**WORK PERFORMANCE AND MONETARY MOTIVATION IN THE TANZANIA POLICE FORCE**

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

**2018**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation titled; “Work performance and monetary motivation in the Tanzania Police Force” in partial fulfillment of the requirements for the degree of Master of Human Resource Management

…………………..……………….

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# DEDICATION

I dedicate this work to my beloved wife Stella A. Mosha, my parents Mr. &Mrs. Kululinda Mihayo, my brother George K. Mihayo and my sisters Teddy and Astelia K. Mihayo.

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# ABSTRACT

Motivation explains why people do things in a successful way. It includes initiatives, guidance and maintenance of goal-oriented behavior. Tanzania police force is being faced with several misconducts including robberies, theft, drug issues, poor customer care, and the likes which are being associated with poor monetary motivation. This study aimed to evaluate the impact of monetary motivation in the Tanzania Police Force. A Case study design was used and the study was conducted at Dar es salaam Police Academy and Special Force Unit in Dar es Salaam involving 158 officers. Random and Purposive samplings were used to obtain samples. Semi-structured questionnaires and oral interviews were used in assessing the individual’s perception. Thematic analysis was used to categorize data into different themes, which were then assessed of their association. The study revealed that police officers do prefers and are motivated by monetary motivations especially salary and allowance. Misconducts in the force are perceived to be linked to lack of monetary motivation. The study recommends that there is a need for improving monetary motivation in the TPF as it is perceived by its officers for improved performance. Other recommendations include improving the budget of MOHA, payments for overtime, risk allowance and special skill allowance.

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# LIST OF ABBREVIATIONS

ACP Assistant Commissioner of Police

A/INSP Assistant Inspector of Police

CB Confined to Barracks

ED Extra Drills

GCPSE Global Centre for Public Service Excellence

IEA Institute of Economic Affairs

IGC International Growth Centre

INSP Inspector of Police

JKT Jeshi la Kujenga Taifa

MOHA Ministry of Home Affairs

NHIF National Health Insurance Fund

NPM New Public Management

PC Police Constable

SFU Special Force Unit

SSP Senior Superintendent of Police

TPDF Tanzania People’s Defence Force

TPF Tanzania Police Force

UK United Kingdom

US United States

# CHAPTER ONE

# 1.0 INTRODUCTION

This chapter presents the background of the study, statement of the problem, objectives of the study, research questions and significance of the study, scope and assumption of the study.

* 1. **General Introduction**

 According to Baron et al. (2012), motivation is developed from the Latin word “movere” which means “to move”. A process that focuses on giving goal-oriented behaviors (Gresham, 1988) and it involves biological, emotional, social and cognitive forces to form that particular behavior (Wigfield & Eccles, 2002). Nelson (2013) described motivation as a process of arousing and sustaining goal-directed behavior, it has also been explained as a strategy of giving people incentives that cause them to act in a desired ways (Certo, 2016).

Understanding the difficulties in working place has been in exploration for long time and profit sharing being used as one among the earliest measures established by managers in both private and public sectors to motivate workers (Wren, 1994). Frederick W. Taylor presented an assumption that workers are predominately motivated by monetary rewards (Landy, 1989). Most of academicians in organizational studies focused on the concerns about what motivate workers (Haslam, Powell & Turner, 2000) because productivity depends on motivation and skills of the employee (Van Niekert 1987). Therefore it is the task of the management to plan for and motivate its employee to perform to the best of their ability.

De-motivated workers can result into strikes which have several consequences like closure of public hospitals, schools, waste collections services and transport services. These consequences affect many African nations including Tanzania, Kenya, Uganda Botswana, Zimbabwe and South Africa, this problem has resulted to the establishment and implementation of several programs, policies and reforms which address the issue of human resource and their motivation(Global Centre for Public Service Excellence 2014).

Monetary motivations in law enforcement organizations like police forces which have different occupational culture compared to other organizations have been studied. This has been aiming to address the importance of motivation even among those under authoritarian style of leadership (More et al., 2003). Financial motivations increase the working ability (Moller, et al., 2012), encourages workers to have effort (Judge at al., 2007) and the opposite occurs in absence or shortage of monetary motivation (Herzberg, 2003). Poor monetary motivation is said to be one of the reasons for misconduct to Nigerian police officers (White, 1999).

A number of studies have been carried out internationally and nationally to find out reasons why police officers engage into unfavorable and illegal actions inspite of the reality that there are different monetary measures such as payment of direct allowances, bonuses and incentives which are sometimes not payable to non-police officers like teachers and nurses. The government of United States of America provides good salaries to its police officers, it also provides life insurance, health insurance, additional duty allowances, family leave allowances and housing allowances but despite these plausible payments, police officers in USA are reported to be involved into misconducts related to monetary benefits, for examples in Arkansas about 500 to 600 drug pills were stolen from the evidence room by a police officer instead of being destroyed after the closure of the case.

In Pennsylvania a police officer alleged for seeking a 500 US dollars bribe to cancel a marijuana charge, he was charged with a crime of bribery. In New Jeyser, an officer supervising the evidence room was sentenced for three years in jail for stealing cocaine from evidence room, also a Sheriff in Louisiana was convicted for participating in methamphetamine distribution, conspiracy to possess 50 grams of meth and facilitating drug trafficking.

Police officers in England and Wales are paid basic salary of about 34,000 to 79,000 US dollars and several allowances including locations, replacement, unsocial hour’s , away from home/overnight, hardship, on call, overtime, dog handlers and secondment allowances. Despite of all these motivation, they still engage into illegal issues like corruption, bribery, theft, use and sell of drugs like heroin, cocaine and amphetamines (Serious Organized Crime Agency Report, 2015). Other negative impacts related to motivation and lack of morale are like turnover of about 0.9 to 1.8 percent, about 9 percent officers seeking alternative employments and 16 percent intends to leave the police service (The UK National Police Chiefs Council Report, 2015).

Helping employee to become effective in their jobs is one of the most fundamental job in people management that an organization has to undertake since the performance of any organization depends on the quality of employee’s performance to achieve organizational objective and aim, the management is responsible for initiation and providing for the required help through education, training and development (Tyson & York, 2005). Tanzania Police Force is one among the departments under the Ministry of Home Affairs responsible for protection of life and properties, since the independence in 1961 TPF has been faced by different challenges especially poor performance and financial problems which reportedly as cause for several misconduct such as petty corruption (Human Rights Report, 2015).

In the late of 1980s police officers were reported to engage into several malpractices in discharging of their daily duties, they failed to abide laws which results to injustice, arbitrariness, dictatorship, breaches of peace and public unrest, things like unjustifiable arrest, detention and torture were done intentionally, these misconducts became country-wide phenomenon (Kapinga, 1990). During the mid of 1990s, TPF experienced several challenges which were associated with globalization, advancement of science and technology, international and economic changes, social changes, national policing, the emerging and increase of organized and serious crimes, poor training, recruitment, selection, placement, human resource retention and motivation, infrastructure, transport facilities, office equipment and budget reduction, all these were happening as a country undergoing a democratization process which pushed the public to start demanding on better performance and timely service from the police force as the same time questioning the integrity and capability of the TPF (Tanzania Police Force Annual Report, 2007).

The effects of globalization and advanced technology resulted to social, political and economic changes. In Tanzania perspective, most of the state monopoly involving in economic activities was replaced by private sector due to the privatization policy and free market economy, private sectors were characterized by retrenchment of both semi-skilled and non-skilled labour which created a big pool of unemployed people whereby others opted for criminal activities and added the workload to police force.

TPF also suffered from shortage of fund in the years between 1993-2003, it received less than 50% of its financial requirements which steered to the burdening of outstanding debt of more than 20 billion Tanzanian shillings during the financial year of 2000-2001. This budgetary shortfall was common throughout the government during this period which reflected the country’s weak economy. It hurts the police service in several ways like recruitment, deficiencies in facilities and equipment and poor working environments (Scher, 2009).

In light to the above challenges, the TPF and MOHA introduced reform program in 2006, it has short, medium and long term plans which address the challenges and improve performance of police force. The reformation covered both non-monetary and monetary motivations. Policy making framework, strategies, action plan, problems and factors hindering performances of employees in the Tanzania Police Force, were also highlighted in the reformation. This aimed on creation of corruption free zone environment, facilitating promotion, transparent in service delivery, provision of effective and efficient services to public (Mwema, 2008).

## Statement of the Problem

Population growth in Tanzania is rapidly increasing and requires police service, however the capability of the TPF to respond appropriately is limited. Misconducts have been reported by the Commonwealth Report of 2006 and Human Rights Report of 2015 revealing that, the police particular traffic police officers are considered vulnerable to corruption, junior staff member with low salaries are engaged in petty forms of corruption while senior officers benefits from percentage of overall bribes collected.

Police performance has been a factor in the development of police institution worldwide, misconducts like abuse and corruption appears to be prevalent and have caused the public unrest and increasingly demanding for better and quality police service. Institutional unresponsiveness is perceived as highly conducive to misconduct and unfairly treatment to the community (Cange, 2016). Efforts have been granted to improve performance in the TPF but they are compromised by poor performance and misconducts.

Lack of both professional capacity and motivation are linked to poor transport facilities, poor living standards, public pressure, ignorance of law, political movements and democracy, poor training and working conditions. Also low pay levels among employees of the force as is other public servants affect performance, tempting some police officers to engage into misconducts like corrupt practices (The Citizen, January 5, 2014). In view of the above, this study therefore seeks to evaluate the impact of monetary motivation in the TPF.

## 1.3 Research Objective

### Main Objective

To evaluate the impact of monetary motivation in the TPF.

### 1.3.2 Specific Objectives

The study was guided by the following specific objectives in order to meet the requirement of the above main objective: -

1. To examine the perception on various types of monetary motivations that can improve work performance in the TPF.
2. To examine preferences between monetary and non-monetary motivations among employees in the TPF.
3. To examine whether there is a relationship between monetary motivation and misconducts in the TPF.

## 1.4 Research Questions

1. What are the types of monetary motivations which can improve work performance in the TPF?
2. What do employees prefer most between monetary and non-monetary motivations?
3. Is there a relationship between monetary motivation and misconducts in the TPF?

**1.5 Significance of the Study**

The study will shade light on what motivate officers of the police force in their daily activities. This information will help the government to come up with modified policies, plans as well as appropriate measures so as to improve performance in the force.

Stakeholders, particularly the Ministry of Public Service Servant and the Ministry of Finance, which have been cooperating with Tanzania Police Force in resources management and financial issues are expected to use this information to understand better the challenges facing the Tanzania Police Force and be able to strategize on how to deal with them.

Police officers of all ranks, from the findings of this study, may use this knowledge in order to understand the efforts that are being employed by the force towards the improvement of monetary motivation, positive and negative effects of lacking motivations and factors which foster police officers to perform well. Finally, this study has come up with certain inputs in the field of motivation, particularly monetary motivations and therefore it could serve as a source of knowledge and information for future researches.

## 1.6 Scope of the Study

This study covers the whole of the Tanzania Police Force because administrators in all departments and levels, from headquarters to district levels, are planning and imposing different measures to improve job performances to police officers. Thus, the findings were generalized to take into account all levels and departments of the force in relation to the role of monetary motivation in improving work performance in the police force.

**1.7 Definition of Key Terms**

**Motivation**: refers to monetary and non-monetary benefits which enhance morale and good performance of police officers in the TPF.

**Monetary motivation** – refer to salary, allowance, incentives and bonuses provided by the TPF.

**Officers/ workers:** All police personnel working with the TPF.

**Police officers:** Uniformed and un-uniformed officers employed by the TPF.

**Performance**: Acceptable disciplined and standards of working within the TPF.

**Misconducts:** anything prohibited and violation of the TPF orders, guidelines and laws.

# CHAPTER TWO

# 2.0 LITERATURE REVIEW

## 2.1 Introduction

This chapter highlights issues related to monetary motivation through reviewing different studies from both local and international sources on the role of monetary motivation in improving work performances.

## 2.2 Theoretical Literature Review

### 2.2.1 Equity Theory

This study was guided by the Equity theory developed by Stacy J. Adams of USA (1965). It is based on the assumption that inputs and outputs are aspects which regulate the relationship between employers and employees in an organization. Efforts and contribution invested by employees in the assigned work is called inputs while the rewards which received by an employee upon the completion of an assigned work is called outcomes. Tanzanian Police Officers, as human being and employees of the public service are affected by assumptions of this theory because their performance is much affected by fair, balance and justice treatment which they measure them from their fellow employee within the force and external employees such as the Tanzania Peoples Defense Force and goes to comparison of all salaries, allowances, bonuses and incentives and non-monetary motivation including fair decision, accommodation, recognition and promotion.

### 2.2.2 Expectancy Theory

Victor Vroom’s theory (1964) presents the following elements which are directly linked with employee’s performance. These are efforts and performance, rewards and performance and rewards attractiveness and performance, thus employees behave and acts positively depending on what they expect from their efforts invested and how much they are rewarded and attracted to perform their jobs in a required standard. Police officer are seems to invest a lot effort in training and performance of their daily duties but also monetary rewards for them to perform their works in high level.

###

### 2.2.3 Reinforcement Theory

B. F. Skinner (1960s) in this theory assumes that employees are likely to repeat and engage into a favorable and positive behavior if their employers reward them for good performance, however the behavior which punishable might be less repeated by employees, thus, if good work done by the police force officer is rewarded, there is a high chance that the work will be repeated and the opposite is true.

### 2.2.4 Scientific Management Theory

Frederick W. Taylor (1900s) assumes that workers are naturally not enjoying works, therefore close supervision and control is needed, appropriate training and tools should be supplied to promote and improve their efficiently. Managers should design tasks and paying them according to what they produce in a set period of time. Police officers also need close monitoring associated with well-planned paid tasks which will motivate them.

**2.3 Empirical Literature Review**

This refers to a proposed way of thinking about potentially related events indeed, it contains built-in theories and they cannot be simply reduced to describing a set of observation.

**2.3.1 Monetary Motivation, Performance and Policing Services**

According to Adams and Hicks (2001), monetary motivation involves direct payments, pension, illness, health, accident and life insurance, clothing, accommodation and childcare allowances, it become as an essential tool and motivator for satisfying the needs of employees in workplaces. Monetary incentives program increases effort and hence performance (Bonner & Sprinkle, 2002).

According to Wilton (2013), organizational performance depends much on individual performance which is characterized by ability, opportunity and motivation; ability comprise of attitude, skills, behavior and knowledge while opportunity is referred as both informal and formal support provided by an employer to achieve their potential. On other hand, motivation depends on the alignment between the extent of which business and employees’ interests met. Thus to maintain the suitability of performance within organization we must ensure the sufficient level of mutual relationship and interests between employees and employers is maintained.

Riggio (2013) contended that, employees are motivated by the combination of both extrinsic and intrinsic rewards at any given point in a time. Money, incentives and promotion provided by employers and co-workers as recognition are part and parcel of extrinsic rewards which motivate employees to perform well (Beer & Walton, 2014). Both promotion and proficiency courses plays a vital role in improving the performance of police officers (Dar esSalaam Police Academy Annual Report, 2017).

Police officers with lower ranks in many of Sub-Saharan countries are poorly paid, promoted, accommodated and motivated; all these issues pull them to corruptions and other different misconducts which directly affect their daily performance, thus we need an urgent review to improve payments, working and living environment so as to trigger their morale, improve working performance, discipline and restore their dignity (The Nigeria Police Service Commission Report, 2012).

In South Africa, misconducts like corruption, smuggling, drug dealings, illegal possession of weapons, bribery, thefts, illicit markets like gambling, prostitutions and illegal sale of liquor are associated with lack of monetary motivation, this is seen more in the lower rank officers since are the ones with the least payment in the force (Newham, 2002). Low morale and hence poor performance are the results of unmotivated employee. This has led to insecurity in Kenya which ended up with poor economic performance. Reform program involving salaries, training, allowances, working conditions and the like has improved the condition to some extent (The World Bank Report, 2003).

Despite of all those efforts and reforms, Kenyan Police Service still faces some problems like tribalism, favoritism, absenteeism, corruptions, low quality work, low productivity, lateness, laziness, high rates of complaints, high turnover, stealing of government properties and other misconducts which results to dismissal of about 127 officers in 2016 (The National Police Service Commission Report, 2016). The government of Ghana introduced the Single Spine Salary Structure in 2010 as part of reforming the Ghanaian Police Service, it increased the take-home payment, allowances and fair wages of police officers to 200 percent, and it aimed at boosting morale, fighting against petty corruptions, restoring disciplines and enhancing professionalism in the policing services in Ghana.

Police officers in India earn one of the best salary packages in the government of India. They also enjoy specific privileges and allowances like city compensatory allowances, dearness allowances, leave travel allowances, training allowances, metropolitan allowances, uniform allowances, maintenance allowances, washing allowances, conveyance allowance, ration allowance and commando allowances, medical and life insurance (The Vigilance Commission’s Annual Report, 2014).

The Law enforcement magazine (2016) reported that, officers working in law enforcement agencies are motivated by rewards and money. Motivated officers with strong ethics are very important features in the long-term success of Law enforcement agency. Therefore lack of motivation to police officers may directly and negatively affects the safety and security to community members and other officers within the force. Performance standards of Law enforcement agencies has pushed many states including the government of United Kingdom to implement different techniques and strategies such as the New Public Management as measures to improve performance of police officers for years. However the results have is minimum and its application have not changed the performance as it was expected (Walker, 2004).

Police officers in Cape Verde engage in many illegal issues and misconducts. In several occasions they have been caught in banditry, drug trafficking, organized crimes and money laundering. This has led to the failure of controlling light weapons and hence economic and political instability (Carter, 2009). Professionalism and motivations to police improves the performance (Beck, 1999). Other factors like using their own skills, sense of accomplishments, creativity, opportunity, enjoyment, training, financial reasons, work ethics and promotions also have effects on the performance (Lord, 2004).

Poor organizational support, lowly supervision and long-term stress to police officers lead to burnout, reduced motivation and hence poor performance (Anshel, 2000). A Canadian human resource reporter (2007) found that, good flows of information and effective communications between employers and employees promotes good working relationship which positively motivates workers. This is not the case in police forces where communications are mostly vertical (Bateman & Organ, 1983).

A study conducted by Sommerfeldt (2010) identified major five motivational factors that motivate police officers to perform well in their workplaces. These included workplace relationship, work achievement, feeling valued, work itself, working conditions and payments.

According to Gupta (2009), both financial and non-financial incentives are used to motivate employees. Financial incentives are directly or indirectly payments of money, wages, salaries, bonus, profit-sharing and retirement payments. Non-financial incentives include status, responsibilities, recognition, job security, job challenges, team spirit, competition, participation and housing service.All these provide both psychological and emotional satisfaction rather than financial incentives.

Gitonga (2015) in his study in Kenya found out that housing facilities was one among the biggest problems to police officers in Nairobi City and if this was to be solved, it would have boosted their level of motivation and hence performance. This is very similar to Ghana whereby about 25 percent of police officers are not housed while 75 percent resides in police barracks, others live in offices, garages, uncompleted buildings and broken-down buildings. Organization in Asian Countries such as China give 15 percent increment of annual payment to its official workers only if have shown an outstanding level of performance (Croasmum, 2002). Other benefits like job security, opportunity, having authority and power were identified by Wu, Sun and Cretacci (2009) as essential factors that motivate people to join the police service and perform well in China.

Sara (2004) and Taylor (1911) believed that money is a best, supreme and solution in motivating employees while Dickson (1973) and Herzberg (1987) challenged this. Money is not only a motivator for workers to perform better in workplaces but other factors like working security, good working relationship, appreciation, engagement and opportunity for growth and development encourages employees to perform better.

### 2.3.2 Tanzania Police Force and Monetary Motivation

Tanzania Police Force through the Police Force Service Regulation Act of 1995 lay down allowances and other emoluments for police officers as part of motivation and improving their performance. These includes subsistence, trade pay, rent assistance, plain clothes, outfit, living, detective, dog handling, bicycle, band, driver’s proficiency, instructor, responsibility, transport, mileage, marine, flying, special skills, license endorsement, hardship, professional, stress, signal, foreign service, entertainment, disturbance and night duty allowances.

Wilfred U. Lameck in his study “Ineffective utilization of non-monetary motivation in the Tanzania Police Force in 2011” found out that 80 percent of respondents responded that non-monetary motivation was an important tool for motivating employees. These included appreciation, promotion, recognition, certificates, medal awards, good working conditions, gifts, respects, social activities, employee of the month, celebration, tour offerings, abroad assignments, responsibility and training.

## 2.4 Conceptual Framework

The model below shows that employees can be monetary motivated in order to improve their performance. These include things like salaries, bonuses, incentives and allowances. An Improved performance is an outcome which depends on the availability of motivation. In this study Tanzania Police Force is assumed to improve and increase salaries, bonuses, incentives and allowance which will positively motivate its employees and finally improve their daily performance. Therefore, improved performance is an outcome of a well-planned and organized monetary motivation in the force. Figure 2.1presents the conceptual framework model on the role of monetary motivation in improving performance in workplaces.

Salaries

Bonuses

Incentives

Allowances

Improved Performance

Monetary Motivation

**Figure 2.1: Conceptual Framework**

## 2.5 Research Hypothesis

According to Creswell (1994), hypotheses refer to formal statement that presents the anticipated relationship between variables or it can be all prediction which a researcher expects to occur and test them during the study. Basing on the conceptual framework above this research was guided by the following four simple hypotheses:-

1. Employees who are paid better salaries, allowances and bonus perform well than those who are paid poorly in the organization.
2. Employees prefer monetary motivations mostly than non-monetary motivation.
3. Employees of the Tanzania Police Force engage into misconducts for monetary benefits.

## 2.6 Summary

Theories reviewed in this study are equity, expectancy, reinforcement and scientific management theory. They reveal that employees are assumed to invest their efforts and perform to the required standards if they are fairly treated, fairly paid and rewarded. Thus, improved performance is the result of good treatment, good rewards and payments from their employers.

# CHAPTER THREE

# 3.0 METHODOLOGY

## 3.1 Introduction

## This chapter presents the research design, population, sample size, sampling techniques, tools for data collection and data analysis of the study.

## 3.2 Research Design

This study is based on a Case Study design and it was conducted through interviews and questionnaires. The researcher used a case study design because it seeks to describe a unit of employees of the Tanzania Police Force and the role of monetary motivation toward their improved performances. Research design is defined as a scheme, outline or plan that is used to generate answers to research problem (Orodho, 2003). A Case Study design is a way of organizing educational data and looking at the object to be studied as a whole (Kombo and Tromp, 2006).

## 3.3 Survey Population

The targeted populations in this study were all police officer in the TPF. Results of this study gave conclusion about the whole of the workers in TPF. Study population was students, instructors at DPA and SFU officers. Population is a group of individuals, objects or items from which samples are taken for measurement (Kombo and Tromp, 2006).

## 3.4 Study Area

The study was conducted at Dar es Salaam Police Academy, which is a training institution of the TPF located near the Centre for Foreign Relation and Diplomacy Institute and the National stadium and SFU. This academy has officers and students from almost every region in the country. It also has officers with different ranks with the exception of two highest ranks. In addition, officers with different levels of education, from standard seven to doctoral degrees are available at the academy; hence, ease of data accessibility.

## 3.5 Sample Size

A sample of 158 subjects was drawn from 210 instructors, students and Special Force Unit officers. Sample size is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985).

## 3.6 Sampling Procedures

## The researcher, in this study, used random and purposive samplings procedures to collect data from 158 respondents. These respondents were grouped as follows, eighty-eight (88) Instructors, forty (40) students and thirty (30) officers from SFU. Random is a sampling method in which all members of a group or population have equal chances of being selected. Purposive is a sampling method whereby the selection of members from a group is based on the objective of the study and characteristics of a population. Sampling is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho & Kombo, 2002).

## 3.7 Instruments of the Study

3.7.1 Questionnaires

A semi structured questionnaire was used to collect data from respondents concerning the relationship between monetary motivation and improved performance, determining motivation preferences, factors affecting employees to perform best, importance of monetary motivation and factors hindering monetary motivation in Tanzania police force. Questionnaire is a set of questions which are usually sent to the selected respondents to answer at their own convenient time and return back the field questionnaire to the researcher (Kothari, 2006). Questionnaires are easy and convenient to be filled in by respondents who can express their perceptions freely.

### 3.7.2 Oral Interviews

Person to person oral interviews were carried out by the researcher simply because of the nature of the work. It was very difficult to gather all instructors, students and other officers at the same time. Interview refers to questions which are asked orally by a researcher to an interviewee (Kombo & Tromp, 2006). The aim of using this instrument was to gain a complete and detailed understanding of the topic.

## 3.8 Validity and Reliability of Instruments

Careful analysis of the relevant literature was undertaken to review the literatures in similar studies. The researcher used oral interviews and questionnaires as instruments for data collections so as to gain a complete and detailed understanding of the study. Further the researcher drafted research questions and interview guide which were given to an outside expert in research methodology to check their appropriateness.

## 3.9 Data Analysis

Data collected in the study were analyzed by thematic analysis in which different categories of themes and their relationship were assessed. Thematic Analysis is a qualitative analytic method for identifying, analyzing and reporting pattern (theme) within data (Braun & Clarke, 2006).

## 3.10 Summary

This was a Case Study targeting officers of the Tanzania Police Force while the Police academy institute was used as the sample population. The study involved 158 respondents who were selected by using random and purposive sampling procedures. The study used questionnaire and oral interview instruments to collect data from selected respondents also both employed instruments were tested as to their validity and reliability through a research methodology expert.

# CHAPTER FOUR

# 4.0 FINDINGS

4.I Introduction

This chapter presents and analyzes findings gathered from respondents. The study used questionnaire to obtain quantitative information which were described through table, frequency and percentages. In addition, every respondent was given an opportunity to provide detailed information which formed the basis of qualitative information which was gathered through interviews.

## 4.2 Responses’ Profile

The study expected to have a total of 158 (100.00 percent) respondents; comprised eighty-eight (88) instructors, forty (40) students and thirty three (33) officers from the SFU. Total of 133 respondents responded to questionnaire while 25 respondents were interviewed. However, due to several factors such as workloads on the part of the prospective respondents, police leaves and other daily police duties, it was not possible to gather instructors, student and police officers at SFU. Therefore,a researcher managed to get 118 (91.47 percent) respondents for questionnaire filling and 11 (8.53 percent) respondents for interviews. This made a total of 129 (100.00 percent) respondents with different levels of education.

**Table 4.1: Respondents’ Profile on Education**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO.** | **Level of education** | **No. of respondents** | **Percentages (%)** |
| 1 | Secondary | 31 | 24.03 |
| 2 | Certificate | 24 | 18.61 |
| 3 | Diploma | 29 | 22.48 |
| 4 | Bachelor Degree | 31 | 24.03 |
| 5 | Postgraduate Degree | 14 | 10.85 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

The education background of respondents was as follows: Secondary school leavers 24.03 percent, Certificate 18.61 percent, Diploma 22.48 percent, Bachelor’s degree 24.03 percent and 10.85 percent Postgraduate. These statistical data revealed that the leading number of participants when categorized by level of education was Bachelor’s degree and Secondary School which make a total of 48.06 percent. However, this doesn’t mean that every police officer in police station holds a bachelor degree or secondary education level but it is due to the fact that the sample was drawn from the population of police officer studying diploma course and secondary education or its equivalent is an entry qualification while bachelor degree or its equivalent are instructors’ qualification. Respondents were divided in sex as depicted in Table 4.2.

**Table 4.2: Respondents’ Profile on Sex**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **Sex status** | **No. of Respondents** | **Percentages** |
| 1 | Male | 81 | 62.79 |
| 2 | Female | 48 | 37.21 |
|  | TOTAL | 129 | 100.00 |

**Source:** Research Findings 2017

Table 4.2 presents the respondents’ profile on gender as follows: male 62.79 percent and females 37.21 percent. These statistical data revealed that the leading number of participants when categorized by gender was male; this reflects that the academy has many males’ instructor and students than female, however the study acknowledges this as very important indicator and stage toward gender balance.

**Table 4.3: Respondents’ Profile on Family Dependents**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **No. of dependents** | **No. of respondents** | **Percentages** |
| 1. | 1 – 3 | 49 | 37.98 |
| 2 | 4 – 6 | 52 | 40.31 |
| 3 | 7 – 10 | 28 | 21.71 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

Statistical data in Table 4.3 revealed that, about 40.31 percent of police officers are dependable by between 4-6 dependents in their family, this was the high percentage observed during data collection while the lowest percentage of dependents was 21.71 percent whereby 7-10. These data reflects that salaries and allowances earned by police officers ends by providing daily services to their dependents. The study also comprises of respondents with different ages which range between twenty (20) to sixty (60) years old.

**Table 4.4: Respondents’ Profile on Age**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO.** | **Ages** | **No. of respondents** | **Percentage (%)** |
| 1. | 20 -30 | 43 | 33.33 |
| 2 | 30 – 40 | 50 | 38.75 |
| 3 | 40 – 50 | 32 | 24.81 |
| 4 | 50 – 60 | 04 | 03.11 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

Table 4.4 presents the respondents’ age profile. Respondents of age between 20 to 30 were 33.33 percent, 30 to 40 were 38.75 percent, 40 to 50 were 24.81 percent and3.11 percent were between 50 – 60 years old. The lowest percentage registered during data collection was 3.11 percent while 38.75 was the highest percent. This indicates that most of the sample population drawn in this study was at the middle ages which are characterized by many needs in terms of both social and economic which in reaction requires monetary and non-monetary motivations.

**4.3 Findings**

### 4.3.1 To Examine Various Types of Monetary Motivations That Can Improve Work Performance in the Tanzania Police Force

Respondents were asked “what are the types of monetary motivations which can improve work performance in the Tanzania Police Force? The researcher designed four choices which included allowance, salary, bonus and incentives so as to give free chances for respondents to respond. Table 4.5 presents the respondents’ responses to this question.

**Table 4.5: Types of Motivations Which Can Improve Work Performance in TPF**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Motivation** | **No. of responses** | **Percentages (%)** |
| 1 | Allowance | 36 | 27.90 |
| 2 | Salary | 62 | 48.07 |
| 3 | Bonus | 13 | 10.08 |
| 4 | Incentives | 18 | 13.95 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

The above research statistics reveal that officers of the Tanzania Police Force are motivated differently. Salary was agreed by the majority of the respondents as being their key motivator and bonus as the least. During the interview one respondent said;

*“Police officers are willing to perform well and hard work in any situation depending on how much salary they are paid. For me salary is everything because it serves both today and after retirement age in the form of pension, thus good and attractive salary always promotes workers’ performance in any sector”.*

Another respondent said;

*“Our ration allowance is paid usually at the mid of every month. This helps us much to supplement our meager salaries. For me allowance is the only thing that boost and improves my performance at the mid of the month once the salary is over”*.

While another respondent said that;

*“Salary is very important because it contributes to pension payment at the retirement stage, thus pension helps retired police officers to run our life after retirement”.*

Another question was “To what extent does monetary motivation motivates you to perform well in the Tanzania Police Force? Table 4.6 below presents respondents’ responses.

**Table 4.6: Extent of Monetary Motivations to Motivate Workers to Perform Well in the TPF**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO.** | **Extent** | **No. of Responses** | **Percentages** |
| 1 | Very high | 28 | 21.71 |
| 2 | High | 54 | 41.86 |
| 3 | Moderate | 20 | 15.50 |
| 4 | Low | 14 | 10.85 |
| 5 | Very low | 13 | 10.08 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

The level at which staff are being motivated by money varies with most of them being highly motivated, basing on data collected only 10.08 percent very lowly motivated by money. Respondents also were asked “To explain how different types of monetary motivations they have selected improve work performances”. Different explanations were given as the figure 4.7 presents;-

**Table 4.7: How Monetary Motivations Improves Work Performance in the TPF**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **How** | **No. of Responses** | **Percentages (%)** |
| 1 | Ensures the acquiring of basic needs | 26 | 20.15 |
| 2 | Reduces work stress | 26 | 20.15 |
| 3 | Promotes work values | 10 | 07.75 |
| 4 | Promotes workers economic stability | 12 | 09.31 |
| 5 | Discourages illegal practices to workers | 09 | 6.98 |
| 6 | Promotes morale and commitments | 25 | 19.38 |
| 7 | Improves workers living standards  | 11 | 08.53 |
| 8 | Reduces absenteeism | 10 | 07.75 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

Most of police officers believe that monetary motivation improves their living standard by providing the basic needs and reduce work stress while only 8 percent of the respondents believed that monetary motivation reduces absenteeism. Respondents were asked “Are monetary motivation provided by the Tanzania Police accessible to all police officers? They were requested to choose between “YES” or “NO”. Table 4.8 presents the respondents’ responses.

**Table 4.8: Accessibility of Monetary Motivation Provided by the TPF to all Police Officers**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Answer** | **NO. of responses** | **Percentages** |
| 1 | YES | 54 | 41.86 |
| 2 | NO | 75 | 58.14 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

Not all officers have access to monetary motivation as shown by 58.14percent of the respondents who are part of the force and the motivation itself.

During an interview one respondent said *“I have qualified and applied for rent and professional allowance since the year 2012 but until now nothing has done upon my application though I am hearing to my colleagues that they are receiving those particular allowances, so I think there are different ways which I must adhere to get those allowances”.*

Another respondent argued that *“Since I was transferred to this college in 2011, I have not been paid instructor allowance, I have applied several times but nothing has done. In 2015, I bribed one of pay roles point attendant then within two months I received that particular allowance, thus sometimes bribe is used to simplify this process.”*

Respondents were asked “What class of officers gets easy accesses to monetary motivation within the TPF? Table 4.9 presents the various responses from respondents; -

**Table 4.9: Class of Officers who Get Easy Access to Monetary Motivation in the TPF**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **Class** | **No. of Responses** | **Percentages (%)** |
| 1. | Senior officers | 49 | 37.98 |
| 2. | Junior officers | 38 | 29.46 |
| 3. | All classes | 08 | 06.20 |
| 4. | Not replied | 34 | 26.36 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

This indicates that the higher you go in terms of rank, the easier it becomes to access monetary motivation and hence most the low rank staffs are not motivated. During an in-depth interview one respondent revealed that

*“junior officers in the TPF usually suffer for everything including access to different allowances such as rent allowance and utility allowance, this is opposite to senior officers whereby everything is programmed for them”.*

Upon the completion of the first research objective, respondents were also asked “What are challenges do police officers faces in accessing monetary motivations in the TPF? Corruption was the challenge with highest percentage of about 16.28 percent while poor allocation of the fund was the least in the challenges. Table 4.10 below summarizes the respondent perceptions on the issue.

**Table 4.10: Challenges Facing Police Officers to Access Monetary Motivation in the TPF**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO.** | **Challenges** | **No. of Response** | **Percentages** |
| 1 | Lack of enough budget | 12 | 09.30 |
| 2 | Intentionally delay | 13 | 10.08 |
| 3 | Poor documentation | 12 | 09.30 |
| 4 | Corruption | 21 | 16.28 |
| 5 | Biasness | 19 | 14.73 |
| 6 | Selfishness | 13 | 10.08 |
| 7 | Poor management | 20 | 15.50 |
| 8 | Poor allocation of funds | 08 | 06.20 |
| 9 | Unknown of procedures | 11 | 08.53 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

### 4.3.2 To Examine Preferences Between Monetary and Non-Monetary Motivations Among Employees in the Tanzania Police Force

In order to meet the requirement of this objective, the researcher designed several questions for the respondents as follows; “What do employees prefer most between monetary motivation and non-monetary motivation? Table 4.11 presents respondents’ responses in relation to this particular question.

**Table 4.11: Preferences Between Monetary Motivation and Non-Monetary Motivation Among Employees in the TPF**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO.** | **Preference** | **No. of Responses** | **Percentages**  |
| 1 | Monetary motivation | 113 | 87.60 |
| 2 | Non-monetary motivation | 16 | 12.40 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

Most of police officers (87.60 percent) prefer monetary over non-monetary motivations, several reasons surfaced for their preference as shown in the Table 4.12 below:-

**Table 4.12: Reasons for Preferring Monetary Motivation**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Reasons** | **No. of Responses** | **Percentages**  |
| 1 | Increases work morale | 19 | 16.81 |
| 2 | Reduce misconducts and indiscipline | 18 | 15.93 |
| 3 | Acquiring of basic needs | 16 | 14.16 |
| 4 | Promotes minor investments | 11 | 09.73 |
| 5 | Enhance work commitment | 05 | 04.42 |
| 6 | Reduces work stress | 11 | 09.73 |
| 7 | Promotes better life | 10 | 08.86 |
| 8 | Lawfully and accessible | 15 | 13.27 |
| 9 | Increases at any time | 08 | 07.08 |
|  | **TOTAL** | **113** | **100.00** |

**Source:** Research Findings 2017

Only 12.40 percent of police officers prefer non-monetary motivation and they provided some reasons which constitute their preference as depicted in Table 4.13.

**Table 4.13: Reasons for Preferring Non-Monetary Motivation**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO.** | **Reasons** | **No. of Responses** | **Percentages (%)** |
| 1 | Minimizes daily life costs | 7 | 43.75 |
| 2 | Monetary motivation are easily spent | 3 | 18.75 |
| 3 | Promotion and Training enhance job advancement and experience | 6 | 37.50 |
|  | **TOTAL** | **16** | **100.00** |

**Source:** Research Findings 2017

In addition, the findings also revealed that non-monetary motivation such as transport facilities, medical services through NHIF card and housing services through barracks reduces daily life costs and hence motivates police officers to perform well in the TPF, however promotion and training were ranked as the second non- monetary motivations provided by the TPF, respondents claimed that through promotion and training their working professions are advanced and enhances their working experiences which finally enables them to perform better. Furthermore respondents were asked; “Do you know any efforts employed by the Tanzania Police Force in order to improve monetary motivation? Table 4.14 below presents responses toward this particular question;-

**Table 4.14: Efforts Employed by the TPF to Improve Monetary Motivation**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO.** | **Answer** | **No. of Responses** | **Percentages** |
| 1 | NO | 85 | 65.89 |
| 2 | YES | 44 | 34.11 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

The findings above revealed that about 85 of respondents in this study they do not know any efforts that are being taken by the TPF. This may imply that the TPF has no proper mode of communication which allows the flow of information from the level of personal police officers to administrative level which has the duty to plan, design and implement different strategies to improve monetary motivation in the TPF. Respondents were also asked if monetary motivation provided by the TPF satisfy their economic needs. They were given an option to choose between **“YES”** or **“NO”.** Table 4.15presents respondents’ responses;-

**Table 4.15: Whether or Not Monetary Motivation Provided by the TPF Satisfy Employees Economic Needs**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **Answers** | **No. of Responses** | **Percentages** |
| 1 | NO | 112 | 86.82 |
| 2 | YES | 17 | 13.18 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

The Table 4.15 revealed that, 112 (86.82 percent) of respondents responded that, monetary motivation provided by TPF do “**NOT**” satisfy economic needs while 17 (13.18 percent) of respondents opted “**YES**” that it satisfy the economic needs of employees. Respondents were also asked if they are only motivated by monetary motivation, they were also given a chance to choose either **“YES”** or **“NO”** as shown in Table 4.16.

**Table 4.16: Motivated Only by Monetary Motivation**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO** | **Answer** | **No. of Responses** | **Percentages** |
| 1. | NO | 101 | 78.29 |
| 2 | YES | 28 | 21.71 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

The research statistics above include the responses from respondents in the question of being only motivated by monetary motivation. About 101 (78.29 percent) responded **“NO”** that is they are not motivated only by monetary motivation while 28 (21.71 percent) responded **“YES”,** which means they are only monetary motivated. Moreover respondents who replied **“NO”** were given a chance to mention the types of non-monetary motivations which make them perform well. Table 4.17 presents some responses in relation to this question;-

**Table 4.17 Non-Monetary Motivations That Motivate Workers to Perform Well In the TPF**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Non-monetary motivation** | **No. of Responses** | **Percentages** |
| 1 | Provision of training opportunity | 22 | 21.78 |
| 2 | Transport, housing and health services | 22 | 21.78 |
| 3 | Appreciation and recognition | 20 | 19.80 |
| 4 | Modern working tools | 12 | 11.88 |
| 5 | Good working environment | 09 | 08.92 |
| 6 | Proper job allocation | 08 | 07.92 |
| 7 | Offering of awards and prizes | 08 | 07.92 |
|  | **TOTAL** | **101** | **100.00** |

**Source:** Research Findings 2017

The Table presents statistical responses of 101 respondents who replied that they are “**NOT”** only motivated by monetary motivation but also non-monetary motivation. Moreover, respondents were asked to mention any two monetary motivations which they request the Tanzania Police Force to provide to its workers. Table 4.18 presents responses in relation to this particular question.

**Table 4.18: Monetary Motivation Requested By Respondents to the TPF**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO.** | **Allowances** | **No. of Responses** | **Percentages (%)** |
| 1 | Overtime allowance | 34 | 26.36 |
| 2 | Risk allowance | 29 | 22.48 |
| 3 | Special skills allowance | 21 | 16.28 |
| 4 | Utility allowance | 19 | 14.73 |
| 5 | Hardship allowance | 14 | 10.85 |
| 6 | Transport allowance | 12 | 09.30 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

Data show that overtime allowance, risk allowance, special skills allowance and utility allowances were requested by 103 respondents, this implies that police officers are working overtime and without regular time table, also they are always at high risk of deaths as the nature of the work itself, utility allowance such as electricity and water allowances also were claimed by respondents as one of their request to the TPF.

### 4.3.3 Relationship Between Monetary Motivation and Misconducts in the Tanzania Police Force

Regarding this objective, some questions were designed and responded to. These questions include “Is there any relationship between monetary motivation and misconducts in the Tanzania Police Force”, respondents were given a chance to choose either **“YES”** or **“NO”.** Table 4.19presents responses in relation to this question.

**Table 4.19 Relationship between Monetary Motivation and Misconducts in the TPF**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO.** | **Answers** | **No. of Responses** | **Percentages**  |
| 1. | YES | 85 | 65.89 |
| 2 | NO | 44 | 34.11 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

Data above reveals that, a big number of police staff still believes that there is a direct relationship between monetary motivation and misconducts in the force. Respondents were also asked to “Mention at least three misconducts which are mostly related to monetary benefits in daily operations of police officers in Tanzania”. Corruption, absenteeism and fabrication of cases were top on the list as shown in the table 4.20.

**Table 4.20: Misconducts Related to Monetary Motivation in Daily Police Operations**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Misconducts** | **No. of Responses** | **Percentages (%)** |
| 1. | Corruption | 34 | 26.36 |
| 2 | Absenteeism | 18 | 13.95 |
| 3 | Fabrication of cases | 17 | 13.18 |
| 4 | Drunkenness | 17 | 13.18 |
| 5 | Tempering of evidence | 16 | 12.40 |
| 6 | Indebtedness | 09 | 06.98 |
| 7 | Prostitution | 09 | 06.98 |
| 8 | Robbery and thefts | 06 | 04.65 |
| 9 | Disclosing of official secrets | 03 | 02.32 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

Another question was,” what are the causes of misconducts of police officers in the TPF?” respondents were given three options to choose, these includes insufficient salary, insufficient allowance and greediness. Table 4.21 presents the responses from respondents;-

**Table 4.21: Causes of Misconducts of Police Officers in the TPF**

|  |  |  |
| --- | --- | --- |
| **Causes of misconducts** | **No. of Responses** | **Percentages (%)** |
| Insufficient salary | 83 | 64.34 |
| Greediness | 36 | 27.91 |
| Insufficient allowance | 10 | 07.75 |
| **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

Table 4.21 reveals that, insufficient salary, greediness and insufficient allowance were identified by respondents as major causes for misconducts within the TPF. Respondents were also asked “if the increase of salary and allowances to police officers in TPF can reduce misconducts”. They were given option to choose either **“YES”** or **“NO”.** Table 4.22 below presents responses in relation to this question; -

**Table 4.22: Whether or Not Increase of Salary and Allowance in TPF Reduces Misconducts**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/NO.** | **Answers** | **No. of Responses** | **Percentages** |
| 1 | YES | 103 | 79.84 |
| 2 | NO | 26 | 20.16 |
|  | **TOTAL** | **129** | **100.00** |

**Source: Research Findings 2017**

Staffs by 79.84 percent accepted that if salary and allowances will be increased, then misconducts will be reduced. The remainder of the respondents didn’t see if the increase of salary and allowances will affect the rate of misconducts.

During an in-depth interview one respondent said; “*Many misconducts such as taking corruptions, stealing of exhibits, participating in armed robbery, fabrication of cases and tempering of evidences are caused by meager salaries and allowances, I am sure that if police officers would be paid good salary and allowances misconduct will be reduced”.*

Moreover respondents were asked to mention three (3) actions taken by the Tanzania Police Force against officers who engage in misconducts. Dismissal from the force has been shown to be the most action taken by the TPF while Counseling has been shown to be the least in the list of actions which are being taken against officers who engage in misconduct. Table 4.23 summaries the responses of the staffs interviewed.

**Table 4.23: Actions Taken by the TPF Against Officers who Engage in Misconducts**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Action taken by TPF** | **No. of Responses** | **Percentages** |
| 1 | Dismissal from the Force | 34 | 26.36 |
| 2 | Military punishment (ED, CB) | 28 | 21.71 |
| 3 | Verbal and Written warnings | 18 | 13.95 |
| 4 | Rank reduction (Demotion) | 16 | 12.40 |
| 5 | Salary reduction | 16 | 12.40 |
| 6 | Taken to court | 06 | 04.65 |
| 7 | Transfer | 04 | 03.10 |
| 8 | Denied to promotion | 04 | 03.10 |
| 9 | Counseling | 03 | 02.33 |
|  | **TOTAL** | **129** | **100.00** |

**Source:** Research Findings 2017

## 4.4 Hypothesis Testing

This study was guided by three hypotheses which are; employees who are paid better salaries, allowances and bonus perform well than those who are paid poorly in the organization, employees prefer monetary motivations mostly than non-monetary motivation and employees of the TPF engage into misconducts for monetary benefits, these hypotheses were developed from both main research objectives and specific research objectives.

### 4.4.1 Employees who are Paid Better Salaries, Allowances and Bonus Perform Well Than Those Who Are Paid Poorly in the Organization

Research findings revealed that monetary motivations including allowance, salary and bonus motivates police officers from moderate to a very high level of motivation. A total of 102 (79.07 percent) of respondents agreed that they are monetary motivated and only 27 (20.07percent) respondents said they are lowly motivated. Monetary motivation promotes morale and good performance by28.68 percent, reduces work stress by 11.63percent, reduces labour turnover by 06.98percent and reduces misconducts by 17.83percent.All these factors were identified by respondents as drivers toward good performance in the TPF, therefore this hypothesis was positively proved.

### 4.4.2 Employees Prefer Monetary Motivations Mostly Than Non-Monetary Motivation

The study also hypothesized that, employees prefer monetary motivations mostly than non-monetary motivation. The findings revealed that about 113 (87.60 percent) of respondents prefers monetary motivation while only 16 (12.40percent) preferred non-monetary motivation. This proves that most of police officers prefer monetary motivation rather than non-monetary motivation, therefore this hypothesis was also proved positive.

### 4.4.3 Employees of the Tanzania Police Force Engage into Misconducts for Monetary Benefits

The study also assumed that employees of the TPF engage into misconducts for monetary benefits. Respondents were asked if there is a relationship between monetary motivation and misconducts in the TPF. About 85 (65.89 percent) of respondents agreed that there is a relationship between monetary motivation and misconducts in the TPF and only 44 (34.11 percent) said there is no relationship. Respondents identified various misconducts which are more related with monetary motivation in the TPF. These misconducts included corruption 34 (26.36 percent), absenteeism 18 (13.95 percent), fabrication of cases 17 (13.18 percent), drunkenness 17 (13.18 percent), tempering of evidences 16 (12.40 percent), indebtedness 09 (06.98 percent), prostitution 09 (06.98 percent), robbery and theft 06 (04.65percent) and disclosing of official secrets and information 03 (02.32 percent). These findings revealed that there is relationship between monetary motivation and misconducts in the TPF and therefore this hypothesis is positive proved.

## 4.5 Lessons Learnt

Police officers in the TPF prefer monetary motivation than non-monetary motivation. There is great relationship between monetary motivation and misconducts done by police officers. Officers are also likely to join others jobs because of harassment from senior officers, politicians and community members. Few officers remain in the force because of being proud to serving their nations and the permanency nature of this job.

## 4.6 Summary

This study was guided by four objectives which were; - to examine the various types of monetary motivations that can improve work performance in the TPF, to examine preferences between monetary and non-monetary motivations among employees in the TPF, to examine the relationship between monetary motivation and misconducts in the TPF and to evaluate the impact of monetary motivation in the TPF.

Findings revealed that, police officers prefer monetary motivation especially salary, allowance, bonus and incentives than non-monetary motivation. Monetary motivation has great connection with improved performance in the Force and it motivates police officers since it enables them to get basic needs, reduces work stress, promotes work values, promotes workers’ economic stability, discourages illegal practices to workers, promotes morale and commitments, improves workers living standards and reduces absenteeism.

Respondents also identified several challenges such as lack of enough budget, intentionally delay, poor documentation, corruption, biasness, selfishness, poor management, poor allocation of funds and unknown procedures to access motivation in the TPF. Misconducts like corruption, absenteeism from job station, fabrication of cases, drunkenness due to stress, tempering of evidences, prostitution especially for women officers, robbery and thefts and disclosing official secrets and information were also identified as results of lack of monetary motivation within the TPF.

# CHAPTER FIVE

# 5.0 DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

## 5.1Introduction

The study was conducted to assess the perception of police officers in Tanzania Police Force on the role of monetary motivation in improving work performance in the TPF, thus this chapter presents discussions of findings, conclusions and recommendations of the study.

## 5.2 Discussion of Findings

## 5.2.1 What are the Types of Monetary Motivations Which Can Improve Work Performance in the TPF?

The study found out that salary, allowance, bonus and incentives are types of monetary motivations which are preferred more by police officers, and they graded those types as salary 48.07 percent, allowance 27.90 percent, incentives 13.95 percent and bonus 10.08 percent. However salary and allowances were identified as the major motivators for officers needed to improve their performance; although these choices do not ignore the role of other monetary motivations and even non-monetary motivations in improving work performances in the TPF.

Moreover these findings show that police officers are motivated by monetary motivations including salary, allowance, bonus and incentives at different levels; very low level (10.08 percent), low level (10.85 percent) moderate level (15.50 percent), high level (41.86 percent) and very high level (21.71 percent).These are evidences that any type and level of motivation caused by monetary motivation are important to police officers since they drive their morale and finally improve their work performances.

A survey conducted by Edwin (1993) revealed that employees prefer different types of monetary motivation such as wages, incentive, bonus, piecework payment, stock pay, company pay insurance or any other thing that may be given to people for performances. He further argued that employees in various positions must be given salaries and bonuses that reflect their individual performances. Wiley’s (1997) study report also found out that salary or wages are types of monetary motivation, which are most important motivational factors to employees.

## 5.2.2 What Do Employees Prefer Most Between Monetary And Non-Monetary Motivations?

Police officers in the TPF responded that they do prefer monetary motivations rather than non-monetary motivation. Findings revealed that about 87.60percent of respondents agreed that they do prefer monetary motivation rather than non-monetary motivation which were responded by only 12.40percentof respondents. These findings imply that police officers prefer both monetary and non-monetary motivations much as they differ in preferences.

Moreover, findings revealed that police officers are motivated by monetary motivations through different levels; from low to high level, which enable them to acquire basic needs, reduce work stress, promote work values, promotes workers economic stability, discourage illegal practices, promotes morale and commitment, promotes workers living standards and reduces absenteeism. These factors motivate police officers and enable them to perform well and improve their day to day police operations. They also develop morale, team work and enhance police officers to perform their jobs at a required police norms and standards.

These findings are supported by a study conducted by Moller et al, (2011), which found out that, about 70 percent of major employers in US prefer to use monetary motivations programs as ways to encourage participation and performance at workplaces. Other studies conducted by Robbins (1998), Koontz and Weihrich (1988) found out that, 96.6 percent of employees are motivated by salary, 95.5 percent by housing allowance while 89.8 percent are motivated by transport allowance.

## 5.2.3 What is the Relationship Between Monetary Motivation And Misconducts in the TPF?

Findings show that there is a great relationship between monetary motivations and misconducts done by police officers in the TPF. 65.89 percent of respondents agreed while 34.11 percent of respondents didn’t agree. From the researchers’ point of view misconducts in the TPF are not only caused by lack of monetary motivations but there are also other causes of misconducts within the TPF.

Corruption, tempering of case evidences, fabrication of cases to innocent people, prostitution especially to women police, robbery, thefts and disclosure of official secrets and police information were identified by respondents as misconducts which are much related with monetary motivation. It is the researchers’ point of view that, these misconducts have been used by police officers as measures to supplement their meager salary and allowances and also used as sources of benefiting themselves within the policing services.

A Study report carried out by Bateman and Organ (1983) found out that, there is a relative low level of commitment to many police officers. This is due to de-motivation which leads to poor performance. They are slowly responding to social ills, not willing to offer free service, they are not fair, they are selfish and sometimes undertake inappropriate measures which are contrary with their guidelines (Osborne, 2010).

## 5.3 Conclusion

### 5.3.1 What are the Types of Monetary Motivations Which Can Improve Work Performance in the TPF?

Salary, allowance, bonus and incentives are types of monetary motivations, which were identified by police officers as key aspects which motivate them to perform well in the TPF. Through these types of monetary motivations police officers are willing to work hard, anywhere and at any situation. Monetary motivations improve work performance in the TPF through ensuring the acquisition of basic needs, reduce work stress, promote work values, promote workers economic stability, discourage illegal practices to workers, promote values and commitment, improve workers living standard and reduce absenteeism.

Scholars like Moller, at Al., (2012) argue that, monetary motivations has been used as a strategy to motivate complex organization behavioral change and increase physical ability, which resulted to improved performance of about 70 percent of US employees. Money viewed as important and critical incentives towards work performance, it encourages workers to generate their efforts, thus it become an essential tool for satisfying all primary needs and considered as very important motivator to all employees in work places (Judge at. Al., 2007).

However, monetary motivation provided by the TPF are not accessible to all police officers, it is more accessible to senior officers than to junior officers. Challenges like lack of enough budget, intentional delays, poor documentation such as applications forms, corruption, biasness, selfishness, poor management, poor allocations of funds and unknown procedures deter the accessibility of monetary motivation to all police officers in the TPF.

### 5.3.2 What Do Employees Prefer Most Between Monetary And Non-Monetary Motivations?

Most of the police officers in the TPF prefer monetary motivations than non-monetary motivations, although it does not satisfy their economic needs. They also do not know any efforts employed by the TPF to improve monetary motivations and there is no direct communications and well known procedures which enhance their awareness as far as monetary issues are concerned. Non-monetary motivations like provision of training opportunities, having modern working tools, good working environments, proper job allocations, appreciation, recognition, promotion opportunities, offerings of awards and prizes, provision of transportation, medical and housing services drives morale and contributes to good and improved working performance within the TPF.

All organizations use payments, promotions, bonus and incentives to encourage and motivate employees towards a high level of performance in work places while working relationship, praises, job security, encouragement, opportunity for training, growth and career development triggers and motivates employees to perform better in organization (Reena et. Al., 2009). Therefore, both monetary and non-monetary motivations are used to motivate employees. Monetary motivations are direct or indirect payments of money, wages, salaries and bonus. Police officers requested for different allowances including overtime allowance, risk allowance, special skills allowance, utility allowance, hardship allowance and transport allowances. These would also drive morale and contributes to good working performances in the TPF.

### 5.3.3 What is the Relationship between Monetary Motivation and Misconducts in the TPF?

Corruption, absenteeism, fabrication of cases to innocent people, tempering of evidences, indebtedness, prostitution, robbery, thefts and disclosing of official secrets and information are misconducts related with insufficient salary and allowance, the increase of salary and allowance would reduce these misconducts in the TPF. Literatures revealed that, lack of monetary motivations have a negative impact like absenteeism, turnover, stress, cynicism, illegal issues like corruptions, thefts, robberies, smuggling of goods, human trafficking, drug trafficking, lateness, handling of civil cases, holdings exhibits, extortion and undue delays of investigations (The Ghanaian Times Newspaper Report, 2015).

Dismissal from the force, military punishment like ED and CB, verbal and written warnings, demotion, salary reduction, taken to court, transfer, denied promotion and counseling are normal and daily actions taken by the TPF administrators against police officers who engaged into any misconducts.

**5.4 Recommendations**

The study gives the following recommendations:-

1. The TPF must improve monetary motivations including salary, allowances, bonus, incentives and all other monetary benefits to its officers because findings revealed that these are part of a large package to drive officers’ morale and hence performances.
2. Poor documentation such as applications forms, corruption, biasness, selfishness, and poor management was identified as challenges which hinder the accessibility of monetary motivation to all police officers in the TPF. Therefore, the TPF must find out internal measures and strategies to deal with challenges such having proper records management, re-allocation and replacement officers responsible to avoid corruption, biasness and selfishness.
3. Shortage of a budget has also been mentioned as a challenge to access monetary benefits to police officers in the TPF, therefore the MOHA must straggle to improve its budgets so as to be in a position to solve all monetary needs at a given time.
4. TPF should increase transparency, awareness and accountability to all levels within the force so as to make all police officers aware of the applications modes and procedures for applying for their monetary benefits.
5. Improve working the environment and having modern tools, which in return motivate police officers and hence improve their working performances.
6. Non-monetary motivations like provision of training opportunities, proper job allocations, appreciation, recognition, promotion opportunities, offerings of awards and prizes, provision of transportation, medical and housing services drive morale and improve working performance in the TPF, thus the TPF must continue to offer these services and programs so as to make them accessible to all police officers.
7. It is time for the TPF to have allowances like overtime allowance, risk allowance, special skills allowance, utility allowance, hardship allowance and transport allowances which motivate police officers for better performance.
8. The TPF need to establish counseling and economic desks in order to provide counseling and entrepreneurship awareness to police officers.

## 5.5 Issues for Further Research

The researcher proposes the following issues for further research, in relation to workers motivations and improved performances at work places:-

1. Why workers in various sectors always complain of low salary and allowances even if there are paid highly?
2. The role of morale and commitment in improving workers performance in the TPF.
3. Does the commanding system of leadership in the TPF motivate or de-motivate workers to perform well.
4. Can entrepreneurship activities reduce complaints about low salary and allowances in the TPF?

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# APPENDICES

# Appendix A: Questionnaire

Dear Respondent,

This is an MBA research study on **“*Work Performance and Monetary Motivation”.***The questionnaire is seeking your invaluable opinion on this subject. The results of this dissertation could go a long way in providing answers with appropriate knowledge when dealing with motivation in order to achieve improvement in workplace.

Please, answer the questionnaire as fully as possible. Your response will remain totally confidential and at no time be directly attributed back to you. Instead, they will be aggregated with response from other subjects in the survey. Please do not write your name on the questionnaire.

Thank you.

**Section A**

**General information (demographic and socioeconomic information)**

* Name of institution ………………………………………………………
* Year founded ……………………………………
* Location …………………………………………
* Sex ………………………………………………
* Identify your age (Years) group below by ticking your respective age box.

|  |  |  |  |
| --- | --- | --- | --- |
| 20 – 30 | 30 – 40 | 40-50 | 50-60 |
|  |  |  |  |

* How many dependents do you have?

|  |  |  |  |
| --- | --- | --- | --- |
| 1 – 3 | 4 – 6 | 7 -10 | 11 to above |
|  |  |  |  |

* What is your highest education level?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Secondary | Certificate | Diploma | Undergraduate | Postgraduate |
|  |  |  |  |  |

**Section B**

**Research Question # 1**

**What are the types of monetary motivations which can improve work performance in the Tanzania Police Force?**

1. What are the types of monetary motivations which can improve work performance in Tanzania Police Force? (Tick your choice out of the following ;-)
2. Allowance ( )
3. Salary ( )
4. Bonus ( )
5. Incentive ( )
6. To what extend does monetary motivation motivates you to perform well in the Tanzania Police Force? (Tick one choice):-
7. Very high ( )
8. High ( )
9. Moderate ( )
10. Low ( )
11. Very Low ( )
12. From the list below, tick the types of monetary motivations that are being provided by the Tanzania Police Force currently:-
13. Allowance ( )
14. Salary ( )
15. Bonus ( )
16. Incentives ( )
17. Explain how those types of monetary motivations, which you have chosen above, improve the work performance of Police officers in Tanzania:-....................................................................................................................................................................................................................................................................................................................................................................................
18. Are monetary motivations provided by the Tanzania Police Force accessible to all police officers? **YES**  ( ), **NO** ( ).
19. If **YES**, what class of officers have easily to access to them in the Tanzania Police Force?

(i) Senior officers only ( )

(ii) Junior officers only ( )

(iii) All classes ( )

1. If **NO**, what are the challenges do police officers facing in accessing monetary motivations in the Tanzania Police Force:-

(i)…………………………………………………………………..

(ii)………………………………………………………………….

(iii)…………………………………………………………………

**Section C**

**Research Question # 2**

**What do employees prefer most between monetary and non-monetary motivations?**

(a) What do you prefer between Monetary Motivationand Non-Monetary Motivation?

|  |  |
| --- | --- |
| Monetary Motivation | Non-Monetary Motivation |
|  |  |

(b) Give reasons for your choice;-

(i) ………………………………………………………………………………

(ii) ……………………………………………………………………………..

(iii) …………………………………………………………………………….

(c) Do you know any efforts employed by the Tanzania Police Force in order to improve monetary motivations? **YES** ( ), **NO** ( ).

(d) Do monetary motivations provided by the Tanzania Police Force satisfy your economic needs? **YES** ( ), **NO** ( ).

(e) Are you motivated only by monetary motivation?

|  |  |
| --- | --- |
| YES | NO |
|  |  |

(f) If **NO** what are non-monetary motivation provided by the Tanzania Police Force motivates you to perform well:-

1. …………………………………………………………………..
2. …………………………………………………………………..
3. ………………………………………………………………….

(g) Mention any two (2) monetary motivations which you may request the Tanzania Police Force to provide to its workers:-

1. …………………………………………………………………………
2. …………………………………………………………………………

**Section D**

**Research Question # 3**

**What is the relationship between monetary motivation and misconducts in the Tanzania Police Force?**

(a)Is there any relationship between monetary motivation and misconducts in the Tanzania Police Force? **YES ( ), NO ( )**

(b) Mention at least three (3)misconducts which are mostly related with monetary benefits in daily operations of police officers in Tanzania:-

(i)……………………………………………………………………………

(ii)……………………………………………………………………………

(iii)……………………………………………………………………………

(c) What are the causes of misconducts of police officers in the Tanzania Police Force? (Tick one cause which you think is mostly the source of misconducts in the force);-

 (i) Insufficient salary ( )

 (ii) Insufficient allowance ( )

1. Greediness ( )

(d) What are the actions taken by the Tanzania Police Force against officers who engage in misconducts? Mention three (3) only:-

 (i)…………………………………………………………………….

 (ii)……………………………………………………………………

 (iii)…………………………………………………………………..

(e) Can the increase of salary and allowance to police officers in Tanzania reduce misconducts in the Tanzania Police Force? **YES** ( ), **NO** ( ).

# Appendix B: Interview Guide

Dear Respondent,

This is an MBA research study on **“*Work Performance and Monetary Motivation”.***The interview question is seeking your invaluable opinion on this subject. The results of this dissertation could go a long way in providing answers with appropriate knowledge when dealing with motivation in order to achieve improvement in workplace.

Please, answer the questionnaire as fully as possible. Your response will remain totally confidential and at no time be directly attributed back to you. Instead, they will be aggregated with response from other subjects in the survey. Please do not write your name on the questionnaire.

Thank you.

**Section A**

**General information (demographic and socioeconomic information)**

* Name of institution ………………………………………………………
* Year founded ……………………………………
* Location …………………………………………
* Sex ………………………………………………
* Identify your age (Years) ……………………….
* What is your highest education level …………………………

**Section B**

**Interview Questions**

1. What are the types of monetary motivations which can improve work performance in the Tanzania Police Force?
2. What do employees prefer most as motivation between monetary and non-monetary?
3. Why Tanzanian police officers’ misconducts are mostly related with monetary benefits?

Thank you for taking your time and effort to completing this questionnaire, it is greatly appreciated. Please, hand over the completed questionnaire to the researcher and return it within two weeks of the date of the questionnaire receipt.

For correspondence or in case of any queries, please contact:-

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