**THE INFLUENCE OF REWARDS ON POLICE OFFICERS’ PERFORMANCE: A CASE OF MOSHI MUNICIPALITY, TANZANIA**

**PRISCA PROTUS**

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

**2018**

# CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled; “The Influence of Rewards on Police Officers’ Performance: A Case of Moshi Municipality, Tanzania” In partial fulfilment of the requirements for the award of Degree of Masters in Human resources management (MHRM)

……………………………………..

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Date

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**DECLARATION**

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Signature

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Date

**DEDICATION**

This work is dedicated to my family whose presence in my life creates desire to work harder and pursue higher studies. This work is also dedicated to stakeholders who deal with the implementation of the national law and order.

# ACKNOWLEDGEMENT

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# ABSTRACT

The study examined the Influence of Rewards on Police Officers’ Performance, a Case of Moshi Municipality, Tanzania. Today organizations are showing a high degree of commitment towards reinforcement of rewards practices which are associated with the retaining and motivating employees. The study used a quantitative paradigm based on cross sectional survey design. A sample of 104 police officers from a population of 504. To get this sample the researcher use simple random sampling and purposive sampling. Questionnaire and interview schedule proposed used as the main instruments of data collection. Descriptive statistics was used to analyze data while test-retest method was used to test reliability of instruments. All these were done under the aid of Statistical package for Social Sciences version 22. It was found that bonuses are given almost frequently in terms of monthly bonuses, holiday and official celebration bonuses. Others are being paid to the Senior Police Officers especial once attending the meetings. The major problem; officers consider bonuses as a part of salary and they do not notice if it is a reward, also the criteria used in rewarding system like accomplishment with good performance of special duty, education, Trustful and obedience is slightly or moderate has influenced the police officers performance. To the extend this attract qualified people to join the police force, efficiency and motivate employees to attain high levels of performance. The challenges facing reward system in police officers are like insufficient budget, biasness and discrimination, tribalism and favoritism. The study suggest that education should be provided, having ingredient such as efficiency and honestly as well as there still a need to initiate reward seminars and workshops to make them aware on the general rewarding procedures.

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# LIST OF ABBREVIATIONS

MM Moshi Municipal

OCD Offices Commanding District

OCS Officer Commanding Station

RPC Regional Police Commander

SPSS Statistical Package for Social Sciences

# CHAPTER ONE

# INTRODUCTION

## 1.1 Overview

This chapter covers the background to the study, statement of the research problem, research objectives, research questions, relevance of the study, and organization of the report.

## 1.2 Background to the Study

Good performance is a primary objective of any organization. The reward is seen as a vital instrument which motivates performance as employees tends to perform their duties better when they perceive there is a strong link between their performance and the reward they receive (Byron and Khazanchi, 2012). The employees engage in the work place depend on provision of the promised or desired rewards to them (Furtado, 2009).

Extrinsic rewards are typically directly related to pay or such other tangible issues in an organization. They may enhance productivity by improving the involvement and commitment of the employees. The use of extrinsic rewards is tightly linked to the economic quests of the employees. By providing them such rewards, employees believe that the organization bestows value to them and then they present responsibility towards the organization. Omolayo and Owalobi (2007) found that monetary recognition overtly play an important role in determining employee engagement. Intrinsic reward has an increasingly competitive difference in ultimately ensuring that the employees are attracted, motivated and retained in the organization. But many organizations have limited time and effort to spend on considering intrinsic reward as a source of employee engagement(Obicci, 2015).

However, a substantial number of studies shows that the impact of rewards may fundamentally differ depending on the employees and tasks. For instance higher level tasks the employees prefers intrinsic motivation and for lower level tasks the employees prefers extrinsic rewards (Byron and Khazanchi, 2012). The success of any organization depends on the quality of its human resources both skilled and unskilled (Sumumma, 2017)**.** The desired performance can only be achieved efficiently and effectively if employees get a sense of mutual gain of the organization as well as of himself, with the attainment of that defined target or goal (Aktar, 2012). Therefore, it is very important for an organization to reward employees if it aims at achieving its intended goals.

In India, the Police officers are provided with both intrinsic and extrinsic rewards for the purpose of motivating them to work hard. These rewards are given to Police officers with outstanding performance so that they keep on working hard as much as their efforts are recognized for what they deliver. In Tanzania, Police officers are also motivated both intrinsic and extrinsic through allowance, promotion such as from junior to senior ranks, and appreciation for employees who found to demonstrate a good work. Most of the employees in particular Police officers have been lamenting on the reward system offered. There are employees whose promotions are delayed for a long time, but also there are those whose performance is not recognized. The same case applies to Tanzania Police force where some junior officers who are to get promoted to the next rank are still in the same rank for many years. This situation in one way or another can affect the performance of some Police officers (Castilo, 2013).

Some of the police officers do not feel motivated to work since their contributions are recognized and being honored, and this has always been done through rewards and has proved to be true. However, in Tanzania the employees specifically Police force the rewards are delayed or not offered on time. While the reasons behind might be lack of resources or lack of expertise in personnel who are competent in human resources management, who are responsible in managing work force or shortage of resources, especially when an organization thinks of rewarding its employees extrinsically or the society doesn’t know the essence of rewarding employees (Castilo, 2013).

Even though Police officers in Tanzania are working in a risky environment, for example escorting billions of money from one point to another, ensuring security around bank areas, combating criminal offenders and the like but yet they are not rewarded in a promising way. For example, there is a delay in promotion for those who are to be promoted, but also little or no recognition for those who are to be recognized for their performance. Apart from the salaries and allowances, the rewards they get, especially the junior officers, seem not matching with the risk they take during their day-to-day operations. Due to this there is a need to see if there is any correlation between rewards that are offered in the force and performance (Njanja, 2013).

## 1.3 Statement of the Research Problem

Despite the role of police officer to maintain peace and security of the country their performance to such responsibility is questionable as police officers in Tanzania are working in risky environment. Police officers have been lamenting on the reward system offered. According to Njanj,(2013) explained that there is a direct link between reward and organization performance and reward should be provided in promising way in order to see reward and performance. There are employees whose promotions are delayed for a long time, but also there are those whose performance is not recognized. This means that if the police officers are not properly motivated with rewards they are likely to give out improper performance. Therefore, the desire of having secured citizen with their properties may not be attained. Most of the studies reviewed have shown that rewards influence police officers performance. However, none of the reviewed studies has come out clearly on the phenomenon of the current study. Therefore this study examined the influence of reward on police officers performance in Moshi Municipality, Tanzania.

## 1.4. Research Objectives

This study was guided by one general research objective and three specific research objectives. These objectives are described hereunder.

### 1.4.1 General Research Objective

The overall objective of the study is to examine the influence of rewards on police officers performance in Moshi Municipality, Tanzania.

### 1.4.2 Specific Research Objectives

1. To assess types of rewards provided to police officers in Moshi municipality, Tanzania.
2. To examine the criteria used to reward police officers in Moshi municipality, Tanzania.
3. To examine the challenges facing reward system in police force department.

## 1.5 Research Questions

The study was guided with one general research question and three specific research question. These questions are described hereunder.

### 1.5.1 General Research Question

What is the influence of rewards on police officers performance in Moshi Municipality?

### 1.5.2 Specific Research Questions

1. What are the types of reward provided to police officers in Moshi municipality?
2. What are the criteria used to reward police officers in Moshi municipality?
3. What are the challenges facing reward system in police force department?

## 1.6 Relevance of the Study

The study aimed to determine the influence of reward to police officers performance in Moshi municipality, therefore this study expected to enable different organizations including the Police force itself, local Governments, and other Government in dealing with Human Resources Management to clearly recognize and understand the essence of rewards in improving employee Performance. Furthermore, the study findings can become useful in formulating reward policies and strategies towards the targeted performance of Police officers for the sustainable development.

## 1.7 Organization of the Report

This research report was organized into five subsection whereby chapter one is sub-divided into several sections including background to the study, statement of the research problem, research objectives, research questions, relevance of the research, and organization of the study. Chapter two is divided into literature review overview, conceptual definitions, critical review of supporting theories, critical review of the relevant empirical studies, research gap identified, conceptual framework, theoretical framework, and summary of the literature.

Chapter three includes chapter overview, research strategies, survey population, and area of the research, sampling design and procedures, variables and measurement procedures, methods of data collection, data processing and analysis, and expected results of the study. Chapter four has been categorized into four subsections, overview, and response returning rate, demographic information of the study participants and presentation of findings based on each research objectives. Lastly chapter five presents Summary, Conclusion and Recommendation based on the findings which have been presented and discussed.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Overview

This chapter presents the review of literature related to this study. It is divided into three parts namely; the review of related theories, empirical studies and knowledge gap. The researcher examines critically other studies that have been conducted which relate to this research and incorporate the ideas/findings obtained in this current study. The chapter reviews different literatures related to the study in relationship between rewards and performance of Tanzania Police officers (working efficient) with a view to understand the state of information concerned with the problem under examination. Then chapter discusses in depth the literature on influence of rewards on police officers performance in Moshi Municipality in Tanzania. It is organized into conceptual definitions, critical review of supporting theories, critical review of relevant empirical studies, research gap identified, conceptual framework, theoretical framework, and summary of literature review.

## 2.2 Conceptual Definition

**Performance-**Performance management processes define individual performance and contribution expectations, assess performance against those expectations, provide for regular constructive feedback, and result in agreed plans for performance improvement, learning and personal development. They are a means of providing non-financial motivation and may inform contingent pay decisions (Armstrong, 2007). In this study, the term performance is defined as a successively accomplishment of the work or responsibilities by employees.

**Reward**- is the compensation which an employee receives from an organization for exchanging for the services offered by the employer or as the return for work done (Therkildsen et al; 2007).This study defines reward as financial or non-financial recognition of employees work by employer or organization. According to Armstrong (2007) puts that reward strategy flows from an analysis of the business drivers. The reward strategy defines longer-term intentions in such areas as pay structures, contingent pay, employee benefits, steps to increase engagement and commitment and adopting a total reward approach. Reward policy cover such matters as levels of pay, achieving equal pay, approaches to contingent pay, the use of job evaluation and market surveys and flexing benefits.

**Extrinsic rewards –** This study defines this type of reward as a tangible or physically thing given to employees for accomplishing something, this includes allowance and promotion**.** Allowances and promotions are good incentives to employees in every sector. It acts like external stimulus towards to commitment in a particular duty execution.

**Intrinsic rewards-** According to (Gross, 2012) People are intrinsically motivated when they experience satisfaction, interest pleasure and enjoyment in performing an activity and therefore an intrinsic motivation exists in an activity itself without giving any apparent rewards to an employee. Some organization believes that non-monetary rewards are easier to implement than monetary rewardsand useful for company success.

## 2.3 Critical Review of Supporting Theories

This section review theories which related to this study so as to make the researcher understand the assumptions and conclusion which have been reached by various theories in relationship to matter under investigation. This enabled the researcher to find out what is missing or reach into relevance and valid conclusion.

### 2.3.1 Expectance Theory Vroom (1964)

The theory was developed by Vroom (1964). It is generally accepted as the leading theory of motivation and has become an important basis for explaining what motivates people to work, as expectance theory focuses on how motivation affects performance. The theory assumes that behavior is directed toward pleasure and away from pain. This theory it is used to inform an organization management that good performance of employees does not happens naturally but it is made specifically through rewards. Rewards do not end on motivating people to work also fuel even their performance. Therefore, any organization can not realize the employees’ performance if it can’t work to change an individual behavior which directed to work toward pleasure but away from pain (Brophy, 2011).

Expectancy theory is limited to motivation as the only way to maximize the employees’ performance and ignored other influence such as leadership behavior of an organization. Also, the theory does not tell us its rewards and control system and how it function such as criterion to be used to motivate an employee. Moreover, the theory assumes that all employees have common expectation of getting good performance so the need to be motivated all things which is not true as employees have heterogeneous performance therefore the need to be motivated differently.

The theory is relevance to this study since it help the police force department to ensure that the police officers work with pleasure but free from pain as the worker performs better through motivation. The theory shows if the hard workers motivated can helps to inspire the lazy workers to improve their performance. Therefore, theory enables the police force department to motivate their officers as the theory explains that motivation attracts people to improve their working performance as they expect there is a fruits of doing so. Therefore without rewards which motivate workers it is impossible to realize their improved working performance.

### 2.3.2 Needs Theory

The theory was developed by Maslow (1954). The Maslow theory explains that needs is existing in a hierarchy: physiological, safety, social, esteem and self-fulfillment. The theory assumes that an unsatisfied need create tension and a state of dis-equilibrium. Behavior is therefore motivated by based on satisfaction. People are motive by their needs, which are translated into goals for them to attain. The content of motivation is therefore those needs and the goals they generated to which people aspire.

The theory helps an organization management to make sure that they satisfy employees’ needs so as to realize their working performance. The theory explains that the needs at a higher level only emerge when lower needs are satisfied therefore it’s very important to satisfy people with lower needs such as physiological needs which make them to attain higher needs such achievements. Need theory does not explain how motivation affects performance. Also it is not true needs are satisfied in a hierarchy rather in a cyclic as no one jump into higher needs by assuming there is no need of lower needs again (Brophy, 2011).

The theory is relevance to this study since it help police force department to ensure that the police officers are provided with their lower order needs such as water, food, health, and good working environment so as to enable them to attain higher order needs such as confidence, and achievement which is missing to some police officers. Therefore, the theory shows that the police officers they need to be motivated accordingly so as their desired performance to be realized. The theory portray out that without rewards which motivates workers it is impossible to realize their improved working performance.

The theory is relevance to this study since it help police force department to ensure that the police officers are provided with their lower order needs such as water, food, health, and good working environment so as to enable them to attain high order needs such as confidence and achievement which is missing to some police officers, therefore the theory shows that the police officers they need to be motivated accordingly so as their desired performance to be realized. The theory potray out that without rewards which motivates workers it is impossible to realize their improved working performance.

## 2.4 Theoretical Framework

**Motivation Theory:** This study was guided by the Motivation theory by Abraham Maslow (1943), he argued that people are motivated to achieve certain needs. The Maslow’s hierarchy includes physiological needs, safety needs, belongingness and love needs, esteem needs, and the needs for self-actualization. Maslow’s Hierarchy of Needs presented in Figure 2.2.

**Figure 1.1: Maslow’s Hierarchy of Needs**

**Source:** Adopted from Maslow, A. (1943)

Among other needs as explained by Maslow (1943) achievement is important need but it is attained when other needs such as recognition (intrinsic need) and social-economic need of the people (extrinsic need) are improved. People who lack physiological needs are unable to express high order needs like self-actualization.

**Strengths of the Theory:** The biggest strength of Maslow’s need theory is that the theory assumes that one may not be able to enjoy higher-order needs if the lower order needs are not met. It is very difficult for the one to attain achievement before attaining the physiological needs.

**Weaknesses of the Theory:** Maslow’s theory does not account for behavior that is outside the norm of what is expected by the hierarchy such as hunger strikes to attain a higher-level need, the fact that someone would risk their own life to save another (love), or someone would sacrifice their family in order to grow closer to self-actualization. Therefore one can attain high order needs by sacrificing lower order needs.

**To the Study:** The theory is relevance to this study since police officers need to be motivated in order to achieve their dreams. Some of police officers they want to be promoted, given high salaries, bonus and others prefer praise and appreciation becoming whom they expect to be therefore, all these are achieved by motivation or rewards. This theory help the human resource management team to link between performance and reward, the reward should be achievable and should be worthwhile. When police officers perform their duties of maintain peace and security they expect to get reward such as high salaries, promotion and praise. Therefore police officers `work should be recognized and should be highly promoted on time so as to achieve high performance.

## 2.5 Critical Review of Relevant Empirical Studies

This study review empirical studies related on the influence of rewards on police officers performance in Moshi Municipality. The study reviewed concept of rewards and performance, types of rewards provided to employees and influence of rewards on employees performance.

### 2.5.1 Concepts of Rewards and Performance

A reward is defined as anything that extrinsically or intrinsically reinforced, maintain and improve employees’ behavior in an organization (Goodale, *et al.* 2004). It is a compensation, which an employee receives from an organization for exchanging of the service offered by an employee or as the return for work done (Zhou, et. al., 2011). In this regard salaries, bonuses, and commissions, recognitions, and appreciation, just to mention few are the rewards offered to an employee for the work done.

Rewards acts as the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non-financial means. The overall objective is to reward people fairly, equitably and consistently in accordance with their value to the organization in order to further the achievement of the organizations strategic goals. Reward convey the right message about what is important in terms of behaviors and outcomes; help to attract and retain the high-quality people the organization needs; motivate people and obtain their engagement and commitment; develop a high-performance culture (Armstrong, 2007).

Performance is concerned with how well, something is done and reward is how people should be recognized for doing it (Armstrong, 2014). The performance could be seen as the behavior, the ways in which organizations, teams and individuals get the work done (Campbell, 2009). Reward should focus on reinforcing positive behavior and employees could be awarded for working overtime, taking initiative, teamwork, reliability, exceptional performance, meeting deadlines, and productivity while employers and managers should design or come with a system to measure or quantify all these aspects so that rewards are given accordingly (Njanja 2013).

### 2.5.2 Types of Rewards

According to (Irshad, 2016)the rewards can be classified as into two groups, namely, the intrinsic and extrinsic. According to Edirisooriya, (2014) argues that those intrinsic rewards as natural reward which are within the job itself and which the individual enjoys as a result of successful completion of the task and attaining his goal. According to Dahlqvist et al; (2013) the intrinsic reward system are created purposely to appreciate employees in form of self-esteem, related to their feeling of achievement and growth with organization. The intrinsic reward concerns with psychological development as employees feel satisfy when they have accomplished something worth in work and orally appreciated by the organization.

According to Irshad(2016) say an extrinsic reward is outcomes supplied by the organization**,** and includes salary, status, job security and fringe benefits**.** He continued explaining the extrinsic rewards as those external to the task of the job such as pay, fringe benefits, working conditions, security, promotion, contract of service, and the work environment. The extrinsic rewards covers the basic needs of income to survive (to pay bills), a feeling of stability and consistency (the job is secure) and recognition (my work place values my skills).

According to Kinicki, A. & Kreitner (2007) an alternative typology for organizational reward is the distinction between extrinsic and intrinsic reward but this should mean to adopt one type of reward and ignoring the other. In practice organizations use a combination of intrinsic and extrinsic rewards in organization reward package is recommended. Employees who are able to experience and receive recognition for their work are also able to have a better perception of their work, their workplace and the people they work for, thus there is a need for employer to really make an effort in showing the employee that his/her wellbeing (from various aspects) is of concern to the organization and the management and that the contribution of the employee towards the organization is highly valued. Moreover, Buchanan (1974) added that the recognition of contribution towards the organization has a positive relationship towards increasing the commitment of the employee towards the organization and its objectives. In brief most researchers and practitioners advocate the current use of intrinsic and extrinsic rewards.

### 2.5.3 Influence of Rewards on Employees Performance

Rewarding employees in an organization is very important in order to tap their commitment to work. According to Galbraithy (2011)a reward is crucial for attracting and retaining employees with competence, knowledge and skills in order to achieve organization goals and create supportive culture. Greyson (2015) conducted a study on the impact of rewards on police officers performance in Kondoa District and found out that the police force officers were offered with the following rewards:- promotion, recognition, money (pay package), praise, demotion, salary deduction and scholarships.

Also the study pointed out that these rewards were not timely provided, also he discovered that the rewarding criteria is not clear and reward system in the police force doesn’t work properly. The study revealed that most of the junior police officers are not satisfied with the rewards that are offered in the police force. However this study did not show which type of reward is mostly satisfy employees’ and attract them to work hard so as to attain organization goals. Therefore these studies show the best type of reward which satisfies employees particularly police offers in Moshi Municipality, Tanzania.

Kikoito (2014) assessed the impact of reward system on the organization performance in Tanzanian banking industry in Mwanza city and found out three commercial banks in Mwanza city offers both extrinsic (salary, bonus and promotion) and intrinsic (praise ,recognition and genuine appreciation) rewards to their employees. The study further pointed out that employee were not satisfied with the current reward package and salary level was viewed to be low and did not reflect cost of living in Mwanza city. However, the study based on non-police officers of whom the rewards given to them found to be unsatisfactory but the same rewards might satisfy the police officers. Therefore, these studies investigate on the influence of rewards on the police officers performance in Moshi.

Murphy (2015) conducted a study on the impact of reward system on employee performance in Nigeria. The study pointed out that there is relationship between employees’ performance and how they are rewarded for that performance. Furthermore, the study shows how a person performs and the reward that improves that performance depend very much on what they value at that specific time of their lives. It is clear from this research that reward practices do have a relationship with performance. However the study did not show how to determine which practices are likely to be effective in a specific context.

Snelgaral, (2013) conducted a study on reward preferences of South African employee. This study found out that the base pay is deemed to the most preferred reward component among the respondents. The study further pointed out that, however they are most dissatisfied with the level at which this reward is provided by their current employers. The study added that base pay is also the most important reward when attracting and retaining employees, however this study did not take into account individual difference to be satisfied by pay does not mean officers satisfy by same reward. In that regards, the study jumped into general judgment as it assessed the employees’ performance in relationship with rewards preference.

Salah (2016), conducted a study on the influence of reward types (extrinsic intrinsic extrinsic, intrinsic, social and reward mix) on employee performance and found out that there is a statistical significant relationship between reward types and employee performance. The study pointed out that management should have deep sense of commitment towards the issue of rewarding employees, if the performance level to be enhanced. However the study did not cover all types of rewards and determine their effect on performance.

Ajila andAbiola (2004) Conducted a study on the influence of rewards on workers performance, subject for the study consisted of one hundred workers of central bank of Nigeria, Abuja. The study found out that there existed relationship between extrinsic reward and the performance of workers, while no relationship existed between intrinsic reward and workers performance. However, the study conducted on bank while this study conducted in police force organization, also the police officers can be motivated by intrinsic rewards as contrary to bank workers.

Muchiri (2016) conducted a study on the effect rewards on employee performance in the hospitality industry in Nairobi Serena Hotel and found out that employees ability, managers trust in employees recognition and employee’s view of achievement significantly enhances employees’ performance. The study pointed out that intrinsic reward address employees at the core of their needs and as a result, form sufficient base that influence and motivate the employees to higher standard of performance. Also the study concluded that salaries and wages, paid vacation, paid leave, travel allowance and bonus are essential component of extrinsic rewards that enhance employees’ performance when managers take time to invest in intrinsic rewards employees feel valued by their organization thus working extra to enhance their performance, so they can be rewarded even more.

## 2.6 Research Gap Identified

Most of the reviewed literature in this study acknowledges that rewards influence employee performance. Although these studies vary as some of them found intrinsic rewards work effectively than extrinsic rewards in motivating employee’s performance, but conclusively rewards found to work positively in influencing employee’s performance. None of these studies found by the researchers done in Moshi Municipality to investigate the case, also most of these studies were conducted in the influence of rewards to other employees apart from police officers. Therefore, this study was conducted to investigate the influence of rewards on the police officers performance in Moshi Municipality.

## 2.7 Conceptual Framework

This Research use the Theory system above to explain the relationship among variables in that influence rewards on police officers. Theories are formulated to explain, predict, and understand phenomena of reward type, criterial used and challenges facing in rewarding system in many cases, this is due to challenge and extend existing, knowledge within the limits of critical bounding assumptions in working satisfaction. The theoretical framework is the structure that can hold or support a theory of a research study, also it introduces and describes the theory that explains why the research problem under study exists (Abend&Gabriel, 2013). Refers to relationship among various variables and is normally presented diagrammatically. The conceptual frame work gives direction to the study which shows the relationship of the different variables that the researcher wants to investigate (Ogula, 2009).

**EXTRINSIC REWARDS**

* Basic pay
* Promotion
* Gift

**PERFORMANCE**

* Improved performance
* Improved accountability
* Working morale
* Job satisfaction
* Resolve stress

**INTRINSIC REWARDS**

* Recognition
* Appreciation
* Praise

**Figure 2.2: Conceptual Framework**

**Source:** The Researchers, 2018

This study assesses how rewards (extrinsic and intrinsic rewards) influence employee’s performance in the Police force. Police officers' performances were taken as dependent variable; rewards (intrinsic and extrinsic rewards) were taken as independent variables. The performance of Police officers depended on the rewards offered to them, but this was determined by the effectiveness of the reward system of the Police force. Luthans, F. and Peterson, S. J. (2002).mentions that extrinsic and intrinsic rewards can be utilized positively to influence employee performance. Extrinsic rewards include basic pay (salary), promotion and gifts. Intrinsic rewards or non-cash include social recognition, praise, and appreciation. When these factors used, they increased the performance of Police officers. These factors was used to link the relationship between rewards and performance in the Police force in Moshi Municipality.

## 2.8 Summary

All the reviewed related empirical studies, theories and the knowledge grasped from conceptual frame work shows that no any organization realize its employees performance unless the reward used as a performance catalyst. These studies concurs together that people need to be motivated in either way (intrinsically or extrinsically) for the aim of attracting them to work. For instance, the study conducted by Ajila and Abiola (2004) on the influence of rewards on workers performance in Nigeria , Abuja found out that there existed relationship between extrinsic reward and the performance of workers.

In contrary, the study of Muchiri (2016) on the effect rewards on employee performance in the hospitality industry in Nairobi Serena Hotel found out that intrinsic reward address employees at the core of their needs and as a result ,form sufficient base that influence and motivate the employees to higher standard of performance . I relationship to Maslow motivational theory (1943) these mentioned two studies seem to agree each other that employees need to be motivated as they need to be motivated so as to attain other needs specifically achievements.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Overview

The study employed mixed research methods, combining elements from both qualitative through (interview guide) and quantitative using questionnaires research approaches in a single study. The use of mixed methods research is to help a researcher to have a better understanding of the research problem and produce enough data for extending and elaborating the problem of the study (Creswell, and lark, 2011). It is useful in answering mixed questions which could not be answered in qualitative or quantitative alone. Further, the study was position to obtain more information and evidences from different officers views and understanding on how rewards is being performed to police officer and how it influencing their working commitment.

Research Methodology refers to the discussion regarding the specific methods chosen and used in a research paper. This discussion also encompasses the theoretical concepts that further provide information about the methods selection and application. A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. It refers the decision regarding what, where, when, how much and by what means concerning and inquiry or research study consist of research design (Kothari, 2004).

In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. As such the design includes an outline of what the researcher used to write the research questions and its operational implications for the final analysis of data. This chapter covers research methodology organized under the following sub-headings includes the research strategies, survey population, area of the research or survey, area of the research or survey, sampling design and procedures, methods of data collection, data processing and analysis and expected results of the study

## 3.2 Research Approach

This study employed quantitative research approach with cross-sectional survey design. The study used cross sectional survey design because Survey research involves collecting data to answer questions about people’s opinions on some topic (Gay, 2009). Cross sectional survey design was preferred by the study due to its application in studying variety of variables at the same time within a short period of time. The approach is selected because the researcher aim to yield numerical related data to influence of rewards on Police officers performance in Moshi Municipality. According to Kothari (2002), research design refers to the format of conducting research, a framework for providing answers to the research question to the best possible ways such as collecting organizing, analyzing, and interpreting the data.

## 3.3 Survey Population

According to Ary, Jacobs and Razavieh (1996) the population is a group of units with common characteristics in which a researcher is interested for study purposes. The target population for this study included 500 police officers, 02 OCS, 01 OCD and 01 RPC from Moshi Municipality. Therefore this study expected to involve 504 as a total oftarget population**.** The mentioned people in the target population are relevant for this study as they work in police department so they are familiar with issues under investigation and they can provide the valuable information needed to justify what is happening in the study area.

### 3.3.1 Area of the Research or Survey

This study was carried out in Moshi municipality, Tanzania. The scope of this study was limited to assess the influence of rewards on police officers performance in Moshi Municipality. The reasons for choosing this area of study are that:- First, this study is in the area of researcher’s interest as the results which was obtained are expected to solve performance problem facing in working department (Police force department) Second, the area is conveniently accessible to the researcher due to time limit and financial constraints. Lastly, there is no formal study found by the researcher which has been done on the influence of rewards on police officers performance in Moshi municipality, Tanzania.

## 3.4 Sampling Design and Procedures

Since this study employed quantitative research paradigm, probability sampling procedures was used to select respondents. The use of probability sampling procedure ensured equal participation of the participant in the study. Therefore, this technique was used to select 100 police officers, 02 OCS, 01 OCD and 01 RPC. Therefore study expected to involve a total of 104 respondents. Purposive sampling was used to select RPC and OCD since there is only one person in each position responsible for the Region (RPC) and District (OCD). Therefore, these people were automatically involved in the study due to their managerial position and being a key player of all police officers in a Region and District level, so involving the RPC and OCD helped to bring a real picture of the issue under investigation.

In sampling Police officers a combination of Stratified Sampling technique and Simple random technique used to select police officers. Stratified sampling technique employed to select Police Officers based on their gender (male and female) and no any other categories was taken into consideration. This technique enabled the study to give equal balance of participation among Genders. Simple random sampling followed by stratified random sampling technique to ensure equal chance of participation of the respondent based on their gender.

### 3.4.1 Sampling of Police Officers and OCS

Stratified sampling technique was applied to select 100 Police Officers and 2 OCS who participated in the study. There was some paper written yes and the rest labeled no forded and placed in small box then Police Officers and OCS were asked to pick one paper from the box. Those who pick papers written yes they qualified to be part of the sample.

### 3.4.2 Sampling of OCD and RPC

The non-probability sampling also used to select one each from selected Police station. By using purposive or judgmental sampling it become easy to get the 2 Officers then be involved directly to represent the targeted population as a sample.

## 3.5 Data Collection Instruments

According to Therkildsen et al.(2007)posited that no single method can act in isolation because it can be bias or distort the whole picture of reality that the researcher is investigating. Since, this study employed quantitative paradigm, Questionnaire and Interview schedule was used for data collection. These instruments are described below:-

### 3.5.1 Questionnaire for OCS and Police Officers

Questionnaire is a research instrument that helps the researcher measure many different kinds of characteristics using questionnaires (Burke, 2012). This instrument involved closed ended and open ended questions. The instrument was divided into four sections. Section A, describe demographic information respondents sex, level of education and working experience .Section B are questions on research question one which deals with types of rewards provided to police officers in Moshi Municipality. Section C are questions on research question two which deals with criteria used to reward police officers in Moshi Municipality. Section D are questions on research question three which deals with challenges facing reward system in police force department in Moshi Municipality

### 3.5.2 Interview Schedule for RPC and OCD

This instrument was divided into four sections. Section A, described demographic information respondents sex, level of education and working experience .Section B are questions on research question one which deals with types of rewards provided to police officers in Moshi Municipality. Section C are questions on research question two which deals with criteria used to reward police officers in Moshi Municipality. Section D are questions on research question three which deals with challenges facing reward system in police force department in Moshi Municipality.

## 3.6 Validity of Research Instruments

Validity refers to the degree to which an instrument measures the subject matter and behavior the researcher wishes to measure (Tabachnic and Fidel, 2007). The researcher validated the research instruments in terms of their contents and face validity so as to ensure the instruments collect data which are relevant to research questions. The researcher used three experts in education and research to review the instruments for content coverage and face appropriateness. The suggestions given were incorporated to improve the validity of the instruments.

## 3.7 Pilot Testing

The study instruments were pilot tested to police officers from Moshi Municipality. The simple randomly technique used to select police officers who were excluded from taking part in the study. The exercise involved 10 police officers. The data collected during the pilot testing was prepared, analyzed and interpreted. From the results, the instruments were reviewed further by re-phrasing the question items that were not well understood while irrelevant questions were removed.

## 3.8 Reliability of Research Instruments

Instrument reliability refers to the internal consistency of measuring device (Mugenda and Mugenda2004). This study used test-retest reliability method to test the reliability of the research instruments before they are administered for actual data collection. Therefore, in order to establish consistency of research instruments results, both police officers and OCS questionnaires were administered twice during pilot testing. The time between first administration and second administration of the instruments was one week. To make a comparison between the two scores,the researcher used Spearman Brown Reliability Formula to compute the correlation of the two scores. In this study reliability coefficient between any values of 0.5 and above was considered as a cutting point for acceptable for the instrument to be reliable.

## 3.9 Description of Data Collection Procedures

In order to carry out this study, the researcher obtained an introduction letter from the Directorate of Postgraduate Studies of the Open University of Tanzania in which a copy of that letter was sent to RPC of Kilimanjaro region. The researcher sent the permit letter from RPC to OCD who is the head of police officers in a District so as to allow collection of data for the matter under investigation. The respondents were selected according to the planned sampling techniques and the instruments were administered. The researcher was then collected all the instruments with information for analysis and presentation of the findings.

## 3.10 Description of Data Analysis Procedures

Data analysis refers to the computation of the measures along with searching for patterns of relationship that exist among the data groups. In the process of analysis, relationships or differences supporting or conflicting with original or new hypothesis should be subjected to the discussion to determine the validity of data to indicate any conclusion (Kothari, 2008). Since this study employed quantitative paradigm the researcher used descriptive statistics methods and inferential statistics methods for data analysis.

Quantitative data from both questionnaires and interview schedule were categorized, coded and entered into the computer for computation of descriptive statistics and inferential statistics. The Statistical Package for Social Sciences (SPSS) used to run descriptive analyses to produce frequency distribution, percentages, means and standard deviations based on various characteristics of the respondents. Descriptive statistics also presented in frequency tables while inferential statistics provided clear interpretation of the study finding.

## 3.11 Ethical Considerations

To address the ethical issue in this study the researcher indicated the purpose of the study and gave the respondents the choice to participate. The participants were given freedom to withdraw from the study. In this study the confidentiality and anonymity was highly observe and consider the right to privacy to the subjects and the information identifying individuals. Moreover, in this study the researcher was responsible for the security and storage of information which provide personal identities. Also, the research reported neither indicated the respondents’ names nor personal identifiers. In addition, plagiarism and miss-representation of the results was avoided by presenting the data collected from respondents without exaggeration to please the beneficiaries.

# CHAPTERFOUR

# PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

## 4.1 Overview

This chapter has been categorized into three subsections. First comprise response returning rate, second covers demographic information of the study participants and third comprises presentation of findings based on each research objectives. This chapter covers presentation, interpretation and discussion of the study findings. The purpose of the study was to examine the Influence of Rewards on Police Officers’ Performance: A Case study of Moshi Municipality, Tanzania. Out of 104 cases, the study involved 97 respondents from Moshi Municipality Police Stations and the remaining 7 lack due to returning rate.

## 4.2 Returning Rate

This study intended to cover a total number of 104 respondents from which 100 were junior Police officers from different units and 4 senior police officers. Researcher supplied questionnaires to 100 junior Police officers including police Constables, Sergeants and Staff Sergeants to fill them. Researcher made appointments with four senior police officers including Regional Police Commanding, Officer Commanding District and two Officers’ Commanding Station. After conducted interview and collected questionnaire the following results on Table 4.1 was observed based on responses rate.

**.Table 4.1: Response rate of the study participants**

|  |  |  |  |
| --- | --- | --- | --- |
| **Category** | **Proposed sample** | **Observed sample** | **Difference** |
| Senior Police Officers | 4 | 4(100%) | 0 |
| Junior Police Officers | 100 | 93(93%) | 7 |
| Total | 104 | 97(93.3%) | 7 |

**Source:** Field, (2018)

From the Table 4.1, the researcher managed to interview all 4 senior police officers as proposed. Only 93 junior police officers returned questionnaires. Out of 100 proposed junior police officers, 7(7%) were not able to fill-in and return questionnaires due to official matter and other activities hence making return rate of 93.3% as indicated. However this rate was still reasonable for the study analysis to be carried out as elaborated by Myers (2003).

## 4.3 Demographic Information

This section comprise the demographic characteristic of the study participants, includes senior police officers and junior police officers separately. The aim of collecting that demographic information was to see the parity of the respondents regarding to the study requirement.

### 4.3.1 Senior Police Officers Demographic Information

The basic particulars grasped from the Senior Police Officers including: Gender, Police Military Position, Educational background, marital status and Working experience but the study did not consider the age as strong supportive because the respondents can have high age but knows nothing about the rewarding system, hence the study thought on working experience as presented in Table 4.2.

**Gender:** The Table 4.2 indicated that, Senior Police Officers were equally distributed in terms of gender that is two say, 2 males and 2 females Senior Police Officers were interviewed.

**Table 4.2: Senior Police Officers Demographics Characteristics (n=4)**

|  |  |  |
| --- | --- | --- |
| **Characters** | **Frequency** | **Percent** |
| **Gender** |  |  |
| Male | 2 | 50 |
| Female | 2 | 50 |
| **Police military position** |  |  |
| RPC | 1 | 25 |
| OCD | 1 | 25 |
| OCS | 2 | 50 |
| **Education background** |  |  |
| Primary Education | - | - |
| Secondary Education | - | - |
| Certificate and Diploma | 1 | 25 |
| Higher Education | 3 | 75 |
| **Marital status** |  |  |
| Married | 2 | 50 |
| Single | 1 | 25 |
| Divorced | 1 | 25 |
| **Working experience** |  |  |
| Below 10 years | - | - |
| Above 10 years | 4 | 100 |

**Source:** Field (2018)

**Police military position:** The findings also revealed that the researcher interviewed Police Commanding of Kilimanjaro region, one Officer Commanding District and two Officers’ Commanding Station.

**Education background:** The responses on education qualification of the Senior Police Officers have revealed that, none of them had secondary education and even primary education as the highest education qualification. Researcher found that 1 (25%) Senior Police Officer had college certificate while the rest 3 (75%) reached higher education level includes degree and masters.

**Marital status:** Based on the marital status results as indicated in table 4.2 above, the researcher revealed that; 2 (50%) Senior Police Officers were married, 1 (25%) single and 1 (25%) divorced.

**Working experience:** The working experience of Senior Police Officers found to be above 10 years since the time they had started saving as Police constable up to the current year.

## 4.3.2 Junior Police Officers Demographic Characteristics

The basic particulars grasped from the Senior Police Officers including: Gender, Police Military Position, saving units, Educational background, marital status and Working experience as presented in Table 4.3.

**Table 4.3: Junior Police Officers Demographic Characteristics (n=93)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Characters** | **Attributes** | **Frequency** | **Percent** |
|  Gender | Male | 62 | 66.7 |
|  | Female | 31 | 33.3 |
| Police military position | Corporal | 23 | 24.7 |
|  | Police Constable | 49 | 52.7 |
|  | Sergeant | 14 | 15.1 |
|  | Staff Sergeant | 7 | 7.5 |
| Saving unit | Criminal Investigation | 18 | 19.4 |
|  | General Duties | 24 | 25.8 |
|  | Traffic | 17 | 18.3 |
|  | Field Force Unit | 24 | 25.8 |
|  | Intelligence | 10 | 10.8 |
| Education background | Primary Education | 7 | 7.5 |
|  | Secondary Education | 44 | 47.3 |
|  | Certificate and Diploma | 28 | 30.1 |
|  | Higher Education | 14 | 15.1 |
| Marital status | Married | 63 | 67.7 |
|  | Single | 30 | 32.3 |
| Working experience | Below 3 years | - | - |
|  | 3 to 5 years | 28 | 30.1 |
|  | 6 to 8 years | 23 | 24.7 |
|  | Above 8 years | 42 | 45.2 |

**Source:** Field (2018)

**Gender:** The study results indicated that 62 (66.7%) Junior Police Officers were male. That means majority of police officers are males due to the impact of negative perception of community about military works as indicated by Hareli and Klang (2008). The same equivalent results was also observed by Greyson (2015) in Kondoa District, Tanzania. In which out of the 28 police officers he found that males exceed female’s police officers by 10 (17.9%).

**Police Military Position:** The results in table 4.3 shows that out of 93 Junior Police Officer who returned questionnaires, half of them 49 (52.7%) were police constable the rest 44 (47.3%) comprises 23 (24.7%) Corporals followed by 14 (15.1%) sergeants and 7 (7.5%) staff sergeants. This indicated that majority of Junior Police Officer are police constable since that is lower or stating rank based on Tanzania military positions, east Africa and in the world at large.

**Saving Unit:** The findings in table 4.3 still revealed that, all 93 police officers comes from five major police department (Criminal investigations, General duties, Traffic, Field Force Units and Intelligence). The results has shown that the distributions of the police officers based on departments were slight evenly distributed. 18 (19.4%) officers come from criminal investigation department, 24 (25.8%) general duties department, 17 (18.3%) traffic officers and 10 (10.8%) intelligence departments. This indicated that the researcher covered participants from different departments to grasp their views in relations to the study objectives.

**Education Background:** The researcher also found that majority of the Junior Police Officers 72 (36.6%) had secondary and college (certificate and diploma) education levels. From Table 4.3 it have been observed that 7 (7.5%) had primary education levels, 44 (47.3%) secondary education level, 28 (30.1%) certificate and diploma level, while 14 (15.1%) reached higher education level (Degree and Masters).

**Marital Status:** The findings have revealed that majority of Junior Police Officer 63 (67.7%) were married while the rest 30 (32.3%) found single. Furthermore none of them found to be divorced or widow.

**Working Experience:** Based on working experience of the Junior Police Officers the researcher has revealed that, none of the participant had working experience of below 3 years. 28 (30.1%) served for almost 3 to 5 years, 23 (24.7%) served for 6 to 8 years while 42 (45.2%) have been worked for above 8 years. Based on this results it obvious showed that, Junior Police Officer selected were familiar with rewarding system used by Police military specifically in Moshi Municipality, Tanzania.

## 4.4 The Types of Rewards Provided To Police Officers in Moshi Municipality, Tanzania

The first research objective intended to investigate the type of rewards provided to police officers in Moshi Municipality. The researcher had firstly explored how police officers understand the term reward, to see if were familiar with it or not. participants were able to gives out correctly meaning of the term ‘REWARD’ based on how it have been defined by several scholars including Armstrong (2007) on his work titled ‘*A Handbook of Employee Reward*’ The researcher has quoted one participant who wrote that;

“*Reward is a something given in return for a good or evil done, receive of that is offered for something or attainment….. The police officer is offered a reward for his/her capture*”

In relation to police force, the researcher also found a study participant who wrote that;

“*Reward is the gift given by the ministry of home affairs to the police officers who done police duties in advanced way”*

Despite that 13 (13.4%) participants wrote nothing on what do they understood about the term ‘reward’, the researcher has found that 63 (64.6%) study participants considered rewards as the recognition of one’s service, effort or achievement. This revealed that the term reward was not a new concept to them since their definition was still correct based on Armstrong (2007) point of views.

**Presences of reward system in police force:** In investigating if the police force had the rewarding system. The researcher found that; majority of Junior Police Officer 72 (80%) agreed to have a rewarding system as shown in figure 4.1. On addition to that 12 (13%) revealed that they do not know whether rewards system exist or not while the rest 9 (7%) officers argued that there is no rewarding system in police force specifically in Moshi Municipality.

**Figure 3.1: Junior Police Officers Responses on Presence of Reward Offered in The Police Force**

**Source:** Field (2018)

The highest number of the participants who agreed that there exist rewarding system was sufficient to the researcher to conclude that Moshi Municipality police force had a rewarding system. For the efficient of the data in the preceding research objectives, the researcher decided to excluded those who argued that police force does not have rewarding and those who didn’t know whether rewarding system existing or not, in answering questions relating to type of the rewards offered, criteria used in offering rewards as well as challenges facing rewarding system in Moshi Municipality.

**Rewards types offered in Moshi Municipality to the police officers:** The results on table 4.3 shows the rewards type offered in Moshi Municipality police force as responded by the Junior Police Officers. The finding analysed in multiple response because participants mentioned more than two rewarding system for the different types.

**Table 4.4: Responses of Junior Police Officer on reward types offered to the police officers (n = 72)**

|  |  |  |
| --- | --- | --- |
| **Attributes** | **Frequency** | **Percent** |
| Bonuses | 58 | 80.6 |
| Gift | 35 | 48.6 |
| Recognition | 42 | 58.3 |
| Trust/Empowerment | 14 | 19.4 |
| Salary raise | 23 | 31.9 |

**Source:** Field (2018)

From the results summarized in table 4.3, the researcher has discovered that bonuses are the major reward type offered since it was responded by 58 (80.6%) junior police officers. This followed by recognition which responded by 42 junior police officers equivalents to 58.3% out of 72 participants. Others responses including: 35 (48.6%) Gifts, 23 (31.9%) salary raise 14 (19.4%) trust/empowerment. The responses from the Senior Police Officers as also indicated that the existing rewarding system in police force in which monetary rewards and promotions as well as gifts are most common offered. The Regional Police Commander also argued that;

“*There are some procedures to be followed for rewarding someone; we always had a records and evaluations report which indicates the performance of each police officer. …. This is not in Kilimanjaro region only but country wise.”*

The responses of the police officers were in line with Greyson (2015) results in which the same rewarding types was also observed in Kondoa District, Tanzania. Additional some of the mentioned rewards types observed to be given more frequently than others. The table 4.5 gives the responses on the extent at which the rewarding types offered in Moshi Municipality based on the Junior Police Officers responses.

**Table 4.5: Junior Police Officers Responses on the Extent at Which Rewards Types Offered**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Attribute** | **Frequently** | **Occasionally** | **Rarely** | **Never** | **mean(SD)** |
| n (%) | n (%) | n (%) | n (%) |
| Bonuses | - | 14 (19.4) | 21 (29.2) | 37 (51.4) | 3.3 (0.78) |
| Gift | 14 (19.4) | 21 (29.2) | 37 (51.4) | - | 2.3 (0.78) |
| Trust/Empowerment | 14 (19.4) | 7 (9.7) | 44 (61.1) | 7 (9.7) | 2.6 (0.91) |
| Recognition | 30 (46.2) | 14 (21.5) | 21 (32.3) | - | 1.9 (0.88) |
| Salary raise | - | 7 (9.7) | 37 (51.4) | 28 (38.9) | 3.3 (0.64) |

**Source:** Field (2018) n= Frequency, % = Percent, M = Mean, SD = Standard Deviation

**Recognition:** The results on table 4.5 indicated that majority of the participants 30 (46.2%) responded that recognition is frequently offered. 21 (32.3%) indicated that is rarely offered while 14 (21.5%) responded that is occasionally offered. Recognition is considered as intrinsic reward in which according to Muchiri (2016) recognition is inherent rewards within a contract and are accessible in job. Hafiza (2011) in a research conducted in Singapore realized that there is significant positive relationship between employee recognition and performance. That means recognition contribute positive in raising performance of the employee at working place.

**Gift:** Gift giving is a rewarding category which revealed that it is rarely offered in Moshi district to the police officers since 37(51.4%) participants argued so. Others 21(29.2%) argued that gift is occasional offered while 14(19.4%) frequently offered. Based on the junior police officers it is obvious revealed that gift are rarely offered in Moshi Municipality and sometimes it is occasionally offered. This can be associated with the bureaucracy in the ministry of home affairs, since one of the OCS replied that

“*We sometimes give gift to the police officers who perform well in their duties assigned, even though not several due to prolonged procedure are required to be followed*”

This finding contradicts with other the researcher findings example the findings discovered by Plantenga (2011) in the United Kingdom on the effects of intrinsic rewards on employee performance. The study observed that once workers are rewarded, their level of motivation becomes higher and thus, improved their performance.

**Trust/Empowerment:** The findings have also revealed that level of empowerment to the police officers is very low. 44(61.1%) argued that it is rarely occurred while 7(9.7%) junior police officers said that it is never being offered in Moshi Municipality. On other hand only 14(19.4%) argued that it is frequently offered while the rest 7(9.7%) said that it is occasionally offered. These results indicated that police officers are not empowered enough to the extent that the contribution of this kind of reward on improving working performance can be observed.

**Salary raise:** The finding on salary rising has still revealed that this is the scarce reward type in the police force. The results in table 4.5 revealed that 37(51.4%) Junior Police Officers argued that salary raise is rarely occurred in police force, 28(38.9%) never occurred while the rest 7(9.7%) responded that salary raise is occasional occurred. This finding shows that, there is no established rule which guide the level or period in which police officers’ salaries needs to be adjusted. The response of the officer commanding district stated that;

“ *The salary raise is rarely occurred depends on the officer working experience, once the one served for long period of time his/her salary cannot be the same as the one who start the work currently*”

Apart from OCD even one among the OCS was added that

“*Once employee advance his/her level of education, the ministry home affair always adjust their salary amount, depends to the employee education level*”

Based on such argumentations it is obvious noted that the salary raise in the Police Force are not occurred in probabilistic manner, the salary raise used to boost work educational qualification since one interested to adjust maybe from primary to secondary level, secondary to certificate or diploma levels and so on. By doing so the worker gain a new knowledge and become aware with different academic matters henceforward improve his/her working performance.

**Bonuses:** The findings indicated that the bonuses given are most scarce reward kind in police force specifically in Moshi Municipality based on Junior Police Officers point of view. Majority of Junior Police Officers 37 (51.4%) argued that bonuses are never given to the officers, while 21 (29.2%) argued that it is rarely occurred. Furthermore 14 (19.4%) Junior Police Officers replied that bonuses are occasionally given.

RPC was even added that;

“*Bonuses are there given almost frequently, there are monthly bonuses, holiday and official celebration bonuses. Others are being paid to the Senior Police Officers especial once attending the meetings and so on….. The major problem here, officers consider bonuses as a part of salary and that’s why they don’t notice if it is a reward*”

The responses of the RPC indicated that bonuses are there and being paid to the officers in different occasions include during the holiday events and official celebration. The process of bonuses given at working place is most done in organizations as the major tool of returning labour in the industry. The study carried out by Mikander (2010) also found that 78% of the organization were able to offered different bonuses kinds to their employees depends on their seniority. That is to say higher ranked employees receive higher bonuses amount. This form of rewards gives seniors workers respect above others hence influence their performance rate as well as encouraged those who are below them to work had so as to reach where they are and more often they found themselves being above their senior.

Responses of Junior Police Officer indicating the officer who is responsible for rewards given in Moshi Municipality

**Figure 4.2: Responses of Junior Police Officer Indicating the Officer Who is Responsible For Rewards Given in Moshi Municipality**

Source: Field (2018)

After reviewing the responses of the Junior Police Officers on different kinds of rewards offered in Moshi Municipality, the researcher collected their views on who is responsible to give those rewards. The results in figure 4.2 above indicated that 51 (55%) out of all 93 Junior Police Officers argued that Regional Police Commander (RPC) is responsible for, since he/she is the top senior officer in the region. On other hand 22 (23%) consider Officer Commanding District while 20 (22%) didn’t know who is responsible for giving rewards.

## 4.5 The Criteria Used to Reward Police Officers in Moshi municipality, Tanzania

In this research objective the researcher sought to examine the criteria which used in giving rewards to the police officers. Data collected in this part have been analyzed through multiple responses and normal descriptive statistics there after presented through pie charts, bar graphs and tables.

**Figure 5.3: Responses of the Junior Police Officers on the Presence of the Rewarding Criteria**

Source: Field (2018)

The results in figure 4.3: indicated that 51 (71%) of the Junior Police Officers out of the 72 who agreed to have rewarding system, argued that the exist a set of criteria which are considered in giving rewards. 21 (29%) said they don’t know while none of them said no. Those who agreed were able to list down some criteria’s which are familiar with as summarized in the table 4.6.

**Table 4.6: Responses of Junior Police Officer indicating common rewarding criteria considered (n=51)**

|  |  |  |
| --- | --- | --- |
| **Variable** | **Frequency** | **Percent** |
| Education | 30 | 58.8 |
| Accomplishment of special duty | 37 | 72.5 |
| Good behavior | 16 | 31.4 |
| Good performance of police duties | 30 | 58.8 |
| Trustful and obedience | 23 | 45.1 |
| Working experience | 21 | 41.2 |

**Source:** Field (2018)

**Education and Working Experience:** Education and working experience is the common criteria which are mostly consider in the working place in adjusting one employee from one level of seniority to another. These have noticed in different organizations as indicated by Izzyana (2014) in Malaysia, the same has also found Moshi Municipality in which 30 (58.8%) Junior Police Officers indicated education level while 21 (41.2%) indicated working experience. In police force the one who had higher education being paid higher salary once join the police force which is higher than other officers of the same seniority. The researcher has discovered that working experience and education level are the only factor which leads to salary variation among police officers in Moshi Municipality, Kilimanjaro and Tanzania in general.

**Good behavior, trust and obedience:** The officers who had good behaviour, trustful and obedient are always rewarded in order to inspire other workers to do the same. Such criteria is always being performed not only at the working place but also in social and academic institutions as justified by Gravina (2007). From the results summarized in table 4.6, 23 (45.1%) mentioned a trust and obedience while 16 (31.4%) indicated good behaviour. Most of the rewards associated with such criteria’s are recognition and gift as indicated by the Senior Police Officers during the interview.

**Good performance of duties assigned and accomplishment rate of special duties:** By rewarding good performers in any organization, the organization owner accelerate competitions at the working place in which as the days goes on it tend to increase the production or level of service giving to the customers and community at large, Armstrong (2007). Back to our study, 30 (58.8%) of the Junior Police Officer indicated that good performance of the duties assigned are always being considered as the one among rewarding criteria. The OCD was added that;

“*We always collect evaluation forms, indicating performance of the officers from different police station, those who performed well are being rewarded regardless to their number. … all this being done to inspire other officers to perform a good work and not just working to accomplish the day routine*”

Furthermore, 37 (72.5%) Junior Police Officer indicated that Accomplishment rate of special duties is most considered in the military activities. For the one to succeed to be rewarded he/she must ensure that he become the one in the top ten positions of the first people to complete the duty assigned. By doing so, police force encourage officers to be creative and wisely to the extent that they can establish their own tackles for accomplish their work easier. Through this police officers are encouraged to reach the highest level of innovation, creativity and intelligence.

**Figure 6.4: Perception of Junior Police Officers on the Criteria Used for Reward Giving**

**Source:** Field (2018)

**The extent at which rewards giving has influenced the police officers performance:** The results in figure 4.4 indicated the perception of the Junior Police Officer on the criteria used in rewarding system under Police force in Moshi Municipality, Kilimanjaro, Tanzania. The researcher has founded that majority of the study participants were not satisfied with criteria used. The researcher has observed that 21 (41%) had neither agreed nor disagreed which means that were neutral in decision giving. While 16 (31%) disagreed and 7 (14%) shows strong disagrees, only 7 (14%) shows to be satisfied with the criteria used throughout the rewarding process. On other hand the rate of influence of rewarding system to the police officers performance in Moshi Municipality observed to be very low. The results in figure 4.5 revealed that, 44 (61%) Junior Police Officer argued that the current rewarding system has slightly improved the performance of the police officers in Moshi, Municipality. 21 (29%) participants shows moderate influence, while only 7 (10%) participants argued that there is no any improvement influenced by the rewarding system at all.

**Figure 7.5: The extent at Which Rewards given Improve Performance of Police Officers in Moshi Municipality**

**Source:** Field (2018)

Junior Police Officers also gives out the major impact of rewards in their own/individual performance. The responses given out have been summarized in the Table 4.7.

**Table 4.7: The responses of Junior Police Officers on How Rewards Influence their Performance**

|  |  |  |
| --- | --- | --- |
| **Responded questions** | **Frequency** | **Percent** |
| Increases efficiency | 49 | 57.0 |
| It Tends to attract qualified people to join the Police Force | 51 | 59.3 |
| Motivate employees to attain high levels of performance | 51 | 59.3 |
| Encourage career Growth and development | 28 | 32.6 |

**Source:** Field (2018)

As shown in the table 4.7 five major impacts of the rewards were given by the Junior Police Officers including: 49 (57%) increases officer efficiency,51 (59.3%) tends to attract qualified people to join the police force, 51 (59.3%) motivate employees to attain high levels of performance, 28 (32.6%) Encourage career growth and development. Based on the results given in table 4.7 it still revealed that rewards had a gratefully influence on performance of employees, that means it is most important to examine the challenges which leads to inefficiency of rewarding systems, so that to discover where improvement is required so that to strength the rewarding system. By observing this researchers has also examined the challenges facing rewards system in police force department.

## 4.6 The Challenges Facing Reward System in Police Force Department

In this research objective the researcher sought to examine the challenges facing reward system in police force departments. Several challenges were highlighted by the Junior Police Officers as summarized in table 4.8. some officers were to mention out more than one challenge, due to that the researcher employed the multiple responses analysis to see the percentage of each cases repetition by calculating percentage of each challenge out of all 93 Junior Police Officers sampled.

**Table 4.8: Responses of Junior Police Officer on Challenges Affecting Rewarding System**

|  |  |  |
| --- | --- | --- |
| **Challenges affecting rewarding system** | **Frequency** | **Percent** |
| Biasness and Discrimination | 42 | 45.2 |
| Favoritism | 35 | 37.6 |
| Insufficient budget | 49 | 52.7 |
| Insufficient knowledge on the importance of rewards | 28 | 30.1 |
| Tribalism | 65 | 69.9 |

**Source:** Field (2018)

**Biasness, discrimination, Favoritism and Tribalism:** Biasness is the state in which a certain group is being favoured than others. This is most often happen in terms of gender in which in some society female are being high favoured while in other society male are favoured more than female. The researcher has observed that, 42 (45.2%) claimed about biasness and discrimination, while 65 (69.9%) claimed on tribalism. Furthermore 35 (37.6%) complained about the existence of favoritism.

This argument was based on the unfairness decisions. In such situation, instead of influencing working performance, rewarding system which operate under biasness, discriminations, favoritisms and tribalism create classes at working place. Severin (2013) in Tanzania, conducted the study on the challenges of using reward systems in small professional firms, was also observed that unfairness had significant leads to negative production growth.

**Insufficient budget:** Insufficient budget was also complained by 49 (52.7%) Junior Police Officer’s. These responses indicated that the monetary amount sated is not sufficient to overcome rewarding costs.

**Insufficient knowledge on the importance of rewards:** The findings still indicated that the police officers they didn’t have sufficient knowledge about the rewarding system. This was written by 28 (30.1%) Junior police officers; Based on this finding it can be noticed that there is great to offer workshops and seminars to the police officers about the rewarding system including the way it work and major purpose of having it in the police force.

## 4.7 The Suggestive Strategies to Address the Challenges Affecting Rewarding System

The researcher in this objective sought to investigates what should be done so that, the problems indicated in Table 4.9 can be solution. Suggested measures have been summarized in Table 4.9.

**Table 4.9: Responses of the Junior Police Officer on the Measures to Address the Challenges Which Hindering Effectiveness of the Rewarding System**

|  |  |  |
| --- | --- | --- |
| **Measures to address the challenges hindering effectiveness rewarding system** | **Frequency** | **Percent** |
| Education provision | 44 | 61.1 |
| Government support | 21 | 29.2 |
| Having ingredient such as efficiency and honestly | 30 | 41.7 |
| To consider rights and justice in rewards | 14 | 19.4 |
| To avoid biasness and discrimination | 28 | 38.9 |

**Source:** Field (2018)

**Education:** 44(61.1%) study participants proposed the police force to offer education about the rewarding system to the staff members, to ensure that they become aware about how the system operate, includes the criteria used in reward giving, the aim of having rewarding system as well as how those who are unrewarded benefited from the system. A certain officer stated that;

“*Most of the police officers have a little knowledge about rewarding system; I think there still a need to initiate reward seminars and workshops which will make them more aware about the general rewarding procedures*”

Provision of education to the employees specifically at the working place can be done through many ways include through workshops, seminars, and trainings.

**Government support:** The results has also revealed that 21 (29.2%) Junior Police Officers proposed the government through the ministry of home affairs to offer financial support. This includes monetary values which assist to raise the bonuses and salary rate.

**Having ingredient such as efficient and honest officers and considering right and justice:** The researcher has also discovered that, 30 (41.7%) Junior Police Officers recommended the police force to have ingredient such as efficient and honest officers, who are responsible to conduct evaluations for rewarding purposes. On other side 14 (19.4%) suggested rights and justice to be considered in the whole processes of rewarding.

**To avoid biasness and discriminations:** 28 (38.9%) Junior Police Officers recommended the police force officers to avoid any kind of discriminations and biasness since they tend to discourage working performance of those employees who are not rewarded. The study conducted by Safiullah (2014) in Bangladesh has also discovered that there was signature of biasness in rewarding system in term of gender in which to a certain extent hinder attainment of the rewarding goals.

# CHAPTER FIVE

# SUMMARY, CONCLUSION AND RECOMMENDATIONS

## 5.1 Overview

This section presents Summary, Conclusion and Recommendation based on the findings which have been presented and discussed in the previous chapters. The Overall purpose of the study was to examine the Influence of Rewards on Police Officers’ Performance in Moshi Municipality, Tanzania as Case study.

## 5.2 Summary

This study focused on investigating the influence of rewards on police officers performance, the study revolved around three major objectives such as: to assess types of rewards provided to police officers. To find out criteria used to reward police officers. To examine the challenges facing reward system in police force department. Those objectives was covered under three research question listed as

i. What are the types of reward provided to police officers in Moshi municipality?

ii. What are the criteria used to reward police officers in Moshi municipality?

iii. What are the challenges facing reward system in police force department?

In the first objective which was focused on findings out the type of rewards offered by the police force, the researcher found that both intrinsic and extrinsic rewards were offered, this include: bonuses, gift, salary raise, recognition, trust and empowerment. Furthermore recognition and gift most seeming to be offered frequently compared to others.

In second objective which was intended on assessing the criteria used to reward police officers in Moshi, District. The researcher found that the criteria used were not made clear to all police officers. 29% seem to not be aware about the criteria while 71% have indicated some criteria’s such as education, accomplishment of special duty, good behavior, good performance of police duties, trustful and obedience, and working experience. On other hand 45% of the police officers observed to be unsatisfied with those criteria’s used due to lack of openness to the procedures followed.

The findings as also revealed that majority of police officers (61%) responded that the rewards in police force had a slight impact in improving the performance of the police officers. Regardless to the current police force rewarding system, the researcher has found that, the police officers indicated how they think rewarding can influence their performance. Responses given include: it increases efficiency, It Tends to attract qualified people to join the Police Force, Motivate employees to attain high levels of performance, Encourage career Growth and development. The results reveal unclear reward criterion in the Police force to have deceased working morale of police officers in Moshi Municipality, hence lower their performance.

The third research objective aimed to explore the challenges affecting rewarding system and respective solution to be employed to overcome them. The researcher has observed that police officers had complains on presence of biasness, discrimination, favouritism, insufficient budget, Insufficient knowledge on the importance of rewards and tribalism. Above all mentioned challenges tribalism seemed to be major challenge in police force since 69.9% Junior Police Officers argued on it. On other hand several measures have be suggested to be used for addressing the challenge this include: To offer education through workshops and seminars, to seek for the support from the central Government, to encourage officers to have ingredient such as efficiency and to be honest in regulating the whole rewarding procedures, to consider rights and justice in rewards as well as to avoid biasness and discrimination. This finding is in line with the study done by Walker S. (2004) who indicated that Performance standards in the security sector are an area that attracts global concern. Several overseas states have developed different promising strategies and techniques to improve performance in the security sector even though the results have been minimum.

Hence from the finding the researcher suggest that the judgment of rewards to police also should consider the rules as well as regulations and different tactics in their working place so as to avoid such biasness within which officers operate, telling them how to go about their working duty (tasks), how to work hard, improving the relationship with other fellow officers and all whom they interact. Also the system reward in the Police officers better to be reviewed in such a way that it work correctly and minimize dissatisfactions from members of the field which is caused sometimes by discrimination. Besides, the study mentions that there should be similarity between the rewards that are offered in the Police officers and the tasks that are achieved.

## 5.3 Conclusion

Based on the research findings and summary, the researcher has concluded that the influence of rewards to the performance of Police officers in Moshi Municipality and Tanzania in general, has great role to play if there is well controlled and supervised. The study findings have revealed that Rewards exist in the Police force, but it is very minor to the extent that the influence to the officer’s performance cannot be noticed easily. The reward system have not made clear to the police officers hence tend to hinder the achievement of the intended objectives. Furthermore the criteria for rewarding Police officers both junior and senior officers exist but have not made opened to the officers, the study participants especially Junior Police Officers claim it to be surrounded with tribalism and favoritism.

Moreover the researcher conclude that out of all administrative operations, the police function is the most friendly daily, wide-ranging encounters between police officers and individuals, ranging from routine to distressing experiences ,it represent the most visible and powerful communication between the government and the public. If the police perform their role successfully, society benefits infinitely and government scores high ; if the police perform their duties poorly, the damage to police self-confidence and democratic principles can be permanent, so the rewarding system if itcould be maintained many officers will love the work and perform it in accuracy and high efficiency for the benefit of the government, society as well as peaceful of the country at a large.

## 5.4 Recommendation

Based on the study findings, summary and conclusion, the following recommendation have been put forward.

1. The study recommended that police officers are supposed to be offered in-job training and seminars, to ensure that they become well exposed to the general rewarding system of the polices force.
2. The study also suggested that there is need to have a clear criteria’s which will be made open to all police officers. This will motivate officers to work hard and by doing so the rewarding system will be able to influence the performance.
3. The study also suggested that the Police force has to make sure that the rewards provided to the officer’s match with the tasks performed and should be provided on time since delaying of these rewards affects it is recognition from the police officers.
4. This study also recommended that the system has to be reviewed by participation of members from different police units so as to come with a system that will reduce dissatisfactions from the officers.

**Recommendation for further studies:** This study was targeted to the Moshi Municipality only which found in Kilimanjaro region, this is one among six districts which found in the region, due to that it found that the study was not comprehensively explore the problem of reward in Kilimanjaro region and there for the similar researches can be conducted in other districts and even regional wise for generalization purpose. Further research can also be conducted on the impact of the specific reward type either intrinsic or extrinsic rewards in influencing the performance of the police officers hence be able to measure the mean difference in influencing the performance of the employees.

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# APPENDICES

**APPENDIX 1: RESEARCH METHODOLOGY MATRIX**

THE INFLUENCE OF REWARDS ON POLICE OFFICERS’ PERFORMANCE: A CASE OF MOSHI MUNICIPALITY, TANZANIA

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **Research Questions** | **Type of data required** | **Sources of data** | **Research instrument** | **Data collection procedures** | **Data analysis**  |
| 1. | What are the types of reward provided to police officers in Moshi municipality? | Type of rewards | Police OfficersRPCOCD | QuestionnaireInterviewDocumentary analysis | Administering questionnaire,Verbal questions, cross check from reward record book | Descriptive statistics  |
| 2. | What are the criteria used to reward police officers in Moshi municipality? | Criteria for rewarding | Police OfficersRPCOCD | QuestionnaireInterview | Administering questionnaire,Verbal questions,  | Descriptive statistics |
|  | What influence do rewards have on police officers’ performance in Moshi municipality? | Influence of reward on performance | Police OfficersRPCOCD | QuestionnaireInterviewDocumentary analysis | Administering questionnaire,Verbal questions, cross check from reward record book | Descriptive statistics |
| 3. | What are the challenges facing reward system in police force department? | Challenges in rewarding | Police OfficersRPCOCD | QuestionnaireInterview | Administering questionnaire,Verbal questions,  | Descriptive statistics |
|  | What are the strategies which can be used to address the challenges affecting rewarding system in police force department? | Proposed strategies for improvement | Police OfficersRPCOCD  | QuestionnaireInterview | Administering questionnaire,Verbal questions,  | Descriptive statistics |

**Appendix 2: Research Report Work Plan**

The study expected to follow this schedule of activities in a table

|  |  |  |
| --- | --- | --- |
| **ACTIVITIES** | **TIME OF ACTIVITY** | **PERSONS IN CONCERN** |
| Preparation and proposal writing |  | Researcher and supervisor |
| Submission of research proposal |  | Researcher supervisor |
| Presenting of research instruments |  | Researcher respondents |
| Collection Data |  | Researcher respondents |
| Data analysis procedure |  | Researcher |
| Report writing |  | Researcher supervisor |
| Findings/report submission |  | Researcher coordinator |

 Appendix 3: Questionnaire for OCS and Police Officers

I am Prisca Protus, a student at Open University of Tanzania pursuing a Master’s Degree in Human Resource Management. I am currently conducting a research which is part of my study in topic entitled: To Examine the Influence of Rewards on Police Officers’ Performance; A Case of Moshi Municipality, Tanzania.

Kindly I request your participation to provide information which will help me to accomplish my study. I promise confidentiality of your participation and any information given will be used for the intended study purposes only.

Thank you in advance.

**INSTRUCTION**

Put a tick (√) to the appropriate answer or write an alphabet of the appropriate answer in the space provided. Please be free to express your views where explanation is necessary and required

**SECTION A: DEMOGRAPHIC**

1. What is your gender Male [ ] Female [ ]
2. Please fill your Police Military position

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Saving Unit/Department

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Educational background

Primary education level [ ] Secondary education level [ ]

Higher Education level (Degree, Masters, PhD) [ ]

Others (please specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

1. Marital Status

Married [ ] Single [ ] Separated/widow [ ] Courtship [ ]

1. Working experience as a Police Officer

Below 3 years [ ] 3 to 5 years [ ] 6 to 8 years [ ] above 8 years [ ]

**Section B: Types of reward provided to police officers in Moshi municipality**

1. What do you understand about the word REWARD

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. (A) Is there any types of rewards offered in the Police force?

Yes [ ] No [ ] I don’t know [ ]

(B) If yes what types of rewards offered to officers in your unit

(Select any one which is applicable

1. Bonuses [ ]
2. Gift [ ]
3. Recognition [ ]
4. Trust/Empowerment [ ]
5. Salary raise [ ]
6. Others \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
7. To what extent do the indicated rewards given to police officers.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Rewards type | Frequently | Occasionally | Rarely | Never |
| 1 | Bonuses |  |  |  |  |
| 2 | Gift |  |  |  |  |
| 3 | Trust/Empowerment |  |  |  |  |
| 4 | Gift |  |  |  |  |
| 5 | Recognition |  |  |  |  |
| 6 | Salary raise |  |  |  |  |
| 7 | Rank raise |  |  |  |  |
| others | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |

1. In your opinion what can be done to address the challenges facing police force rewarding system
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Section C: Criteria used to reward police officers in Moshi municipality**

1. A. Who gives rewards to the police officer at your unit/police station

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Are there any criteria used

Yes [ ] No [ ] I don’t know [ ]

1. If yes please mention at least three basic criteria which considered in giving rewards in your Unit/Police station
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. How police officers perceive the criteria used in rewarding

Very satisfied [ ]

Satisfied [ ]

 Neither [ ]

Dissatisfied [ ]

Very dissatisfied [ ]

1. A. Do you have any criteria which you might like to suggest to be used in rewarding police officer? Yes [ ] No [ ]

B. If yes please give it out

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. To what extent the rewards given improve performance of police officers in Moshi Municipality.

Extremely [ ]

Moderately [ ]

Slightly [ ]

Not at all [ ]

1. In your opinion, what are the major impact of rewards to your performance
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Section D: Challenges facing reward system in police force department**

1. Does the Police force have any rewarding system

Yes [ ] No [ ] I don’t know [ ]

1. If yes please mention it

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. What are hindrance factors to the effectiveness of police force rewarding system
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. In your opinion what can be done to address the challenges facing police force rewarding system
7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
8. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
9. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
10. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Appendix 4: Interview Schedule for RPC**

Introduction:

I am Prisca Protus, a student at Open University of Tanzania pursuing a Master’s Degree in Human Resource Management. I am currently conducting a research which is part of my study in topic entitled: To Examine the Influence of Rewards on Police Officers’ Performance; A Case of Moshi Municipality, Tanzania

Kindly I request your participation to provide information which will help me to accomplish my study. I promise confidentiality of your participation and any information given will be used for the intended study purposes only.

Thank you in advance.

**Questions:**

1. Working experience as RPC \_\_\_\_\_Years
2. Any police military position/rank hold before
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
8. What do you understand about the word REWARD
9. Is there any types of rewards offered by the Police force in your region?
10. What are the common rewards offered in your region?
11. How often do police officers given a reward in your region.
12. Why do you offer those rewards to the police officers
13. A) Do you have any rewarding system which guide in reward given?

B) What are they?

1. What are the components of the rewarding system used in your region?
2. A) Are there any criteria used in giving rewards to the police officers?

B) if exist please mention the common criteria which considered in giving rewards to the police
 officers in your region.

C) To what extent do the police officers abide to those criteria before rewarding any police offer?

1. To what extent do police offers who given a reward improved their performance?
2. What is the noted impact of rewards on influencing performance of police officers who didn’t rewarded?
3. A) Do you have a tendency of collecting feedback from the police officers about the effectiveness
 of the rewarding system used by the police force?

B) (if yes) what are the major challenge you noted from them?

1. What is the major challenge police force faced in giving rewards to the police officers?
2. What strategic can you suggest to address those challenges?

**APPENDIX 5: INTERVIEW SCHEDULE FOR OCD**

Introduction:

I am Prisca Protus, a student at Open University of Tanzania pursuing a Master’s Degree in Human Resource Management. I am currently conducting a research which is part of my study in topic entitled: To Examine the Influence of Rewards on Police Officers’ Performance; A Case of Moshi Municipality, Tanzania.

Kindly I request your participation to provide information which will help me to accomplish my study. I promise confidentiality of your participation and any information given will be used for the intended study purposes only

Thank you in advance.

**Questions:**

1. Gender Male [ ] Female [ ]
2. Working experience as OCD \_\_\_\_\_\_\_Years
3. District name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. Any police military position/rank hold before
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
8. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
9. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
10. What do you understand about the word REWARD
11. Is there any types of rewards offered by the Police force in your District?
12. What are the common rewards offered in your District?
13. How often do police officers given a reward in your District.
14. Why do you offer those rewards to the police officers
15. A) Do you have any rewarding system which guide in reward given?

B) What are they?

1. What are the components of the rewarding system used in your District?
2. A) Are there any criteria used in giving rewards to the police officers?

B) if exist please mention the common criteria which considered in giving rewards to the police officers in your District.

C) To what extent do the police officers abide to those criteria before rewarding any police offer?

1. To what extent do police offers who given a reward improved their performance?
2. What is the noted impact of rewards on influencing performance of police officers who didn’t rewarded?
3. A) Do you have a tendency of collecting feedback from the police officers about the effectiveness of the rewarding system used by the police force?

B) (if yes) what are the major challenge you noted from them?

1. What is the major challenge police force faced in giving rewards to the police officers?
2. What strategic can you suggest to address those challenges?