation entails all types of motivation which are not concerned with financial provision. They involve encouraging employees, providing autonomy, appreciation certificates, rewards, provision of flexible working hours, involvement and participation in decision making, improvement of working conditions, recognition of good work, and provision of housing and related packages.

There are the varieties of strategies which the organization use in applying non financial motivation into its employees and interviewed respondents were in the position to explain the strategies police force organization use in applying non financial motivation to its employees. Most of motivation which is being provided by the organization are certificates, medals, promotion and monetary, but management does not invest much on non financial motivation where they see its application is very rare and hence makes employees to see these kind of motivation to be of no value for them. And when are given to employees is not related to the work done by the employees. Respondents pointed out that there is the tendency of job rotation in

an organization which seen as nonfinancial motivation in the organization. For example a person who is in FFU department can also placed in CID unit, this motivates individuals to work hard on the police force organization and will make police officers to see that there are being recognized in the work are performing. The problem which respondents see in the organization is that job rotation is done in favoritism. This also demoralizes the employees who are working in the organization and as the result reduces the working performance of the individuals in the organization. For respondents who were interviewed showed the power of job rotation as a motivator for increasing their performance in the work doing in the organization.

“I had been working in the police force in the FFU department for eight years and my working morale started to decrease, but after being placed in CID unit my working morale, increased job rotation is very important for the organization to apply in order to raise the working morale of its employees.”, (one male police constable of 31 years of age responded).

The police force should make sure that this motivation should be provided to the right person without any favoritism.

#### **4.4.3 The Investment Needed in Applying Non Financial Motivation in the Police Force Organization**

There is the need of the police force organization to make strategies of investing in non financial motivation in order to improve the performance of an employee in the organization. Researcher intended to seek opinion of employees on investment the organization need in improving the application of non financial motivation to the

employees which in turn will increase the performance of workforce also wanted to know the suggestion of police officers on investment needed in applying non financial motivation in the organization. There is the need of the police force organization to invest much on promotion, because it is seen to be a good motivator for employees to work hard,

“when I see my fellow being promoted to the next rank even my working morale, increased too, because when am being promoted to the next rank there is two advantages that is the increase of salary and the change of status”, (one male superintend of police of 48 years of age responded)

Moreover there is the need to have special fund, special for providing motivation to employees such motivation in terms of building materials like cement, steel, these were seen to be a good motivator instead of giving them a certificate and medals which for employees have little value for their performance in the organization. Here it is the need of the organization to invest in other types of motivation rather than focusing on certificates and medals which even though being provided to employees cannot change their attitude of hard working. The police force should invest much in building houses to accommodate all employees in order to motivate employees to increase their performance, when an organization builds houses for employees, employees will be in the position saving money which could be used for renting houses, and hence improving the life of its work force. Also organization should make special rules and guidelines of providing these motivations in order to give the person who deserve to get a particular motivation, they pointed out that organization

should organize meeting, which will include all employees and employees themselves shall vote for the person who need to be recognized for the performance one have done it. But, management should make the criteria for an employee to be chosen for a certain motivation, this will help to reduce or eradicating completely the behavior of favoritism and make the entire employees see that there is no favoritism in the organization. Moreover, investment should be made in the employment of social workers who will be providing psychological advice to police force managers on the importance of non financial motivation to employees. In order to increase and improve non financial motivation there is the need for the organization managers to have great passion and commitment in providing nonfinancial motivation to employees which will be a substitute to financial motivation by understanding that the organization have limited budget of the fund.

#### **4.4.4 Areas of Improvement on Non Financial Motivation**

In order for the police force organization to improve the non financial motivation must be in position, creating a strong bond between the organization managers and employees, there must also be conducive participatory environment and involvement between employees and organization management. Here means that management should not sit in secret choosing the person who deserves to be motivated by the organization, by so doing the organization will be reducing unnecessary complaints from employees. Also the organization must make sure that there is the clear policy on the ways of applying non financial motivation which will help the member of the force to be in a position of identifying what deserves motivation and what does not

deserve motivation, also proper mechanisms should be initiated to make sure that nonfinancial motivation is effective;

“If our organization could have the clear policy of providing non financial motivation, employee could work hard by understanding the clear determinants of the person to be promoted”, (one female surggent of 43 years of age responded)

The management should avoid favoritism in order to motivate the person who deserves to be motivated, by so doing the fellow employee will be motivated to work hard and being in the position to have cooperated with one another.

#### **4.4.5 The Effort Made by the Police Force Organization to Improve Non Financial Motivation**

The researcher noticed that the police force organization has done nothing to improve non financial motivation as very little number of police is living in police barracks, in steady the great number of the employees have rented house and use their salary to pay the rented house, and those who are living in police barracks such houses need a great maintenance and improvement. As one male police constable of 28 years of age responded that,

“It is seven years since I have been employed by the police force, but for all this time am living outside the police barracks and you know the salary of the police, do you think will I be motivated to work hard in this organization”.



Respondents also pointed out that most of the police officers consider non financial motivation having less effect for the performance of the employees in the organization. Employees had common responses of seeing that organization have done nothing in improving non financial motivation as there is no changes of the provision of non financial motivation, also police managers do not involve its subordinates to reach agreement on the matters concerning non financial motivation, hence therefore whatever change organization want to make have to involve their subordinates in order all together have to make a contribution on what changes they want in their organization

#### **4.4.6 The Best Method of Applying Non Financial Motivation**

There must be the best method of applying non financial motivation in the police force organization in order to improve the performance of the work force. Interviewed respondents were in the position of suggesting the best ways of applying non financial motivation in the police force organization, as they pointed out that there is the need of the police managerial class to empower employees when performing their duties, empowered employee always is creative when encountered problem at work, and this employee is free to decide where there is the need to make decision and this makes an employee enjoy the work he or she is doing and hence his performance is increasing in the organization.

Also for the organization to improve non financial motivation should apply job rotation, that is an employee should not be in one department for a long time, when is being placed in another department an employee feel that the organization he is working for values what an employee is doing and hence feel to be part of the

organization which in turn improves the performance of an employee. Another respondent suggested that the best method of providing non financial motivation is through providing things which will improve the living standard of employees, these things include building materials like cement which an employee could be used to build a good house which in turn will motivate another employee increase working performance hoping that the organization will provide him or her a house. Also the organization has to motivate an employee through promotion, when an employee is promoted to the higher rank even the income of particular employee is increasing as the result the particular employee can use his salary to improve his life. Promotion is seen having a direct effect for employees because even the status of an employee in the organization does change also, and hence makes an employee to be happy and proud of the job is working for. The selection of employees to be motivated should not be secret; the process should be open to avoid favoritism. Police management should list the number of people to be motivated and the member of the organization should vote for the person who deserves to be motivated. Through this way the member of the organization will reduce complaints of favoritism.

## **CHAPTER FIVE**

### **CONCLUSION, RECOMMENDATIONS AND AREAS FOR FURTHER RESEARCH**

#### **5.1 Conclusion**

This chapter presents key conclusions drawn from the analysis of the findings of this study. Conclusions are mainly based on the understanding of how the challenges of applying non financial motivation in the police force organization have affected the performance of the police officers in their daily activities. Basing on the results of the study, it can be concluded that the level of utilization of the non-monetary incentives in the organization is inadequate. According to the analysis of the responses, non-monetary incentives are valued highly by the employees, even in the absence of monetary incentives. As it is emphasized throughout the study, it is challenging to use adequate levels of monetary incentives in the public sector in Tanzania due to financial constraints. But even in this study it shows that there are the great challenges of applying non financial motivation in the police force organization within the limitations of this study, it may be argued that the use of non-monetary incentives may be effective in motivating public employees, as a substitute or in addition to inadequate monetary incentives.

This type of motivation is not only essential to compensate for the inadequacy of wage and monetary incentive levels, but also is vital to satisfy employees many other needs such as social interaction, belongingness, recognition, respect, attention, a feeling of achievement, autonomy, a meaningful job, a feeling of self-worth, developing one's full potential, feedback about performance etc. Additionally, it is a

valuable means of recognizing any single contribution, suggestion and success of the employees. These conclusions are drawn in line with theories and approaches that the study used.

## **5.2 Recommendations**

Since this study is not an end in itself, but a means to particular ends; a set of recommendations is presented.

The recommendations centre on a rethinking of policies and strategies that Tanzania Police force adopted in her attempt to improve the provision of non financial motivation to its employees.

Public organizations may utilize this type of motivation so that they can reinforce positive behaviors contributing to the accomplishment of organizational goals.

It should be emphasized that the effectiveness of non monetary incentives depends on many variables; therefore, the use of non-monetary incentives in the workplace does not necessarily mean that they always lead to motivated employees and in turn increase in the performance of the employees.

The study also recommends that non-monetary incentives have the potential to affect the motivation of public employees positively if the necessary circumstances are met. For public organizations to benefit from these motivational tools effectively, first it is necessary to avoid favouritism in process of choosing an employee to be motivated. To do that, this concept may be introduced to public organizations through seminars in order to enhance its practice and ensure that it is employed adequately. From time

to time, employee surveys can be conducted in public organizations to measure how well supervisors are doing in the area of employee promotion.

Moreover, the awarding of promotion and provision of building materials should be established as a more frequently used method, rather than an incentive that is used only for some exceptional cases.

On the other hand, some non monetary motivation tools may be seen as they are difficult to be applied in public organization as they may necessitate changes say job redesign and reforms just to mention the few. However, there are some simple non-monetary incentives that could be utilized in public organizations. Training opportunities and promotion opportunities are a good example of job-related non-monetary incentive that could satisfy employees' growth needs. Additionally, senior officers and junior officers should be encouraged to participate in decision making and make suggestions through the establishment of formal means such as meetings or other mechanisms such as suggestion boxes in the organization. Provisions of social services such as health and housing facilities and involvement of employees on social activities such as sports activities, parties that is family days as non-monetary incentives among the members of the organization may help to enhance the motivation of public employees by creating a positive work environment.

The police force organisation should concentrate on providing building materials to employees rather than promotional beer and soda which have little value to the members of the force.

There is the need of the organization to be open when choosing an employee to be motivated. This can be done through meetings. In summing up, based on the literature on the effectiveness of non-monetary incentives as a motivational tool and also the findings of this study supporting its potential to motivate employees in the public sector, it is therefore possible to suggest that non monetary incentives may promote the employees' willingness to use more effort in their daily work, to go beyond expectations and to contribute to the organizational objectives fully when applied effectively in the public sector of Tanzania.

### **5.3 Areas for Further Studies**

The study being done at Tanzania Police Force Kigoma municipal, one can argue that it is difficult to reach exact conclusions regarding these arguments because of the small population size in the study and the nature of work at TPF Kigoma municipal with a comparison to the nature of work of Police officers in other Districts and Regions. Thus, the subject may be investigated further in the Districts and Region of Police and other public organizations to understand the challenges of applying non financial motivation in the public sector in Tanzania

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