

**AN ANALYSIS OF EMPLOYEE'S PERCEPTION ON MOTIVATION
MERCHANTISM IN PUBLIC SERVICE: EMPIRICAL EVIDENCE FROM
KATAVI POLICE FORCE**

EFESO SUKUNALA

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

2016

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation titled “**An Analysis of Employee’s Perception on Motivation Mechanism in Public Service: Empirical Evidence from Katavi Police Force**” in partial fulfillment of the requirement for the award of Degree of Masters of Human Resource Management (MHRM) of the Open University of Tanzania.

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Dr N. Kyando

(Supervisor)

Date.....

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DECLARATION

I **Efeso Sukunala**, do hereby declare that this dissertation titled “An analysis of employee’s perception on motivation mechanism in public service: Empirical evidence from Katavi Police Force” is my own original work which resulted from the research study conducted at Katavi Police Force and have never been submitted in any other higher learning institution for the similar award.

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Signature

.....

Date

DEDICATION

This dissertation is dedicated to my lovely family.

ACKNOWLEDGMENT

I would like to thank the almighty God for granting me a good health for accomplishment of this research work. Also my sincere thanks are to all individuals whose diverse perspectives and invaluable insight have made the successful completion of this work and my studies at Open University of Tanzania, Special thanks also should go to my Supervisor for his guidance, criticisms and diligent efforts from the start of the study to the final completion of the entire study. It was really a privileged to work under his supervision.

ABSTRACT

Across sectional study design with the intention of analyzing the employees perception on motivation mechanism in public service involving 34 respondents was conducted at Katavi Police Force which is located in Katavi region .Different research methodology were adopted including questionnaire tool for data collection, interview method, as well as documentary review,then analyzed by using Statistical Package for Social Science (SPSS) Program version 20. The study find out that protection of citizen and their properties, was reported to be the major attribute for police officer to be sustainable in the police force. They further state that they have been attracted to join the Tanzania Police Force because they like to save people and their, to protect the country as well as the profession is their job choice. However, unsatisfying salary have been identified to be the major factor which affect the modality of work. Furthermore, the study gave various reasons that they thought that could have contributed to their Motivations, which included Tolerance, Discipline, Hard work, Experience/years of Service, Intelligence, Good Record, Leadership abilities, Efficiency, Education standard, Faithful, Public Relationship and Obedience. However, more than half(68%) of the police officer gave their views that their working environment is not well conducive enough to enhance their work output. The researcher recommended that, improvement should be made on their accommodation and living conditions, increasing on their payments, giving them allowances and having their salaries paid promptly for increasing efficiency of work.

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LIST OF ABBREVIATIONS

GDP	Growth Domestic Product
SPSS	Statistical Package for Social Science
TPF	Tanzania Police Force
URT	United Republic of Tanzania

CHAPTER ONE

1.0 INTRODUCTION

1.1 Introduction of the Study

Tanzania Police Force is the product of political history, police in Tanzania have been a government tool since the 1880s and the day of Germany East Africa , when local were recruited into Germany to suppress internal dissent and protect Tanganyika borders, police and politics have remain linked as Tanzania recent history has unfolded, the Germans was replaced by the British who formalized the police role as a protectors of the ruling regime culture and legislatively, following the independence and unification the mainland Tanganyika and the island of Zanzibar(including Unguja and Pemba) the government removed any vestiges of police independence by incorporate the force into the machinery of its one partys state. A more to multiparty politics has not changed the fundamental nature of the police force; it continues to act as parts an, ruler focused organization, with little regard for the concepts of modern policing or the needs of its community (Commonwealth Human Rights Initiative, 2006).

Also, in 1919-1961 the mainland Tanzania was placed under the control of British colonial authority. The British set about establishing a number of institutions including a police force, known as the Tanganyika police forces and prison services, the police forces were established by the police and prisons proclamation in may 1919 for the first time in Tanzanians colonial history the civilian police were separated from the military.

Though the police force was separated from the military it was still in place to protect Britain interest, senior ranks were fielded with European appointments, middle ranks were made up of imported Asian officers and local recruits completed the junior rank, in 1922 there were 68 Europeans (from inspector to commissioner, 25 Asians (an inspectors rank and 748 Africans as a junior rank and file officers). This structure stayed in place while the number of local recruits grew –eight years later, in 1930, 78 Europeans were in senior positions in the police, 67 Asians made in middle managements and 1719 Africans supported the junior ranks, recruitments of African was also highly selective. Officers were chosen from tribes that were typical physical large and who had a reputation for aggressive behavior. The African members of the police were not representative of tribal mix in the population by 1952, 87% of local police were recruited from just 6 of Tanganyika 120 tribes.

Africans police officers were not just junior in the police hierarchy they were also subject to discriminatory disciplinary and management practices for example, if an African noncommissioned offices was insubordinate he would be given the same punishment as a senior Asians or European officer and additionally would be beaten using a cane. additionally until 1949 shoes were not provided with uniform for junior ranks , while different uniform were provided to clearly mark the rank of the offices.

Police operations were generally confined to urban neighborhood, unless a rural area had a high colonial settled population. In this case detached local police posts would be established in the area to patrol and protect settlers farms, this is a reflection of

emphasis placed on the maintenance of law and order to protect the British colonialist to the exclusion of policing for the local community.

World war II again changed east Africans social polytypical landscape, the British administration embarked on an expansion and recruitment drive for police but this time made deliberate effort to increase the number of African officer holding senior police roles, in 1949 the first group of Africans to be recruited into senior ranks joined the police, by 1960 on the even independence, there were 28 Africans in senior roles. (Commonwealth human rights initiative, 2006).

The study consequently sought to establish the effectiveness of promotions as a motivation factor on the employees' performance in the Tanzania Police Forces. The study has been carried out in the Police stations of Katavi Regional Central police.

The researcher, who is a member of the Tanzania Peoples' Defense Forces got interested in the topic owing to the fact that the two Institutions namely the Tanzania Police Forces and the Tanzania Peoples' Defense Forces have many unique features in common and by this, he has experienced many colleagues' challenges with regard to motivation in both Institutions and above all, he has been reading some literature on promotional studies.

1.2 Background of the Study

Organizations today have realized the importance the concept of motivation plays in achieving organizational objectives. As resources increasingly become scarce,

organizations seek ways to improve employee productivity without incurring additional costs. Motivation has provided a way for employers to increase employee work performance and commitment to the organization without allocation of huge resources to employees. Some of the benefits of motivation which have been cited by Robbins (1997) include: increase in productivity and efficiency; decrease in tardiness and absenteeism; decrease in opposition to changes being effected for the betterment of the organization; reduction in friction between workers themselves and between workers and management; improvement in relations and the working climate in the organization, reduction in wastage and accidents in the work place, reduction in employment turnover, reduction in complaints and grievances in organization, promotion of teamwork; and help and support for other workers by motivated employees. It is important to note that motivation alone does not guarantee good performance and high productivity. The ability experience and training of the employee to perform and the availability of opportunity play a crucial role in work performance (Robbins, 1998).

The public service in Tanzania traces its roots to British colonial administration. At the time of independence there was no major change in the structures of the service. Instead, efforts were directed at replacing the departing expatriates with the indigenous Tanzanians under a policy referred to as Tanzania (URT, 2002). The above policy resulted in creation of direct employment of Tanzania, which eventually led to rapid expansion and growth of the civil service and a resultant high wage bill. Over the years the government has not been able to offer competitive remuneration to its employees because of this high wage.

1.3 Statement of the Main Problem

Following the reviewed literature, it is evident that most scholars and theorists were presenting a general view of motivation generally in the importance, poor performance and challenges of motivation like Vroom Yetton, Bohlander Snell, Stoner & Freeman, Freeman et al, Armstrong, and Laurence among others. The current situation in the public sector has been characterized by poor work performance and service delivery. The above situation has led to the decline in the growth of the economy from an average GDP growth rate of 2.2 % in the 1990s to 1.2% in 2003 (World Bank, 2003).

According to Aseka (2002), many of the problems in the public service could be attributed to low levels of motivation. One of the public sector departments which have experienced low motivation is the police department. There is an aspect of Motivation strategy but not very much hinting on the armed forces like the Tanzania Police Forces. It was not clearly established in the reviewed literature exactly what causes employees specifically the officers of the Tanzania Police Forces to perform poorly even when motivated. This is evidenced by the constant insecurity that has occurred in the TPF at both senior and junior levels. Therefore the researcher sought to investigate the perception of employees on motivation mechanism in public service especially from police forces.

1.4 General objective

An analysis of employees' perception on motivation mechanism in public service;
Empirical evidence from Katavi police force.

1.4.1 Specific Objectives

- i) To evaluate the motivation mechanism in policy and guide lines of the Tanzania Police force.
- ii) To examine the experience of employees on motivation mechanism operation in our environment especially to the Tanzania police force
- iii) To analyze opinions on motivation mechanism with respect to performance in the Police Force.
- iv) To explore trending developments and potentials on motivation mechanism to the Tanzania police force.

1.5 Research Questions

- i) What are the motivation mechanism in policy and guide lines of the Tanzania police forces?
- ii) What is the experience of employee's on motivation mechanism operation in our environment especially to the Tanzania police force?
- iii) What are the opinions on motivation mechanism to the improvement of performance at workplace in Tanzania?
- iv) What is the trend or potentials in motivation mechanism development to the Tanzania police force?

1.6 Significance of the Study

The finding of this study can generate new ideas and knowledge that an organization can use so as to motivate its employees in order to attainment of the organizational goals, this will be usefully to the organization which do not using motivation to the

employee might learn from those organization using motivation to improve the working capacity to the employees by showing the ways on which the organization can use to motivate its people especially in police force and the needs to be considered so as to provide the affordable motives, that meet their needs. Also research findings can add knowledge to the future other researchers in the field of study.

CHAPTER TWO

2.0 LITERATURE REVIEW

This chapter gives the theoretical framework and background laid down by different researchers on motivation and its different theories and how it impacts performance of employees in an organization.

2.1 Theoretical Review

“Motivation is the cause of a particular behavior by an individual especially causes (e.g. Emotions) related to the internal state of the individual or the process of motivating people too behaves in a particular way, Redfield (2008).“There are many competing theories which attempt to explain the nature of motivation, these theories are all at least partially true and help to explain the behaviors of certain people at certain times. All managers have a duty to motivate their terms; motivate people take more pride in their jobs and work better. But many managers do not know how to motivate their staff, therefore they must judge the relevance of these different theories, and how they might effectively be applied in a particular work situation. The manager should at least be aware of the main theories of motivation”, Mullins (1995).Or it can be defined as the process of arousing, directing and maintaining behavior toward an objective. As this definition suggests motivation involve three components. The first one is stimulation, has to do with drive, or energy behind our actions. For example when we are hungry we are driven to seek for food.

2.1.1 Types of Motivation

The two basic types are intrinsic and extrinsic motivation, as originally identified by

Herzberg *et al* (1957), Intrinsic motivation the self-generated factors that influence people to behave in a particular way or to move in a particular direction, these factors include responsibility (feeling that the work is important and having control over one's own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement. Extrinsic motivation, what is done to or for people to motivate them. This includes rewards, such as increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism.

2.1.2 Motivation Strategies

Motivation strategies aim to create a working environment and to develop policies and practices that will provide for higher levels of performance from employees. They include the development of total reward systems and performance management processes, the design of intrinsically motivating jobs and leadership development programmes.

2.2 Theories of Motivation

There are a number of motivation theories which, in the main, are complementary to one another. The most significant theories are those concerned with expectancy, goal setting and equity, which are classified as process or cognitive theories.

There are different theorists who explained about motivation theory, these theories are such as Maslow's Hierarchy of Needs, Herzberg's two factors theory, and Vroom expectancy theory.

2.2.1 Maslow's Hierarchy of Needs

Best known approach to motivation is Abraham Maslow's hierarchy of needs. He hypothesized that within every human being there exists a hierarchy of the following five sets of needs.

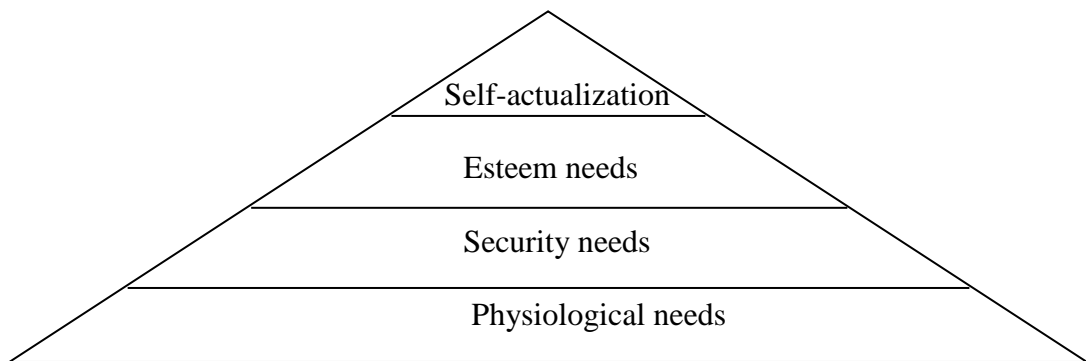


Figure 2.1: Maslow's Hierarchy of Needs

Source: Bartol, (2003)

Physiological needs. Include hunger, thirst, shelter, and sex.

Safety needs, Includes security, stability and protection from physical and emotional harm.

Belongingness needs, Includes the need for social interaction, affection, companionship and friendship.

Esteem needs, Includes internal esteem factors such as self-respect, autonomy and achievement and external esteem factors such as status recognition and attention.

Self-actualization needs Includes growth, self-fulfillment, and achieving one's potential, Robbins (1997).

According to Webster's Motivate suggests that "offer reasonably," motivation is outlined "inspiring method". Motivation is process that associate degree goal which someone to attain. Butkus and Green (1999) found that motivation suggests that to maneuver, power to carry on for satisfying a wish. Martin and Bartol (2003) discussed that an influence which improves performance and maintain it. This clarification identifies that so as to achieve assured targets; people should be adequately active and be obvious regarding their goals. Bedeian, (2006) found that it's an indoor drives to satisfy associate degree unhappy want and also the wish to achieve. It's the terminal product of interface among temperament behavior and formal distinctiveness. Motivation may be a set of courses involved with a child of power that enhances efficiency and leads to achieve goals (Kalimullah, *et al*, 2010). Barron in 1991 found that it is associate degree accumulation of various routes that direct and precise our actions to achieve some explicit desires.

2.2.2 Frederick Herzberg's Hygiene and Motivational Factors

Theory: Vroom and Deci: 1970 Herzberg's theory is rooted into two underlined barrel sets of needs namely man's need as an animal to avoid pain and as a human the need for psychological growth. In his theory he listed a number of factors that are similar to Maslow's hierarchy of needs, except his theory is more inclined to the working environment. He divided these factors into two major categories namely hygiene factors (dissatisfies) and motivators (satisfiers). Under the hygiene factors he stated factors such as working conditions, company policies and administrative practices, salary and benefits, supervision, status, job security, co-workers and personal life while the motivators include factors such as recognition, achievement,

advancement, growth, responsibility and job challenge. One set of needs is associated with what a person does while the other is concerned with the situation in which it is done.

The motivators have the ability to create an effective motivation in individuals in order to be able to perform and exert considerable effort while the dissatisfies describe the work environment but do not have much effect increasing positive job attitudes. The hygiene factors are dissatisfies because they form the environment in which man is persistently trying to adjust while the motivators create motivation because they are the tasks available to facilitate the achievement of growth. Herzberg argues that hygiene factors must be initially observed in the job before motivators can be used to stimulate the job and the resultant feeling of motivation to be achieved. This implies that you cannot use motivators until all the hygiene factors have been fulfilled. Hygiene's theory spells out unique and distinct issues which people need in their work to enable them feel motivated to perform well.

2.2.2.1 Application of Frederick Hertzberg's hygiene and Motivation Factors

Leaders or managers should be aware of the distinct issues workers need in their work in order to boost performance.

Dissatisfies: Working conditions require an organization to provide a work environment that is conducive for workers to perform well.

- Policies and Administrative practices suggest that the kind of organization policies and practices of administering the people should be one that encourages them to perform well.

- Provide salaries and other financial benefits to the workers that will encourage them to be committed to the work in the organization.
- The provision of adequate supervision to workers by the supervisors is important to enhance good performance.
- The kind of jobs that people possess should be able to make them feel of good status. This will help to encourage them to commit their time and efforts to work.
- People should be made to feel secure in their jobs. This helps them to work harder because they are not worried about the loss of their jobs.
- Provision of team work dynamics among workers is important to encourage them to place their efforts together towards the same purpose.
- People need to be given ample space to have their own personal life.

Satisfiers: Workers need to feel that they are recognized by their superiors and the organization for which they work.

- Workers need to feel their job helps them to achieve, their aspirations.
- This in the end makes them feel a new energy to work and meet organizational objectives.
- Workers need to see prospects of advancement in their jobs.
- People need to grow in their jobs.
- People want to feel that sense of responsibility over their jobs.
- People want to do challenging jobs rather than those that have less challenge.

In case the factors that dissatisfy workers are not achieved, then the workers cannot

be motivated by those factors that make jobs satisfying, (Boeree: 2006). The extrinsic and intrinsic incentives are interconnected to motivation when extrinsic incentives are offered by the organization leadership and are in job then the individual worker will be encouraged by these positive external motivators to develop a positive relation to his/her job therefore creating the intrinsic incentives that are derived from that relationship of the worker and his job. Both the presence of these external motivating factors and those internal to the job that are intrinsic will then drive a positive attitude towards work, hence motivation and the resultant good performance will be observed. Frederick Herzberg's hygiene theory is linked to the questions in the questionnaire that are related to the working conditions at the district, salary and benefits, supervision, job security, interpersonal relationships while his theory of motivation is linked to the questions in the questionnaire that are concerned about the act of recognition, achievement in one's job, advancement in one's work, responsibility over one's job.

2.2.2.2 Critics of Frederick Herzberg's hygiene and motivation factors

While his theory was able to clearly point out some of the key work-related factors that are typical of an organization's experience and particularly useful to managers in manipulating workers' positive performance. It has also been appreciated, partly because for the common man it provides an easy.

Understanding based on real life concerns as opposed to academic abstractions and because it bears a lot of similarities with the greatly respected ideology of Maslow and McGregor (Armstrong, 2001), his prescriptions have had a few shortcomings.

The research method used has been strongly opposed because it was notable to measure the relationship between satisfaction and performance (Armstrong, 2001). In addition opposition has been directed to his limited number overspecialized samples from which large inferences have been established and also to the fact that no evidence can be made that can prove the assumed position that actually satisfiers do improve on production levels (Armstrong, 2001).

He focuses too narrowly on the workplace related factors, ignoring the fact that some motivation problems or work related failures actually stem from the family are then extended to the workplace. He is too specific and clear-cut in listing a number of preconceived factors, leaving no room for flexibility and yet human behavior is complex, Herzberg's theory is too ambitious, he states that all the hygiene factors should first be met to ensure motivators are then derived.

In practice this is not possible, his theory lacks a sense at change process and time factor and is strangely in human reduces a person to a check list.

2.2.3 Goal theory

Latham and Locke Motivation and performance will improve if people have difficult but agreed goals and receive feedback, which provide the rationale for performance management processes goal setting and feedback.

2.2.4 Equity Theory

Equity theory is concerned with the perceptions people have about how they are

being treated compared with others. To be dealt with equitably is to be treated fairly in comparison with another group of people (a reference group) or a relevant other person. Equity involves feelings and perceptions and is always a comparative process. It is not synonymous with equality which means treating everyone the same since this would be inequitable if they deserve to be treated differently. Equity theory states, in effect, that people will be better motivated if they are treated equitably and demotivated if they are treated inequitably. It explains only one aspect of the process of motivation and job satisfaction, although it may be significant in terms of morale.

As suggested by Adams (1965), there are two forms of equity, distributive equity, which is concerned with the equality with which people feel they are rewarded in accordance with their contribution and in comparison with others; and procedural equity, or procedural justice, which is concerned with the perceptions employees have about the fairness with which procedures in such areas as performance.

Appraisal, promotion and discipline are being operated. Interpersonal factors are closely linked to feelings about procedural fairness. Five factors that contribute to perceptions of procedural fairness have been identified by Tyler and Bies (1990).

These are:

- Adequate considerations of an employee's viewpoint;
- Suppression of personal bias towards the employee;
- Applying criteria consistently across employees;
- Providing early feedback to employees concerning the outcome of decisions;
- Providing employees with an adequate explanation of the decision made.

2.2.5 Expectancy Theory

The concept of expectancy was originally contained in the valency instrumentality expectancy (VIE) theory which was formulated by Vroom (1964). Valency stands for value, instrumentality is the belief that if we do one thing it will lead to another, and expectancy is the probability that action or effort will lead to an outcome; this concept of expectancy was defined in more detail by Vroom as follows: Where an individual chooses between alternatives which involve uncertain outcomes, it seems clear that his behavior is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible, Expectancy is defined as a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be followed by the outcome, while minimal strength is indicated by subjective certainty that the act will not be followed by the outcome.

The strength of expectations may be based on past experiences (reinforcement), but individuals are frequently presented with new situations a change in job, payment system, or working conditions imposed by management where past experience is not an adequate guide to the implications of the change. In these circumstances motivation may be reduced. Motivation is only likely when a clearly perceived and usable relationship exists between performance and outcome, and the outcome is seen as a means of satisfying needs. This explains why extrinsic financial motivation for example, an incentive or bonus scheme works only if the link between effort and

reward is clear (in the words of Lawler (1990) there is a 'line of sight') and the value of the reward is worth the effort. It also explains why intrinsic motivation arising from the work itself can be, the more powerful than extrinsic motivation, Intrinsic motivation outcomes are more under the control of individuals, who can place greater reliance on their past experiences to indicate the extent to which positive and advantageous results are likely to be obtained by their behavior. This theory was developed by Porter and Lawler (1968) into a model, which follows Vroom's ideas by suggesting that there are two factors determining the effort people put into their jobs:

- The value of the rewards to individuals in so far as they satisfy their needs for security, social esteem, autonomy, and self-actualization;
- The probability that rewards depend on effort, as perceived by individuals in other words, their expectations about the relationships between effort and reward.

Therefore, the greater the value of a set of awards, the higher the probability that received; each of these rewards depends upon effort, the greater the effort that will be put forth in a given situation. But as Porter and Lawler emphasize, mere effort is not enough. It has to be effective effort if it is to produce the desired performance. The two variables additional to effort which affect task achievement are:

- Ability , individual characteristics such as intelligence, manual skills, know-how;
- Role perceptions, what the individual wants to do or thinks he or she is required to do. These are good from the viewpoint of the organization if they correspond with what it thinks the individual ought to be doing. They are poor if the views of the individual and the organization do not coincide.

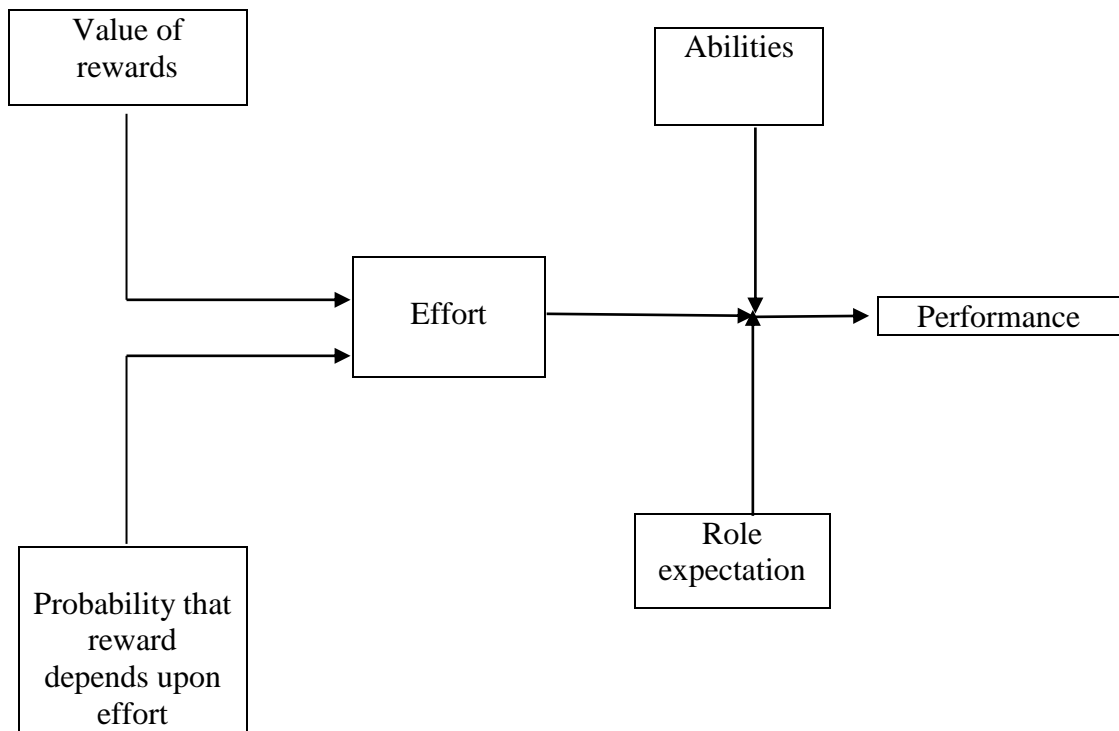


Figure 2.2: Motivation Model

Source: Porter and Lawler (1968)

2.3 Employee Inspiration

Rizwan,N.,Hall,D.T.and Nouigaim,K.E. (2012) found monetary, cost-effective are the ideas which give firms benefits over other firms comparatively. Manzoor *et al*, (2012) discussed that worker efficiency essentially rely upon several things such as worker evaluation, worker incentive, worker happiness, worker reward, training and career protection and formal arrangement. Workers are responsible for the targets they should come through. Rutherford (2011) supposed incentive develops associate degree firm a lot of flourishing as a result of angry staff are perpetually yearning for improved practices to try and do a piece, thus it's necessary for corporations to influence their staff inspiration.

2.4 Employee Performance

Work presentation of each worker shows his attitude towards attaining his objectives. Management of the corporations set targets for the workers on the basis of the efficiency of top level workers. Whereas the efficiency of each worker and abilities of each worker are different, this results variability in the performance of the workers. Job presentation displays efficiency and potency that create a reimbursement to formal targets. Within the past staff weren't able to create work connected selections as a result of the system of the firm doesn't allow them to try. Lawler and Hall (1970) discussed through analysis that workers interest and their will to complete their duties are not linked with their performance on the job.

They thought performance of the workers can be improved through links with the community public. Work pleasure is important for workers to attain their goals as proved in many theories and cases. Worker presentation in the main depends upon several things such as worker evaluation, worker incentive, worker happiness, worker reward, training and, career protection, formal arrangement. However this paper is targeted on solely two most essential factors: coaching and motivation of the worker.

2.5 Organization Efficiency

Work of individuals that create freelance company characteristics for a few definite reasons is usually called firm and obtaining desired outcome at intervals outlined asset is considered as efficiency. Efficiency of the firm is measured as how efficiently it attains its desired targets through the performance of workers which are

set in the corporation's (Muhammad, et al, 2011). Firm effectiveness is outlined because the extent to that associate degree firm, by the utilization of sure resources, attains targets while not depleting its assets. Yuchtman in (1987) discussed that firms have limited resources and they have to utilize these resources efficiently to take the benefits of these limited resources in the competitive environment.

2.6 Factors Affecting Employees Motivation

Contemplate wage structures that ought to embody importance firm attach to every job, payment in line with presentation (Adeyinka, et al, 2007). Guidance of the workers is also very important and necessary to work with and through other people because workers should have confidence on the management to get the work done efficiently and effectively (Baldoni 2005). So many studies and theories proved that workers and managers encourage each other (Rukhmani, 2010). Inspiration should be from the managers of the firms to encourage the workers to attain the targets (Baldoni , 2005).

To encourage the workers of the firm empowerment is also used to make the workers happy and to keep their interest in attaining the goals of the firms. Actually it is beneficial for both workers and the corporations. Empowerment can increase the abilities and efficiency of the workers because they feel happy and take interest in attaining their tasks efficiently (Yazdani., et al, 2011).Faith is outlined because the perception of someone, call to do something , activities and their call (Hassan et al, 2010). If associate degree firm needs to boost and achieve success, trust plays a major role thus it must always be preserved to make sure associate degree

corporations survival and to reinforce worker's inspiration (Annamalai, 2010). No matter however machine-driven associate degree firm is also, high productivity depends on the extent of motivation and also the effectiveness of the manpower thus employees coaching is associate degree indispensable strategy for motivating employees, a method managers will instigate motivation is to convey applicable information of their proceedings (Adeyinka, *et al*, 2007).

2.7 Motivation Result on Worker Productivity

Motivated staff are inclined to be a lot of productive than non-motivated staff. Most businesses create some pains to encourage employees however this can be usually easier fore said than done. Staff are all people with completely different like's dislikes and wishes, and various things can encourage every. Productivity is that which individuals will turn out with the tiniest quantity effort Productivity may be a quantitative relation to calculate however well associate degree firm into product and services.

- i) Actuated staff is a lot of Productive If worker are happy and happy then he/she can do his /her add a awfully spectacular approach, then the result are smart, on the different opposite hand actuated worker can encourage other staff in workplace.
- ii) Decision-making and sensible Expectations. It is necessary to interact staff within the decision making deciding higher cognitive method process.
- iii) Description, Work setting and suppleness workers doing right thing at the right time under the guidance of the supervisor will also increase the motivation and

satisfaction of the workers. Flexible working hours, home assignments, discussion with the workers also increase the level of motivation of the workers.

- iv) Pay and advantages. Keeping staff actuated with smart advantages is simple. Corporations also give good salary packages and different advantages to their workers to improve their efficiency.

2.8 The Motivation Process

According to behavioral scientists, effective worker performance requires motivation, ability and reward system that encourage quality work. A person's motive or motivation is characterized as a need based state of stimulation. Need deprivation increase our state of encouragement or search to reduce the need deficit. At work, the term behavior refers to the specific work or task action that results from this need deficit induced arousal. And finally rewards are direct consequence of our behavior. Feedback is knowledge produced about the cause and effect sequence that either stimulates or suppresses future states of arousal, depending on our level of need satisfaction.

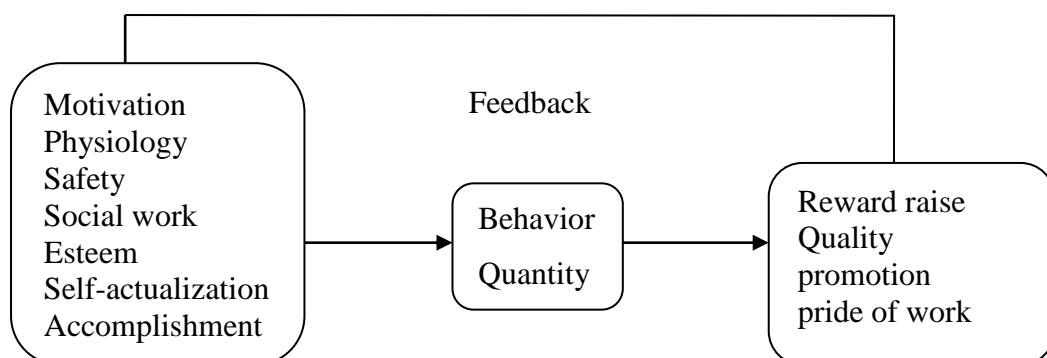


Figure 2.3: Motivation Process

2.9 Importance of Motivation

Motivation is one of the most crucial factors that determine the efficiency and effectiveness of an organization. Motivation is an integral part of management process and every manager must motivate his subordinate to create in them the will to work. High motivation provides the following advantages: -

Higher efficiency; Motivation is an effective instrument in the hands of management to maximize efficiency of operations. Motivated employees give greater performance than de-motivated ones.

- a) **Optimum utilization of resources.** Motivation inspires employees to make best possible use of different factors of production.
- b) **Reduction of labor turnover.** Higher motivation leads to job satisfaction of workers. Opportunities for need satisfaction make employees loyal and committed to organization. As a result labour absenteeism and turnover are low.
- c) **Facilities change.** High motivation helps to reduce resistance to change. An organization has to incorporate change to cope with environmental changes. Proper motivated employees accept, introduce and implement these changes keeping the organization effect.

The Features of motivation are as follows:-

Failure to satisfy needs may lead to a reduction or redirection of the motivational force towards other goals.

The motivational force has three basic elements directions, intensity and duration directed to goals, force varies according to strength of individual's desire and may last for long or short depending on the nature of individual.

Motivation is aroused as a result of needs, which have to be satisfied. A state of tension occurs, which stimulate action.

The satisfaction of a need may stimulate a desire to satisfy further needs, Tyson and Alfred, (1996).

Suggestions for motivating employees recognize individual differences. Almost every contemporary motivation theory recognizes that employees are not homogeneous. They have different need. They also differ in terms of attitudes, personality and other important individual variables.

Match people to jobs. There is a great deal of evidence showing the benefits of carefully matching people to jobs. Do not put a high achiever into a job that is consistent with his or provide opportunities to participate in setting moderately challenging goals and that involve autonomy and feedback.

Individualize rewards. Because employees have different needs, what acts as a reinforcer for one, may not for another. Managers should use their knowledge of employees' rewarding factors other than performance will only reinforce those other factors. Key rewards such as pay increases and promotion should be given for (Robbins 1999).

2.10 Empirical Literature Review

2.10.1 Motivation

Motivation derives from a Latin word “movere” which means to move. It is therefore, a set of processes that stimulate, direct and maintain human behavior towards attaining desired goals. Furthermore, it is a multi- dimensional concept that has been studied by many scholars, researchers and managers, both early and contemporary. Scholars like Elton-Mayo, Mary Foller parker, Douglas MC Gregor, Abraham Maslow, Edward Lawler, Fredric Herzberg and many other researchers agree that motivation is a prime mover for employees’ performance and organizational success.

Motivation at workplace takes two faces these are, intrinsic and extrinsic. According to Armstrong (2001), the former deals with the factors that influence people to move in a particular direction or behave the way they do. These include responsibility, autonomy, and interesting and challenging work opportunities for advancement; whereas the latter is concerned with what is done for the people to make them feel inspired to perform. This includes rewards such as increased pay, praise, sincere handshake, promotion and recognition.

Divergent ideas have been presented by these different theorists on how to motivate workers. However, none has been the final answer because human beings are complex in nature (Landy and Becker, 1987). The focal point in this study has been the promotions as a strategy of motivation of employees at workplace.

2.10.2 The Relationship between Motivation and Performance

Management works with people to achieve the goals of the organization. Humankind being complex in nature implies that sometimes his actions are driven by his desires and needs. Managers/ leaders must work with individual goals, and direct them to achieve organizational goals. Therefore, managers have to create an atmosphere where individuals work willingly to contribute to the achievement of the goals of the organization. It is important that managers look at the employees as an important key to the success of their organizations and gives them what motivates them to maximize their productivity (Vroom & Jago, 1992). Effective motivation therefore, is the willingness and ability to achieve the goal (Stoner & Freeman, 1989). Thus, motivation increases performance level, gives better image to customers, sustains high morale of employees, encourages employees' innovation and creativity, reduces labour turn over and absenteeism, enhances goal attainment and hence better productivity. Motivation therefore, has an impact on performance.

Different theories have been advanced to show the relationship between motivation and performance. Among these theories is the expectancy theory which is evident in promotion at workplace. This idea is supported by Vroom (1964) who says that peoples' behavior is influenced by the expected outcomes of their actions. What one expects, determines his or her performance. The theory is based on two central ideas: expectancy and valence. Expectancy is the degree of belief that a particular act will produce a particular outcome. Valence is the anticipated value of an expected outcome. Both Valence and Expectancy depend on the individual's perception of a situation. For instance, if an individual believes strongly that promotion is based on

performance and merit, he will apply more effort to achieve high performance in order to be promoted. On the other hand if one believes that promotion is based on age, experience and length of service, he or she will be less inspired to perform. The individual's behavior is formed not on some sense of objective reality, but on his own perception of reality, that is how he/she actually sees the world around him or her. The expectancy theory thus, contends that the individual perceives a relationship between three concepts: effort, rewards and performance.

2.10.3 Procedures used by the Tanzania Police Forces to promote its Officers

The procedures that the Tanzania Police Forces follow when promoting its Officers are varied and one needs a thorough assessment whenever a critique in this matter is made. Laurie (1996) contends that, morale has been recognized to be of vital importance to the Forces and that one of the belief of morale is promotion at the workplace.

The Tanzania Police Forces has a configuration that includes a Police council and Police Authority that are responsible for the promotions of the Police Officers. These include the minister of internal affairs, Attorney General, Inspector General of Police, deputy Inspector General of Police, among others. The council and the Authority promote Police Officers as it deems fit but in particular, they normally consider the following procedures as per the Police Act No. 3 of 1977.

Academic qualifications are of paramount importance in as far as promotions in the Police Forces are concerned. For example, for any Bachelors' Degree holder

qualifies to be assistant inspector of police cadet Assistant Police liable to confirmation after probation of six months service in the forces. Ability to work and integrity, he or she will undertake internal police training programmes as a part of promotion, internal training courses are offered at Moshi, and Zanzibar police colleges for corporal to regimental sergeant major ranks and at Dar es salaam police college for the senior ranks, the promotion of police offer to the level of assistant inspector and above must be approved by the police and prison service commission.

Related to the above is the issue of the results of any standard professional examinations as stipulated from time to time by the Police Authority and the Police Council and following the classified reports and approval by one's superior is also another essential tool for promotion in the Tanzania Police Forces. Also, when there are vacancies in the Tanzania Police Forces then, the Council and the Authority can take a resolution to promote.

2.10.4 Effectiveness of Promotions as a Strategy for Motivating Employees

Bohlander Snell (2004) puts it forward that promotions involve change of the assignment to that of a higher level in the organization. The new job normally provides an increase in pay and status and demands more skills and carries more responsibility. Promotions enable an organization to utilize the skills and abilities of its personnel more effectively thus, good performance realized. The three principle criteria for determining promotions are merit, seniority, and potential.

Promotions however, are sometimes constrained by the fact that many organizations do not determine it following these three principles (merit, seniority and potential).

Often the problem is determining how much consideration to give to each factor. A common problem in organizations is that promotion primarily depends on past performance and seniority that sometimes leads to promotion of employees to levels of their incompetence. This is called the Peter Principle as put forward by Armstrong and Bohlander.

Promotions sometimes move with status in a group of other employees in an organization. Stephen Robbins et al (1999) says that status is a prestige grading, position, or rank within a group. It is therefore, important for employees to believe that the status of an individual in a system is congruent with the job he or she is assigned to.

The possibility of advancement often serves as a major incentive for superior managerial performance and promotions are the most significant way to recognize superior performance. Therefore, it is extremely important that promotions be fair, based on merit and untainted by favoritism (James et al, 2000). In some instances, even fair and appropriate promotions can create a number of problems for instance, members of an organization who are bypassed feel resentful, which may affect their morale and productivity. In Tanzania's context there is always a problem of failure to retain staff especially higher cadres. This is evident in the TPF. Barungi (2005) contends that this problem has its roots in conditions of service and job satisfaction.

There is no practical way to indicate that a man was impassioned outside the area of his/her competence without prejudice to his/her career, the up or out promotion

policy ignores the possibility that a man/woman may have the ability to perform with excellence in a lower grade job even though he may not have the ability for a higher grade job (Laurence et al, 1969). This is still consistent with the Peter Principle, where one is promoted to his highest level of incompetence that is a common phenomenon in the TPF and other organizations.

On the other hand, it is quite possible to turn in years of satisfactory performance without receiving a promotion. Some organizations are structured in a manner that does not allow for frequent promotions, and even above-average performance is expected as a normal contribution. Sometimes contributions are recognized with extra financial rewards instead of promotions and at times not. If one has achieved results, but has not been rewarded by frequent promotions, then he or she may face objections from other potential employers who consider lack of promotions as an indication of few achievements or inability to get along with others.

In another research study by Odongo, (1999) which was based on motivation profile and productivity in public enterprises conclude that it has been universally accepted that people can work diligently and efficiently if there is a motive behind such work. People highly motivated assume their responsibilities heartily and it is true that where individuals are de-motivated they cannot work effectively and efficiently thereby affecting the performance of the firm.

2.11 Conceptual Framework

The conceptual framework model explains the inter-relationship between independent variables, intermediate variables and dependent variables. Under this

study the independent variable is motivation with intention to describe dependent variable which is organizational performance, the following intermediate variables like; recognition, appreciation of work well done, internal communication, awarding new superior positions, equal treatment, provision of tangible gift and working incentives like a living house are taken into consideration. The Figure 3 represents this inter-relationship between above mentioned independent, dependent and intermediate variables.

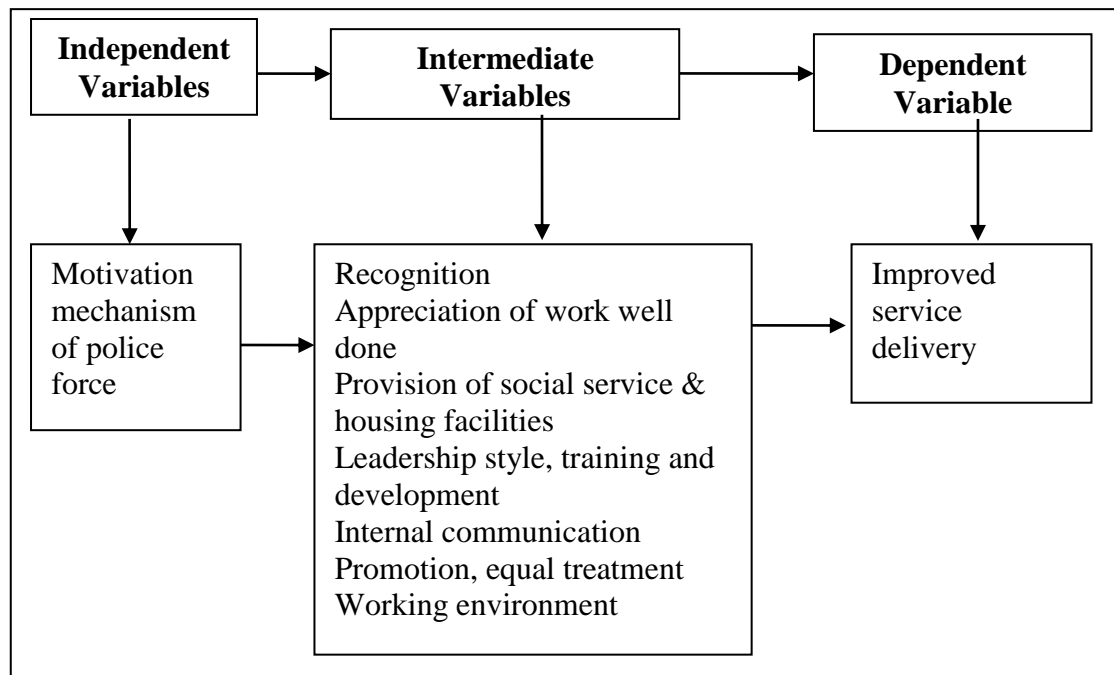


Figure 2.4: Conceptual Framework

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

Research methodology is a systematic way to solve a problem. It is a science of studying how research is to be carried out. Essentially, the procedures by which researchers go about their work of describing, explaining and predicting phenomena are called research methodology. It is also defined as the study of methods by which knowledge is gained where its aim is to give the work plan of research, whereas, research methods are the various procedures, schemes and algorithms used in research. All the methods used by a researcher during a research study are termed as research methods. Regardless to that, the present chapter presents various research methods and methodology that were adopted in this study. Research methodology adopted in this study comprise of research design, area where the study was conducted, research technique, sample size, sampling technique as well as research approaches. On the other hand, research methods adopted in this study include documentary review, interview and questionnaires. The chapter also includes type of data collected as well as data presentation and analysis.

3.1 Study Area

This study was conducted in Katavi police force which is located in Katavi region. The intention of the study was to analyse the employee's perception on motivation mechanism in public service. The reason behind the intension of conducting research is that, most of the public sectors in the country have been identified to have low level of motivation to its workers (Aseka, (2002). Thus many of the problems arising

in the public service could be attributed to low levels of motivation the service.

3.2 Geographical Location and Boundary of the Study Area

Katavi region is a newly regions established by the government, it was extracted from Rukwa Region, the region lies between latitudes 5° 15' to 7° 03' south of Equator and longitude 30° to 33° 31 East of Greenwich. It is bordered by Urambo District to the North Sikonge District to the East, Chunya District to the East, Nkansi District, to the South, Sumbawanga District to the South – East, Democratic Republic of Kongo DRC to the West (separated by lake Tanganyika) and Kigoma region (Kigoma) to the Northwest. The main ethnic groups in the region are the Bende, Konongo, Fipa, Warungwa and Wanyaturu who reside in Inyonga, Karema and Mishamo. Others are Wapimbwe, Wanyarwanda, Chaga, Sukuma and Masai who inhabit Mpimbwe, Mwese, Nsimbo and Ikola. Most of these ethnic groups are predominantly agro-pastor lists.

3.3 Research Design

Research design is the conceptual structure within which research would be conducted. The function of research design is to provide for the collection of relevant information with minimal expenditure of effort, time and money (Kothari, 2004). Research design is a frame work or plan for a study used as a guide in collecting and analysing data, furthermore the research design ensures that the study is relevant to the problem and thus uses economical procedures.

Regardless to that, this study adopted a cross section research design; this was adopted so as to enable easy collection of data from many respondents at the same

time. The selection of this design was based on the fact that it allows collection of data on different groups of respondents at one point at a time. The design also has a greater degree of accuracy and precision in social science studies (Kothari 2004) as gives a room for probing information related to work promotion of employees. So this research design was been chosen because of its flexibility in the methods of data collection and analysis. The design is appropriate to the study since it cuts across all research questions.

3.4 Data type and Sources

The study depend on primary data and secondary data, the primary data will be collected from field survey using questionnaire and interview schedules.

3.4.1 Primary Data

Primary data were obtained specifically from employees thus Police respondents. However, this data were collected with the aid of questionnaire tool which were consist of both close and open ended questions focusing on interviewing the respondents ,with this tool respondents were requested to respond on the questions asked to them effectively so as to reach the targeted goal of the study. These data were collected from the field with the aid of structured questionnaire which will consist of both close and open ended questions focusing on interviewing the respondents.

3.4.2 Secondary Data

These are the data that has been collected by other on previous researchers. Secondary sources of data included published material from books, dissertations,

journals, newspapers, bulletins and magazines. Also the researcher used a pre-test procedure to ensure the quality of the questionnaires. This employed 20 questionnaires, distributing them evenly in the Mpanda Central and extra areas. The study also used focus group discussions so that the gathered information is debated on and crosschecked to ensure that it is accurate and reliable.

3.5 Data Collection Methods and Tools

Primary data have been collected by using interview method and questionnaires tool while secondary data were collected from secondary sources from police department's office reports, books. Newspapers, journals and internet literature review.

3.5.1 Interview Method

This is a method that is normally used to acquire data and information from respondents thus Tanzania police force such as police officers , this method was used because it allow respondent to expose its view and opinion basing on the research study. Also, this method was used to get data and information from police staffs. This method was guided with the aid of questionnaire. Employ were asked questions in relation to their duties, the question were prepared before the interview and both open and close ended questions were used.

3.5.2 Documentation Review Method

Documentation method was used in collecting data during the research work, it based on the collection of the motivation strategies used by police department to motivate

the employees working condition; this method were adopted so as to obtained data from past record that includes the methods being issued by employer to employees.

3.5.3 Questionnaire Tool

Questionnaires are guiding tool during interview especially to those respondents who were responsible to give reasonable data pertaining to this study; several questions which were prepared and the respondents were required to put a tick in the space provided and give some remark where necessary. Also with this tool each respondent were approached personally by a researcher and one question after another were react out and response given were recorded on the questionnaire.

3.5.4 Observation Method

Observation is one of the methods that were employed during data collection. Direct viewing information in the study area helps the researcher to get a real situation of the administration system at Tanzania police force.

3.6 Sampling

Sampling is a process or technique of choosing a sub-group from a population to participate in the study; it is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Ogula, 2005).

3.6.1 Study Population

Study population comprises of 52 respondents available within the organization; all

workers within the organization constituted the sampling frame from which the sampling units were obtained.

3.6.2 Sampling Unit

The sampling units involved employers and the employees in police forces.

3.6.3 Sampling Size

This refers to the number of items to be selected from the universe to constitute a sample, (Kothari, 2004). This is the size of the sample taken to represent the whole population involved in the study. The sampling size was obtained through the use of formula whereby standard error of 10% of the household heads will be selected. The sample size was determined by using the formula by Yamane (1967). Based on those data the actual sample size obtains is as follows;

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

Where by:

n=sample size

N=Total number of sampling frame

e=maximum error of the estimate

1=constant

N=52

e=10%

Therefore;

$$n = 52 / 1 + 52(0.1)^2$$

$$n = 34$$

Therefore sample size estimated was 34 individuals under the study area for research undertaken, and from this sampling size will include the employers and the employees in police force.

3.7 Sampling Procedure

Simple random sampling was used because of its relative advantage that each subject in the population was given an equal and independent chance of being selected, easy to apply. This technique also require minimum knowledge of the population in advance, it is free from classification error, and sampling error can be easily computed (Kothari, 2004).

3.8 Research Approaches

The researcher used both quantitative approach and qualitative approach during the research study because it helped the researcher to evaluate answers of the questions of numerical nature as well as to study how the individuals, groups and organizations behave and interact (Kothari, 2004).

3.8.1 Quantitative Research Approach

Quantitative research is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity (Kothari, 2004). This technique uses numerical data or data that are quantified. The researcher used quantitative research to analyze and describe numerically. The techniques helped the researcher to evaluate answers of the questions of numerical nature such as calculation of percentages and statistics. Therefore quantitative research approach

was adopted by a researcher so as to evaluate answers of the questions of numerical nature such as calculation of frequency, percentages and statistics.

3.8.2 Qualitative Research Approach

Qualitative research is concerned with qualitative phenomenon, i.e. Phenomena relating to or involving quality or kind (Kothari, 2004). This technique use non-numerical data or data that have not been quantified. The researcher use this technique for non-standardized data based on meanings that need to be expressed through words.

3.9 Data analysis, processing and presentation

3.9.1 Data Processing

Data were checking for completeness then editing to detect errors and omissions, coded into numerals, classified and then entered into the computer using Statistical Package for Social Science (SPSS) Program version 20.

3.9.2 Data Analysis

Data gathered from the study area was analyzed with the aid of SPSS computer package version 20. With SPSS program each objective was analyzed basing on the data collected. Through SPSS program objective one, two and three were analyzed by using a descriptive analysis as well as multiple response analysis. Furthermore since the study possess descriptive statistics in nature, simple statistical tools such as percentage and frequencies were used. Also the likert scale for the third specific objective has been used to show the perception of motivation strategies to the employees.

3.9.3 Data Presentation

Data output was presented in form of tables, graphs and figures. These tables, graphs and figures was interpreted and discussed. Therefore discussion of findings, recommendations and conclusion was base on the interpretation of data in the tables, graph and figure.

3.10 Detailed Fieldwork

Before data collection all data collection tools was prepared in English and transferred into Swahili. This is because Swahili is the commonly used language in that area of study, before the data collection itself the researcher intends to conduct a pre-test of especially the questionnaire and interview schedule to make sure the questions are clear and understanding as the tools was adjusted accordingly. A researcher was introducing herself to the police district office in order to get permission of data collection. After the introduction to the leaders, a researcher was go straight to the targeted population in order to collect the required data and information pertaining to the research study.

3.11 Validity and Reliability of Data Collection Instruments

3.11.1 Validity of Data Collection Instruments

To enhance the validity of data collected from the field study, the researcher has use triangulation methods of data collection during data collection, namely documentary reviews method, interviews method and questionnaire tool. With this method a researcher take an opportunity to clarify the questions to respondents so as to let

them answer questions at the best of their knowledge. In doing so, the validity of data and information collected from the field were attained.

3.11.2 Reliability of Data Collection Instruments

In order to foster reliability of the test a researcher prepared its instruments of data collection very well so as to let the exercise accomplish well. Also during the exercise of data collection the reliability of data were enhanced by clear explanation of the purpose of the study to the informants, and assuring them of high degree of confidentiality.

3.11.3 Ethical Consideration

In enhancing ethical consideration a researcher was much careful in mingle with all respondents. Also careful choice of words to use when addressing issues related to the respondents was taken into consideration effectively. A researcher does so; for the purpose of ensure that the study adhered to human rights and morals common in the study area.

Moreover, a researcher obtained an introductory letter from the Department of business management Studies explaining the purpose of the research that greatly assisted to get permission from the authorities in the Tanzania Police Forces where the researcher is currently working as well as facilitating his movement to the Tanzania Police Forces where the study was carried out, the Officers who constitute the respondents of this research were also contacted in a friendly approach to ensure smooth research process.

3.12 Overall limitation of the study

Any research being the field of inquiry and like many other fields of the study is invulnerable to a number of factors, from the perspectives of the study; the following are the challenges that a researcher faces during the research process. Financial problem; since all the financial needed in conducting the research are part of the researcher expenses, it was somehow difficult to conduct this research in time, though the work was effectively accomplished.

CHAPTER FOUR

4.0 DATA, FINDING AND DISCUSSION

4.1 Introduction

This chapter presents the results and discussion of data that were obtained in the study area. A cross sectional research design were adopted so as to come up with an analysis of employee's perception on motivation mechanism in public service; Empirical evidence from Katavi police force. The results have been presented in a logical flow of deals as guided by the study objectives and research questions. The key sections to be presented and discussed in this chapter includes: the characteristics of 34 respondents (Katavi Police officers) who were interviewed in the study are as well as the themes of the specific objectives which are; Motivation mechanism in policy and guide lines of the Tanzania Police force; The experience of employee's on motivation mechanism operation in our environment especially to the Tanzania police force; Opinions on motivation mechanism with respect to performance in the Police Force; and Trending developments and potentials on motivation mechanism to the Tanzania police force.

4.2 General Respondents Characteristics

This sub section provides the general respondent characteristics of respondents thus Police who were interviewed in the study area. Respondent's characteristics in social science research play a significant role in expressing and give the responses about the research problem. On top of that, this study came up with the set of respondent characteristics such as respondent age, gender aspect, educational aspects,

respondent's position and working experience. A sample size of 34 respondents was adopted by this study.

4.2.1 Gender Aspect

Gender aspects is an important variable in this study because in considering the gender aspect this signify that the study was adhere to gender equality in term of response thus both men and women were put into consideration in this study. Therefore, under this category of gender aspect, a researcher was very keen on distinguishing characteristics of respondents. The contemplation of this aspect was based on the assumption that it would help not only the researcher, but also the readers of the report to recognize that gender participation was taken into account.

Table 4.1: Respondents Gender

Gender	Responses	
	Frequency	Percent
Men	20	58.8
Women	14	41.2
Total	34	100.0

Source: Field study 2016

As presented in Table 4.1, information indicates that among respondents who participated in the study through filling in questionnaire sheets, 58.8%) were male, while 41.2% of respondents were female. This implies that majority of male respondents participated in this study than female.

4.2.2 Respondents Ages

Respondent age group was put into consideration in this study because it is the most characteristics in understanding their views about the particular phenomena thus the higher the age group indicates the maturity of respondents who were interviewed in the study area hence become more important in examining the research topic.

Table 4.2: Respondents Age Group

Ages	Response	
	Frequency	Percent
24 - 29 years	7	20.6
30 - 34 years	8	23.5
35 - 39 years	5	14.7
40 - 44 years	12	35.3
45 - 49 years	2	5.9
Total	34	100.0

Source: Field study 2016

Data presented in Table 4.2 shows that, majority 35.3% of the respondents (Police Officers) were in the age range of 40 to 44 years followed by 23.5% lying in the age of 30 to 34 years. 20.6% were between 24 to 29 years, 14.7% were of the age group ranging from 35 to 39 years while 5.9% were between 45 and 49 years.

4.2.3 Educational Aspects

Educational aspect is considered as an important respondent characteristic which might affect the individual attitude and understanding of any particular fact. Therefore, in respect to that, with this study it is imperative to know the educational background of respondents who were interviewed in the study area. Moreover, the aspect of education was considered in this study because under the absence of

education it is a great challenge in the world of work and an impediment towards job promotion and motivation. Nangawe (2004) maintained that education was among of the criteria for upgrading an employee.

Table 4.3: Level of Education

Education	Response	
	Frequency	Percent
Secondary school	9	26.5
Certificate level	8	23.5
Diploma level	11	32.4
Degree level	6	17.6
Total	34	100.0

Source: Field study 2016

The findings on educational aspect as presented in Table 4.3 shows that majority of respondents 32.4% who were interviewed were having Diploma level of education, this followed with 26.5% those holding secondary level of education, 23.5% holding Certificate level of education and 17.6% were identified to hold Degree level of education.

4.2.4 Respondents Position

During the study, the researcher collected information on respondents' positions with an intention to determine each respondent position in the Police Force. A researcher investigated this variable because an individual working position normally socialize personal ability of understanding of a particular problem, thus personal response to a given problem become easy to be determined based on individual working position engaged in a study area.

Table 4.4: Position

Position	Response	
	Frequency	Percent
Police constable (PC)	20	58.8
Coplo(CPL) and sergeant(SGT)	9	26.5
Station sergeant (S/SGT)up to inspector (INSP)	2	5.9
assistance Superintendence Police (ASP) up to assistant commissioner of police(ACP)	1	2.9
Assistance Superintendence Police (ASP)	2	5.9
Total	34	100.0

Source: Field study 2016

Findings on respondents' positions as presented in Table 4.4. As you can see in the table, majority of the respondents in the study area were police constable (PC) 58.8%, this was followed by coplo (CPL) and sergeant(SGT) 26.5%, 5.9% of Station sergeant (S/SGT)up to inspector (INSP), assistance Superintendence Police (ASP) up to assistant commissioner of police(ACP) consecutively whereas 2.9% .

4.2.5 Working Experience

Working experience is any experience that a person gain while working in a specific field or occupation in a given organization. Based on that, a researcher was impressed to examine the respondent working experience as presented in Table 4.5.

Table 4.5: Experience

Years	Response	
	Frequency	Percent
1-5years	10	29.4
6-10 years	11	32.4
11-15years	9	26.5
16-20years	4	11.8
Total	34	100.0

Source: Field study 2016

Based on data presented in table 4.5, it is clear that, 32.4% of the respondent Police Officers had served the Peoples Police Force for a range of 6 to 10 Years, 29.4% had served for an interval of 1 to 5 Years, and an equal percentage of 26.5% had served for 11 to 15 years and 16 to 20 years.

4.2.6 Factors attracted Police officer to be sustainable in Tanzania Police Force

For someone to be sustainable, is noted as the ability to be sustained, supported, upheld, or confirmed. In line with that, the study find out that protection of citizen and their properties, was reported to be the major attribute for police officer to be sustainable in the police force, this was argued by all employee thus police officers who were interviewed, 73.5% were impressed with the likelihood on the job/professional, 52.9% are servicing the police force for the reason of employment because they have no other immediate job to do, 50% with patriotism, and few have been forced with the need to enforce the rule of law in the country.

Table 4.6: Factors Attracted You to Be Sustainable in Tanzania Police

	Responses		Percent of Cases
	N	Percent	
To protect citizen and their properties	34	31.8	100.0
Patriotism	17	15.9	50.0
I like the job/professional	25	23.4	73.5
To ensure the rule of law	13	12.1	38.2
Employment	18	16.8	52.9
Total	*107	100.0	314.7

*Multiple responses

Source: Field study 2016

4.2.7 Factors Attracted Police Officer to join the Tanzania Police Force

Normally, management of the corporations set targets for the workers on the basis of the efficiency of top level workers thus in turn may have greater influence to many people to join the work place. However, the efficiency of each worker and abilities of each worker may be different. Even though individual may be attracted to join a given work place, individual work efficiency should be put into consideration because worker efficiency essentially relies upon several things such as worker evaluation, worker incentive, worker happiness, worker reward, training and career protection and formal arrangement. Workers are responsible for the targets they should come through.

Table 4.7: Factors attracted Police to join the Tanzania Police Force

	Responses		Percent of Cases
	N	Percent	
Job choice	10	13.9	29.4
To protect the country	11	15.3	32.4
Improvement in police force	7	9.7	20.6
Patriotism	13	18.1	38.2
To save people and their properties	31	43.1	91.2
Total	*72	100.0	211.8

*Multiple responses

Source: Field study 2016

Data presented in Table 4.7, indicate that, majority of respondents thus 91.2% said that they have been attracted to join the Tanzania Police Force because they like to save people and their properties while 38.2% of them said that they have been attracted because of the essence of patriotism. This was followed by other factors such as, other they like to protect the country and the profession is their job choice.

This finding are in line with that of Ddamulira, (2005), Ddamulira in his study that which was conducted in Uganda people police force he find out that, the most factor which attracted majority of the police officers who were interviewed is the desire for them to save their country, the need to get employment as well as the desire to fight lawbreakers. Hence this signify that most of the police officer are impressed or attracted to join the police force for the purpose of saving people and their properties as well as fighting against lawbreakers.

4.2.8 Factors affecting Police Officer Work Performance

Work performance is one of the most imperative factors which have been studies for a long decade. Werner, (2000) identified two types of employee performance behavior that are necessary for organizational effectiveness: first is task performance and second is contextual performance. He further add that task performance is concerned with the behaviors that are directly involved in attempting service, or activities that provide indirect support for the organization's core technical processes.

Table 4.8: Factors affect Police performance at work

	Responses		Percent of Cases
	N	Percent	
Low understanding/education in among citizen	26	20.2	76.5
Native language	12	9.3	35.3
Poor infrastructure	13	10.1	38.2
Unsatisfying salary	32	24.8	94.1
Citizen secrecy	15	11.6	44.1
Favoritism	8	6.2	23.5
Promotional delay	23	17.8	67.6
Total	*129	100.0	379.4

***Multiple responses**

Source: Field study 2016

Regardless to that, the performance of the Police officers in Tanzania has been a major concern to the Tanzanian people as it relies on task performance category. It has been characterized by low work performance and poor service delivery (Wilfred, 2011).

Data gathered from the study area and which have been presented in Table 4.8 show that, 94.1% of respondents said that unsatisfying salary is the major factor which affect the modality of work, the reason behind is that, they perform a great job at a very high risk which is subjected to death but the amount of salary paid to them reported to be not impressive to meet their daily expenses hence tend to deteriorate the modality of work, furthermore, low understanding/education in among citizen were responded by 76.5% of cases as an issue which affect their duties. Moreover, promotional delay, Citizen Secrecy, Poor infrastructure and native language given to them was also reported as factors which affect the modality of work in among police officers. However, this finding regarding factors affecting work performance in the policy force have been observed to be in line with the finding discovered by Liao, (2004), whereby in his study he devote that performance of employees is affected by numerous factors in a given work place, thus there are lot of factors which tend to affects performance of employee in a work place, such factors affecting work performance include the nature of working environment as well as the financial rewards rendered by the respective organization. He further adds that employee work performance is affected by the goal orientation of employees, the quality of leaders and job satisfaction. Therefore this signify that majorly, work performance by employee in a given work place as that in the Tanzania police force is majorly

affected by the nature and trend of financial reward offered by the organization as well as the working environment.

4.3 Objective One: Motivation Mechanism in Policy and Guide Lines of the Tanzania Police force

Majorly, the intention under this objective was to evaluate the motivation mechanism in policy and guide lines of the Tanzania Police force. However it should be put in mind that, motivation is considered as a root cause of a particular behavior by an individual especially causes emotions related to the internal state of the individual. So, it is the responsibility of managers to have a duty to motivate its employees because motivating people take more pride in their jobs and end up with better work performance.

According to Webster's Motivational theory, suggests that 'offer reasonably,' motivation is outlined as an inspiring method. Thus motivation is a process that associate degree goal which someone to attain. According to Butkus, (1999) motivation suggests to maneuver power to carry on for satisfying a wish.

4.3.1 Factors that may lead a Police Officer to be motivated

Motivation normally consists of a set of courses involved with a child of power that enhances efficiency and leads to achieve goals, furthermore, motivation mechanism and guide line is associated with a degree of accumulation of various routes that direct and precise our actions to achieve some explicit desires. (Kalimullah, *et al*, 2010). On top of that, Police Officers from the study area gave various reasons that they thought that could have contributed to their Motivations, which included

Tolerance, Discipline, Hard work, Experience/years of Service, Intelligence, Good Record, Leadership abilities, Efficiency, Education standard, Faithful, Public Relationship and Obedience.

As presented in the Table 4.9 below, hard work, discipline, good record of work and obedience are the leading motivational factors to Police Officers, each with 94.1% of cases, 88.2% of cases and 85.3% of cases respectively. These factors followed by Experience /years of Service 82.4%, Tolerance and Leadership abilities 79.4%, Education standard 76.5%, Efficiency 64.7%, Intelligence 61.8% and public relationship with 55.8%. In light to the above, in 2006 the Tanzania Police Force (TPF) developed and started to implement an eight year strategy that was expected to deal with such factor more comprehensively.

Table 4.9: Factors That May Lead a Police Officer to Be Motivated

Factors in term of Frequencies			
Motivational Factor	Response		Percent of cases
	N	Percent	
Tolerance	27	8.6	79.4
Discipline	30	9.5	88.2
Hard work	32	10.2	94.1
Experience /years of Service	28	8.9	82.4
Intelligence	21	6.7	61.8
Good Record	29	9.3	85.3
Leadership abilities	27	8.6	74.1
Efficiency	22	7.3	64.7
Education standard	26	8.3	76.5
Faithful	23	7.2	67.6
Public Relationship	19	6.1	55.8
Obedience	29	9.3	85.3
Total	*313	100	

*Multiple Responses

Source: Field study 2016

The strategy was categorized into three major clusters namely: Modernization, Community policing and Professionalism. Other areas of interventions in support of professionalism were focusing more deliberately on capacity building; training and reducing incidences of litigation- go to law, and liability against the police (URT, 2010).

4.3.2 Procedures Used by the Tanzania Police Forces to promote its Officers

According to the Policy Act No. 3 of 1977” the Tanzania Police Forces (TPF) has a configuration that includes a Police council and Police Authority that are responsible for the promotions of the Police Officers. These include the minister of internal affairs, Attorney General, Inspector General of Police, deputy Inspector General of Police, among others. The procedures that the Tanzania Police Forces follow when promoting its Officers are varied and one needs a thorough assessment whenever a critique in this matter is made. The responsible council and the Authority responsible in promoting Police Officers are supposed to rely on the following consideration. Academic qualifications are of paramount importance in as far as promotions in the Police Forces are concerned. For example, for any Bachelors’ Degree holder qualifies to be assistant inspector of police cadet Assistant Police liable to confirmation after probation of six months service in the forces. Therefore, this implies that academic qualification/professional is considered as major criteria in promoting and motivating police officers in the Tanzania Police Force. This is consistent with Evettes, (2003) who suggests that contemporary professions are knowledge based occupations usually based on training or education and dealing with risk, but that there is little importance in distinguishing professions from other

occupations today because there is so much overlap among them. She believes the lure of professionalism is that it allows groups to claim ownership of an area of expertise, so providing autonomy. Manning (1999) suggested as much with regards to American police over three decades ago, that the wave of professionalism emerging in that era was in part an attempt for police to protect themselves from external interference.

Therefore, it is clear from this objective one that motivation mechanism in a given work place in an organization is of great significant because it is considered as inspiring method toward job improvement, raising job moral and enhance greater job satisfaction in among workers. However, since motivation is an integral part of management process, it is now a duty responsible managers/motivators to motivate their subordinate to create in them the will to work because higher motivation is of great significance in given work place.

4.4 Objective Two: Experience of Employee's On Motivation Mechanism Operation in Our Environment Especially to the Tanzania Police Force

Specifically the second objective in this study was to examine the experience of employee's on motivation mechanism operation especially to the Tanzania police force. However, country wise the experience shows that there is low essence of workers to be subjected to motivations. However, according to behavioral scientists, effective worker performance requires motivation, ability and reward system that encourage quality work because a person's motive or motivation is characterized as a

need based state of stimulation. Therefore motivation is one of the most crucial factors that determine the efficiency and effectiveness of an organization.

4.4.1 Experience on Work Environment

More than half 68% of the police officer gave their views that their working environment is not well conducive enough to enhance their work output, the reason behind is that, sometime it happen once when they are supposed to alive in a given place where there is an occurrence of problem, they tend to delay because of the few working facilities, very few 23% said that their working environment is of good condition and 9% the working environment is conducive. This situation of working in an environment which is not well conducive tends to affect the efficiency to work because of the difficult they face when responding to their daily duties (Figure 4.1).

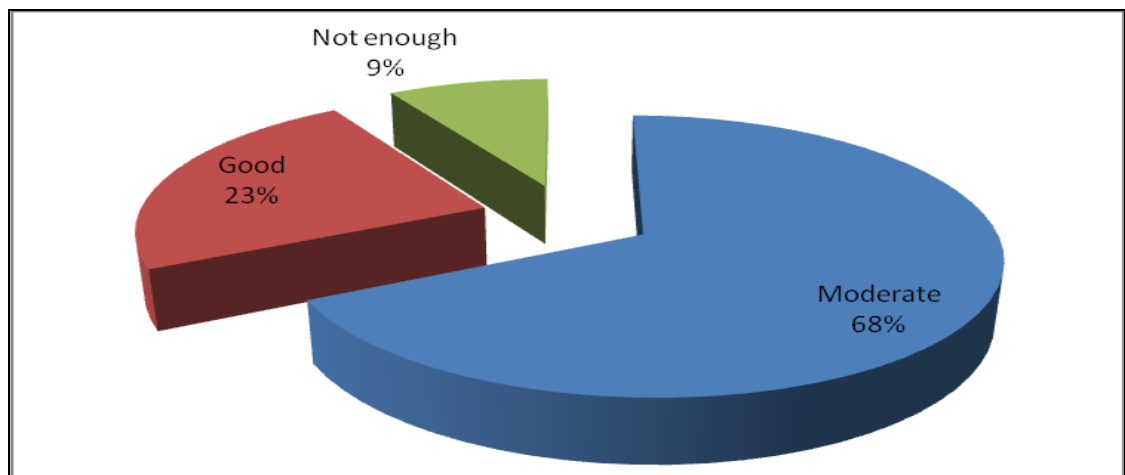


Figure 4.1: Perception on the Experience on Working Environment

Source: Field study 2016

According to Ceylan, (2007) employee motivation is a factor that catalyzes the success of an organization. Those Organizations are blessed who have motivated

employees, employees that work hard in the workplace with good working environment; it is easy for the organization to achieve its goal and objectives. So this statement is contrary with what have been discovered from the study area, hence signify that, under the absence of good working environment its implication is that, there will be a greater delay for employee in the area to be motivated and promoted in time.

4.4.2 Experience on Remunerations

Well paid employees are normally committed to their jobs and hardly indulge in fraud as against leanly paid employees. The choice of enhanced salary by employees raises some basic concerns on the forces' needs in the Tanzania Police Force. The said choice is necessary so as to enable them finance their physiological needs which are fundamental in humans needs. The research, to this extend, is concern with the relativity of satisfying employee's needs.

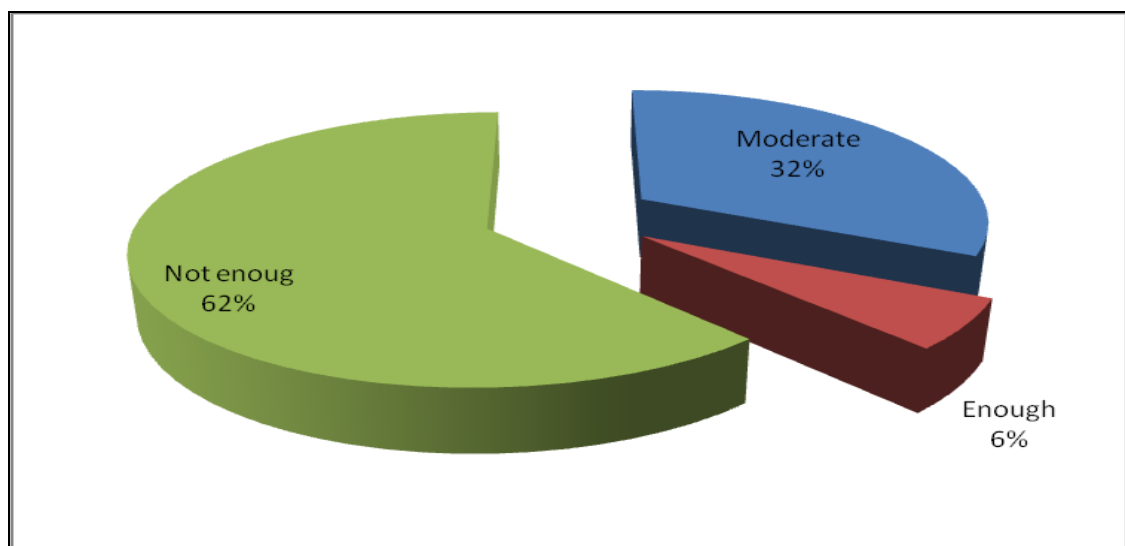


Figure 4.2: Views Pertaining to Remuneration

Source: Field study 2016

Data gathered from the study area and which have been presented in Figure 4.2 show that the motivational status in terms of salary is not conducive to the majority of employee who thus Police officers, 62% of them said that the amount of salary which they receive is not enough to meet their daily expenses.

From Figure 4.2 provides that the remuneration in term of salary, irrespective of the type and kind of job performed has a positive influence on the employees in one way or another. Effective remuneration influence motivational status in among employees, job satisfaction and the many associated working novelties. The study revealed that, 62% of the employees in the study area are not satisfied with the salary they receive on monthly bases since they start working with the Tanzania Police Force (TPF) as most of the employees have worked in the force for more than ten years and above. This indicates that there no good relation between remuneration and employees performance for the organization. This is contrary to Higgins, (2004), he find that, employees are working to satisfy their basic needs, for survival, be economically secured, get self-fulfilling among others. Therefore, based on that, an employee wants to satisfy its basic needs, linked to survival and security concerns and a desire to belong, to generate positive feelings from within and from others, and to be Self-fulfilled. Most employees want; fair and consistent organizational policies in matters affecting them, management they can respect and trust; adequate working relationships with their co-workers; acceptable salaries and good working environment, appropriate job security assurance; as well as favorable job status.

4.4.3 Regression Analysis on Experience of Employee's Motivation on Training, Social Welfare and Promotion

The country efforts to promote the adoption of Competence Based Education and Training came into existence with the major intention of encouraging the provision of technical expertise in the country including the Tanzania Police Force in order to solve the existing difficulty as well as ineffectiveness of the work force. The Police force in the country believes that training has a great role to play in implement the clusters of the police force thus, professionalism, modernization and community policing.

However, organization performance ability is associated with promotion and service training which in turn tend to add more knowledge, skills, experience and attitude toward effective work performance Ngirwa, (2005). Knowledge, skills, experience and attitude are considered as the key indicators for intensive work performance, hence it requires intensive training program to improve the performance of Tanzania Police Force is required on the daily bases so as to improve more and more work attitude, increase employee loyalty to the organization, improve employee self-confidence, helps employee to adjust to change. Furthermore, it will increase Job satisfaction and recognition to the employee, and improve morale of employees this can be obtained through training. In revolve to that, data presented in Table 4.10 present the regression analysis which have been done to tress whether if there is a positive or negative relation which exist between experience in motivation and training, promotion and social welfare.

Table 4.10: Regression Analysis on Experience of Employee's Motivation

Model	B	Std Error	Beta	T	Sig.
Training	2.214	.837	3.145	2.644	.001
Social welfare	2.175	.154	4.147	12.475	.005
Promotion	1.744	.150	2.144	9.567	.003

a. Dependent variables: Experience on employee motivation

Results presented in Table 4.10 shows that training, promotion and social welfare give a slight implication in the trend of employee motivation based on experience. However, the test portrayed that training in among police officers have observed to be of great significant at 0.001, leaving other factor such as promotion at work place and social welfare give a slight level of significant which is 0.003 and 0.005 consecutively. This finding seems to be in line with that of Sufwan, (2007), in his study conducted on human resources strategies like promotion, pay and training on job satisfaction in Pakistan, he concluded that promotion, pay and training have positive significant impact on job satisfaction and work performance of employee. On top of that, the results Table 4.10 indicates that social welfare is significantly positively associated as part of motivation attempt done by the police force. This means that, the access to better and conducive social services is considered as a motivational attempt don by the organization, though it have been discovered at a slight positive level of significance at 0.005. Thus there is a positive relation between motivation and access to social welfare.

4.4.4 Effects of Promotion in the Tanzania Police Force (TPF)

In the long run, people continue to have trust with the force and the employees performing the police mandates achieve the organization targets. Data gathered from

the study area show that, 100% of Police who were interviewed said that promotion increase hard work, promotions increase cooperation among officers, promotions increase team work. They further said that, promotion ensures employees advance in their career development as Police officers. However, irrespective of the direction of the impact or influence of the rewards and promotion on the employees, this essence positively affects all staff and their work output because they confirms that it could have not been easy to achieve the current performance level if current rewards and promotion were not available to them. This strait forward signify that if the Tanzania Police Force withdraws its rewards and promotion, it steed a negative impact on the forces' performance. The employees would be lackadaisical towards their work even though their core.

According to Fenwick and Bierema, (2008) Human Resource managers today, consider the promotion processes as main issue in corporate social responsibility. In line to that, when employees are promoted, they are given higher pay to compensate for the increased or higher responsibilities assigned them to carry out the new mandates. Since the Tanzania Police Force (TPF) policy for promotion is every three years and depends on the number of vacancy available at each position. The employees said that they would like to be promoted in the force to ensure continuity and survival of the force.

This is consistent with a similar study by Vernon (2010). The study looked at rewards and motivation of employees in work place. In the study, majority of the employees selected payment as the first motivation package which can affect their performance. This is true as in case of Tanzania Police Force. Krimmel, (2003),

argues that the performance management process is one of the primary elements of the total reward and promotional system. It is the process that impacts performance between wages or salaries and provides the basis on which individual results are measured and calculated. This implies that there is a strong relation between rewards, promotion and employees performance.

Therefore, it is important to note that, the Tanzania Police Force promotion and training to its Police officers will provide better service to the public, which leads the public to trust the Force and provide information about criminals in the community. Criminal information is important input for the performance of Police Force.

4.5 Objective Three: Opinions on Motivation Mechanism With Respect To Performance in the Police Force

Motivation mechanism seems to be one of the most important tools of managing employee performance. Organizations design motivation systems to encourage employees to perform in the most effective way but also to attract potential candidates.

Motivation is driving force for arousing, selection and direction of behavior that can lead employees to better performance when necessary conditions are met. It is a term used to define failure or success of task. While the opportunity and ability tend to be stable and difficult to change for the personnel, motivation has flexibility, that is, it can be changed by some means. Furthermore, it is apparent that in the absence of willingness to perform; capacity and opportunity will not generate the desired results.

4.5.1 The Correlation between Motivation Mechanism and Work Performance

The correlation method was used to analysis the degree of relationship between the variables motivation and performance in the respective area of study. The result gives the correlation coefficient of 0.509. This signifies that there is a positive relationship between motivation and work performance in the study area. Therefore, this result means that, an increase in motivation to employees thus police will enable the Police Force to have an increase in performance and a decrease in motivation can lead to decrease in performance (Kothari 2008). The test of significance revealed the p- value of 0.000 which is less than the level of significance of 0.05; hence the test is statistically significant. Findings of this study are in line with that of other scholars. Hertzberg, (2003) in his study on Australian police officers found out that highly motivated workers produce better outcomes and concluded that it is important that police officers are motivated to provide quality services to the community they serve.

4.5.2 Regression Analysis on Motivation Mechanism and Work Performance

Basing on the analysis, the coefficient R^2 explains the extent to which variations in the dependent variable performance of workers can be predicted by the changes in the independent variable, motivation mechanisms. The coefficient R^2 in the linear regression tells how the regression line fits the data. Therefore, the computation thus the regression analysis gives the R value of 0.509 and $R^2 = 0.257$ this imply that 25.7% of the corresponding variation in performance can be explained by changes in motivation mechanism in the Tanzania Police force. It is an important indicator of the predictive accuracy of the model equation; $Y = \beta_0 + \beta_1 X_1 + e$ Where Y= Employee work performance; β_0 = Constant value; X_1 = Motivation mechanism; e = Errors

term; β_1 ; = the model parameter, the constant imply that the constant is significant means tat officers have to do their duties even when motivation is absent. Such circumstance is explained by the fact that, this is a disciplined force and so orders must be followed and all officers are responsible for how the day is depleted. It is also accredited to the kindliness of security matters, hence at the lowest level of motivation it is still supreme that officers work.

Uronu, (2011) notes that motivated employees can help make an organization become competitive, add more value and become more profitable. Furthermore, motivation tests on the beta coefficient of the resulting model suggested $\beta=0.704$ which is significantly different from 0 at p-value of 0.0 which is less than the level of significance of 0.05. The implication is that the coefficient β of the resulting model is significant. The constant $\alpha=10.275$ at the test of significance p-value of 0.00 is less than the level of significance of 0.05. This means that the constant in the resulting model is significant .The implication is that, the model fits the goodness of fit. The model performance $=\beta$ (motivation) holds as suggested by the tests .This confirms that there is a positive linear relationship between performance and motivation in the police force.

Therefore, proper motivation of Police Officers with promotions inclusive will increase hard work, increase teamwork and it will reduce laziness. In addition, the Police Officers will have a settled mind in their profession. There will be a reduction in the likelihood of the Police Officers to opt for other occupations. Actually, proper motivation will reduce on the increased desire for Police Officers to leave the job

hence the employees in the police force end up with better trend of work performance on because of them to be motivated in time.

4.6 Objective Four: Trending Developments and Potentials on Motivation Mechanism to the Tanzania Police Force

Police administration and resource development have fundamentally changed over the last century. Today, dedicated, determined police administrators spend their time, energy, and effort helping their departments creates the right learning environment, design performance management systems, and implement change initiatives. It is no longer acceptable to simply provide training programs and hope that officers will mysteriously improve their knowledge and skills and that organizational effectiveness will magically blossom mature.

Table 4.11: Perception on the Trending Of Developments and Potentials on Motivation Mechanism to the Tanzania Police Force since Independence

Variables	Responses							
	Moderate		Good		Very good		Total	
	N	%	N	%	N	%	N	%
Job promotion	5	14.7	22	64.7	7	20.6	34	100
Residential Status	24	70.6	8	23.5	2	5.9	34	100
Remuneration/Salary	11	32.4	15	44.1	8	23.5	34	100
Social services	10	29.4	22	64.7	2	5.9	34	100
Working environment	3	8.8	17	50.0	14	41.2	34	100
Mode of training	12	35.3	21	61.8	1	2.9	34	100

Source: Field study 2016

The existence of police pre-service certification process provide an enhanced benefit to law enforcement when integrating basic training learning outcomes with higher

education criminal justice learning outcomes. Regardless to that the study has come up with the perception on the trending of developments and potentials on motivation mechanism to the Tanzania police force since independence, as presented in Table 4.11, the reality is that, there is a slight improvement in the police force since independent, this give a signal that that, improvement in the police force is required to the higher extent.

4.6.1 Comparison on Perception on the Trending Of Developments between and Within Senior, Middle and Junior Employees

A researcher at this juncture attempt to compare perceptions on the trending of development as put forward by 34 employees thus police officer as ranked in three categories where the first categories were of five senior respondents, the second category were of nine middle level employee/respondent and last category was comprises of twenty respondents/police (Table 4.12).

Results presented in Table 4.12 show that there is a slight different and similarity between the three groups investigated in the study area. For instance the perception of the majority thus all the three group agreed that the mode of training in the study area is conducive thus they respondent by saying that is very good also another similarity discovered between the three group is on the state of remuneration offered by the police force in the country the response was that, all the group declared that they are moderately satisfied with the trend of remuneration, this signify that employee in the Tanzania police force are not well satisfied with the financial rewards/remuneration offered to them.

**Table 4.12: Comparison on Perception on the Trending of Developments
between and Within Senior, Middle and Junior Employees**

Variables	Responses By Senior Respondents							
	Moderate		Good		Very good		Total	
	N	%	N	%	N	%	N	%
Job promotion	1	20	3	60	1	20	5	100
Residential Status	1	20	4	80	0	0	5	100
Remuneration/Salary	1	20	2	40	2	40	5	100
Social services	0	0	3	60	2	40	5	100
Working environment	0	0	4	80	1	20	5	100
Mode of training	0	0	1	20	4	80	5	100
Variables	Responses By Middle Respondents							
Job promotion	3	33.3	5	55.5	1	11.1	9	100
Residential Status	4	44.4	5	55.5	0	0.0	9	100
Remuneration/Salary	2	22.2	6	66.6	1	11.1	9	100
Social services	1	11.1	6	66.6	2	22.2	9	100
Working environment	1	11.1	5	55.5	3	33.3	9	100
Mode of training	0	0.0	7	77.7	2	22.2	9	100
Variables	Responses By Junior Respondents							
Job promotion	5	25	9	45	6	30	20	100
Residential Status	19	95	1	5	0	0	20	100
Remuneration/Salary	16	80	4	20	0	0	20	100
Social services	10	50	7	35	3	15	20	100
Working environment	2	10	13	65	5	25	20	100
Mode of training	2	10	15	75	3	15	20	100

Source: Field study 2016

On the other hand different in perception pertaining to residential status were discovered that those at senior level observed to be satisfied with the residential status whereas those at junior level were not well satisfied with the residential status in the Tanzania police force, the reason behind such assumption is that, those at senior level do have very conducive residential while those at junior level do live in poor housing conditions.

Therefore, it is clear from this finding that, the Tanzania Police Force do offer training to its employee with the major intention of sensitizing the police force in term of service provision in the country. In spite of that the Tanzania police force has observed to face with unsatisfied salary/remuneration as well as the mode of housing accommodation offered to them.

CHAPTER FIVE

5.0 SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The present chapter presents summary of the findings, conclusions and recommendation of the study.

5.2 Summary of finding

5.2.1 Theme for Objective 1

Promotion and rewards for the work of an employee is one of the main motivating and stimulating factors. If this system is managed well in the organization, it can raise employee motivation, satisfaction and attract more people to join the Tanzania Police Force. With reference to this study, it has been discovered that majority of respondents thus 91.2% said that they have been attracted to join the Tanzania Police Force because they like to save people and their properties said that they have been attracted because of the essence of patriotism and some they like the job because they want to protect the country. In spite of them being attracted to join the police force, the study finds out that 94.1% of respondents said that unsatisfying salary is the major factor which affects the modality of work, furthermore, low understanding/education in among citizen and promotional delay is also an issue which affect their modality to work.

Also the study discover that, hard work, promotion, rewards, discipline, good record of work and obedience are the leading motivational factors to Police Officers in the

study area, These factors followed by Experience/years of Service, Tolerance and Leadership abilities, Education standard, Efficiency to work.

Furthermore, the study find out that, more than half 68% of the police officer gave their views that their working environment is not well conducive enough to enhance their work output, the reason behind is that, sometime it happen once when they are supposed to alive in a given place where there is an occurrence of problem, they tend to delay because of the few working facilities, This situation of working in an environment which is not well conducive tends to affect the efficiency to work because of the difficult they face when responding to their daily duties.

Also the study revile that, the motivational status in terms of salary is not conducive to the majority of employee thus Police officers, they said that the amount of salary which they receive is not enough to meet their daily expenses. With reference to the correlation and regression analysis attempted the result indicate that police officers agreed that motivation in any working environment have greater influence on the job performance, therefore if they will be motivated to the higher extent there will be more and higher improvement in the performance of the Tanzania Police Force.

5.3 Conclusion

Based on the research findings it is reasonable to conclude that performance in the police force can be improved and with time meet the satisfaction of the employees through the imposition of motivational mechanism. It is sound to articulate that the current phenomenon of performance of the police force can be reversed if the

government will ensure that the police are sufficiently motivated. The police must also be willing to change and have the necessary capabilities.

Moreover, it is clear from the study finding that motivation mechanism in a given work place in an organization is of great significant because it is considered as inspiring method toward job improvement, raising job moral and enhance greater job satisfaction in among workers. However, since motivation is an integral part of management process, it is now a duty for responsible managers/motivators to motivate their subordinate to create in them the will to work because higher motivation is of great significance in given work place.

Also, it is important to note that, the Tanzania Police Force promotion and training to its Police officers provide better service to the public, which leads the public to trust the Force and provide information about criminals in the community. Criminal information is important input for the performance of Police Force.

The police must also be aware of the antecedents of performance and how they impact on performances in order to embrace positive change. However, proper motivation of Police Officers with promotions inclusive will increase hard work, increase teamwork and it will reduce laziness. In addition, the Police Officers will have a settled mind in their profession. There will be a reduction in the likelihood of the Police Officers to opt for other occupations. Actually, proper motivation will reduce on the increased desire for Police Officers to leave the job. Therefore, this promotion will improve on the performance of the Police Officers. Also, Police

Officers must be promoted and motivated based on their records, discipline, hard work, and experience and education level.

5.4 Recommendation

Basing on the study findings, it is recommended that;

- Police officers require motivation in order to dispense their duties effectively. Motivation as illustrated in the study findings has a direct link with performance. When the officers are motivated, they are happy and therefore work well. Particularly remuneration and compensation, review of the training should be aligned with requisite multiple practical skills; also there is a need for fairness and equal treatment on promotion given to police officers.
- There is need for increased and improved housing facilities in the police organ to avoid officers sharing houses. Good pay will reduce unethical behavior like corruption among the police, because when they are underpaid they force themselves to find other ways of raising money to meet their family obligations.
- Depending on the problems given, the researcher is of the view that a number of things can be done to enable officers effectively and efficiently perform all their duties. Among the suggested solutions include improving on their accommodation and living conditions, increasing on their payments, giving them allowances and having their salaries paid promptly.
- Socially, the working conditions of the Police Officers need to be improved. Motivation here can be done through improving on the accommodation facilities of Police Officers, improving on their conditions of work, giving the Police

Officers some freedom and independence. There is need for provision of lunch, proper sanitation and medical facilities a health mind lives in a healthy body.

- There should be proper facilitation at the workplace. Transport facilities, working facilities and accommodation facilities need to be provided. These not only motivate the Police Officers but also make their working conditions better. Short and long term courses should be provided to improve on the knowledge of the Police Officers.
- Financially, the Police Officers can be made stable at their work with no intentions of crossing to other occupations if they receive an increment in their salaries which at times is derived from promotions. They should be paid in comparison to the payments in the other professions/occupations.

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APPENDICES

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

This section will present the demographic characteristics of the respondents which are age of respondents, gender of respondents, marital status of respondents and level of education of respondents.

1. Demographic characteristics of Respondents

- Name.....
- Age
- Education level.....
- Occupation
- Tribe /nationality.....
- Resident
- Phone number.....

2. How long you have been in the Tanzania Police Force (TPF)

- (a) Below 1 year (b) 1-5years (C) 6-10 years (d) 11-15years (e) 16-20years (f) 21-25years (g) 25 years and above.

3. What are factors attracted you to be sustainable in Tanzania Police Force?

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4. What is your current job designation and state it?

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5. What factors attracted you to join the Tanzania Police Force (TPF)?

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6. What factors affect your performance at work place?

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7. What do you think should be done to make you effectively and efficiency perform all your duties?

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SECTION B: QUESTION BASED ON THE TOPIC TO BE OBSERVED

1. To evaluate the motivation mechanism in policy and guide lines of the Tanzania Police force.

a. Promotion.....

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b. Renumerations.....

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- c. Workingcondition/training.....
.....
 - d. Housingsocialwelfare.....
.....
 - e. Others.....
2. Examine the experience of employees on motivation mechanism operation in our environment especially to the Tanzania police force
- a. What was done to you?
Why.....
 - b. Why missed
Why.....
 - c. What was over and above there a requirement?
Why.....
3. To analyses opinions on motivation mechanism with respect to performance in the Police Force.
- f. Promotion.....
.....
 - g. Renumerations.....
.....
 - h. Workingcondition/training.....
.....
 - i. Socialwelfare.....
.....

4. To explore trending developments and potentials on motivation mechanism to the Tanzania police force.

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