

**THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE IN
TANZANIA POLICE FORCE: THE CASE OF CRIMINAL INVESTIGATION
DEPARTMENT IN DAR ES SALAAM**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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CERTIFICATION

The undersigned certifies that he has read and here recommends for acceptance by the Open University of Tanzania a dissertation entitled: *“The Effect of Motivation on Employee Performance in Tanzania Police Force: The Case of Criminal Investigation Department In Dar es Salaam”* in partial fulfillment of the requirements for the Degree of Master of Human Resources Management (MHRM) of the Open University of Tanzania.

.....

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.....

Date

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DECLARATION

I **Johari Issa Msirikale**, do hereby declare that this dissertation is my original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

.....

Signature

.....

Date

DEDICATION

I would like to bestow this dissertation to my cherished husband, Ladislaus Mbekenga, and children: Devon Mbekenga, Denis Mbekenga, and Davis Mbekenga together with my junior sister Jenitha Kamwaga for their patience, courage, and support they have given me during my studies.

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ABSTRACT

The study is based on the effects of motivation on employee performance in the Tanzania Police Force (TPF), the case study of the Criminal Investigation Department Dar es Salaam (CID HQ). The general objective is to investigate the effects of motivation on employee performance. While specific objectives were to investigate the effects of monetary motivation on employee performance, the effects of non-monetary motivation on employee performance, and to examine the influence of perceived fairness on employee performance. The study adopted descriptive design, quantitative strategy, cross-sectional method, and survey research design. Primary data and questionnaires were used to collect data from a sample of 75 respondents which was obtained from a population of 300 people. Data collected were analyzed using descriptive analysis, correlation analysis, and multiple regression analysis with the aid of Statistical Package for Social Science (SPSS). The study revealed that the employees at the Criminal Investigation Department Dar es Salaam (CID HQ) are not motivated in monetary motivation, non-monetary motivation, and perceived fairness. Employees are dissatisfied with pay, benefits, and allowances, working conditions, promotion opportunities, fair and equitable treatment, fair and transparent handling of promotions, and accessibility of transport bolster to carry out their work. The study concluded that there is insufficient motivation in CID HQ Dar es Salaam to influence employee performance. The study recommended that the government and management of TPF increase salaries and wages, benefits, and allowances to employees, also to improve working conditions promotions opportunities, fair treatment, and transparent handling of promotions.

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LIST OF ABBREVIATIONS

CID HQ	Criminal Investigation Department HeadQuarters
EP	Employee Performance
MOW	Ministry of Water
MM	Monetary Motivation
NM	Non-Monetary Motivation
NSSF	National Social Security Fund
PF	Perceived Fairness
SPSS	Statistical Package for Social Science
TPF	Tanzania Police Force
VIF	Variance Inflation Factor
VPO	Vice President's Office

CHAPTER ONE

BACKGROUND INFORMATION

1.1 Introduction

This chapter provides the background of the study, the statement of the problem, research objectives and research hypotheses. It also provides the scope of the study, limitations of the study, organization of the study as well as the significance of the research.

1.2 Background to the Study

Motivation has been defined by Badu (2005) as “a human psychological characteristic that adds to a person’s degree of commitment. It is the management process of influencing employees’ behavior. Motivation is the driving force that allows an employee to take action on his or her desires or goals (Patrick, 2008). Kalim (2010) as cited by Masalu (2015) presented that motivation is the force that makes employees choose a particular job, stay with that job for a longer period, and work hard. In other words, people exert efforts hoping that their needs will be satisfied.

Several studies have concluded that motivation has significant and positive effects on employee performance, and there is a good relationship between motivation and employees’ performance. As a result, Mohamud, Ibrahim, and Hussein, (2017) In their research on the effects of motivation on employee performance at Hormuud Company in Mogadishu, Somalia, concluded that employee motivation has a positive relationship with employee performance, which is statistically significant. This means that enhancing employee motivation positively improves employee performance.

“According to Boamah (2014), performance determinants such as one’s qualification, experience, working environment, compensation package, job security among others combined with favorable motivational factors affect performance and vice versa”. There is therefore a connection between motivation and efficiency, and motivation affects the performance of employees. Were, Gakure, Kiraithe, and Waititu(2012) argue that performance in the police force can be improved and with time meet the satisfaction of the customers. They add that the police must also be willing to change and have the necessary capabilities.

“According to Mgalu (2017), motivation is influencing the employees' performance differently, meaning that each employee is influenced differently according to the way he or she thinks is a right motivation to him or her”. Masalu, (2015) argues that motivational factors such as better remuneration, good working conditions, in-service training, good job security, and involvement of employees in decision making are major motivational factors that can lead to better services delivery in different institutions as it brings positive results on the employees’ performance while demotivational factors bring the negative impact of employees’ job performance. Roberg and Kuykendall, (1997) provided that, The essence of police work and police organization has become more complicated due to the increased sophistication of the police position and the trend towards neighborhood policing, contributing to the importance of hiring and retaining high-quality personnel. Police are called on to implement laws, watch protected limitations on the work out of legislative control, reply for a person calls for offer assistance and react to community requests for security(Travis, 1996 in Were et al, 2012).

Goldstein, (1997) in Were, et al (2012) The police functions are the most intimate of all government activities-the frequent, varied interactions between police officers and individuals, varying from routine to traumatic experiences, constitute the most visible and effective relationship between the government and the public. If the police perform their part successfully, society benefits as well huge and the government scores tall; if the police perform their obligations ineffectively, this will harm the police certainty and equitable standards. Execution standard within the police division is a zone that draws in worldwide concern. A few abroad states have created diverse execution procedures and techniques to make strides execution within the security division indeed even though the comes about have been least (Walker, 2004 in Were et al, 2012).

The mission of the Tanzania Police Force is to enforce laws and order, preserve peace and tranquility, prevent and detect crime, protect life and property, apprehension and prosecution of offenders, (Amissah, 2006). Amid the 2005 Tanzania races, the levels of wrongdoing and fear of wrong doing expanded all through the nation. Too, levels of open belief and certainty within the police kept on dropping. Zones of challenges included expanding in street mischances, corruption, extortion, viciousness, psychological warfare, and drug trafficking. A few issues are limiting effective execution within the Tanzanian Police Drive that ought to be unraveled with human assets inspiration. In this manner, quick and quick changes are required Mwema, (2008) in Were et al (2012).

The ethical conduct of the police is an issue that has been focused on by international, regional, and national organs to promote performance within the police institution.

The consensus on the importance of reforming the police institution to enhance efficiency and strengthen service delivery was developed worldwide (Weisdurd, 2003). These reforms are essential for the protection of public resources, improving efficiency and strengthening the role of government in sustaining growth and providing the services needed (Muncie and Hudes, 2008).

The effectiveness and productivity of reforms in the police sector is focused on effective oversight over corrupt activities. Compensate well for officers and end unethical patterns (Mwema, 2008 in Were et al, 2012). Human resource management is at the heart of the change, as the human motivation element is a key to different police performance practices and functions (Maguire, 2007). Hence based on the studies conducted by a few researchers on the impact of motivation on representative execution within the private and public division in Tanzania, small or unknown considers appearing that the same study was conducted at Criminal Examination Division Head Quarters Dar es salaam. Due to this reason the analyst serious to examine the impact of motivation on worker execution at Criminal Examination Division Head Quarters in Dar-es-salaam.

1.3 Statement of the Problem

The increasing crime rate undermines public confidence in the Police Force. In response to that situation, the police force took several measures including the establishment of police posts, using traditional security groups to supplement police work, preparation of training policy, the adaption of information and communication technology for internal operations, and joint operations efforts to curb crime in general (Mwakyosi, 2013).

Nevertheless, it has been reviewed that employee motivation in any organization is very significant, that because it is considered as an inspiring method towards job improvement, raising job morale, and enhances greater job satisfaction among employees. Motivation in any working environment has a greater influence on job performance. The working environment of police officers is not well conducive enough to enhance their work output, which tends to affect the efficiency of work because of the difficulties they face when responding to their daily duties (Sukunala, 2016).

However, motivation in the police force is there, but inadequate as they sometimes not identical with the task accomplished, where the same is not timely provided. It has been argued that the police force has to find new ways to motivate its officers by making sure that motivation is improved and provided in time, (Mwengu, 2015).

The motivation for workers is inevitable and cannot be substituted with anything, and therefore organizations need to have strategies to motivate employees to work for their organizations happily and willingly. Employees need to be motivated whenever they perform well in their work, this can be done through a letter of appreciation, recognition, promotion, gifts, raising salaries, bonuses, medical benefits, transport benefits, retirement benefits, fairly treated and perceived, involvement in company's decision making, good working conditions, and meals allowance This will motivate them to increase their efforts to work harder, whereby their performance will not remain the same. This is to say that, motivation is a change agent as it adds something valuable to employee performance.

Although different organizations including the Tanzania Police force, tend to motivate their employees, still the motivations that are offered seem not encouraging and not matching with the services that they deliver and the risk of life that they face during their day-to-day operations. The current situation in the Tanzania Police Force specifically in Criminal Investigation Department has been characterized by poor working routine and service conveyance, which cause constant removal of employees in the department and sometimes accompanied by dismissals. Empirical evidence by Njunwa, (2017) noted that poor employee performance in Tanzania is related to poor working conditions and facilities, low salaries to afford costs of life which are daily increasing, unfair handling of promotions, poor employee training, and unfair treatment of employees. Therefore, this demands more study to investigate the effect of motivation on employee performance in the Criminal Investigation Department in Dar es Salaam.

1.4 Research Objective

1.4.1 General Objective

The main objective is to investigate the effect of motivation on employee performance of the Criminal Investigation Department in Dar es Salaam.

1.4.2 Specific Objectives

- (i) To investigate the effect of monetary motivation on employee performance.
- (ii) To investigate the effect of non-monetary motivation on employee performance.
- (iii) To examine the influence of perceived fairness on employee performance.

1.4 Research Hypotheses

H1: There is a significant positive relationship between monetary motivation and employee performance.

H2: There is a significant positive relationship between non-monetary motivation and employee performance.

H3: There is a significant positive relationship between perceived fairness and employee performance.

1.5 Scope of the Study

The study was conducted at Criminal Investigation Department Head Quarters in Dar Es Salaam which has a total of 300 employees. CID HQ had been chosen because it is one of the departments within the TPF that can be easily accessed by the researcher.

Also, it is because that the researcher cannot conduct the study at all police offices in the country due to time and financial constraints, and there is no documentary evidence to show that the same research was conducted in this study area. Thus, the researcher intends to carry out her study at CID HQ in Dar essalaam.

1.6 Limitations of the Study

Financial constraints: One of the limitations of this study will be the money or costs that will be incurred when collecting data, typing, printing as well as binding the report. **Contingent factors:** Contingent factors may include falling sick, the occurrence of national holidays, unpredictable events such as funerals, or even an unavoidable work schedule.

1.7 Organization/Structure of the Study

Five chapters will be organized in this report. The introduction, overview of the study, issue of the research, research goals, research hypotheses, scope of the study, significance, and limitations of the study will be included in chapter one of the study. Chapter two will include the analysis of literature, the conceptual context, and the study gap. Analysis methods will also be involved in Chapter Three Findings and discussion will be included in Chapter four. Chapter five will include a review of the study's results, conclusions, and recommendations, as well as references and appendices.

1.8 Significance of the Study

This study will make several contributions to organizations, policymakers, academicians as well as the researcher. The study will help the researcher for the practical fulfillment of a Master Degree in Human Resource Management and wide the knowledge of motivation practices to employees in working areas to increase efficiency and effectiveness. The study will also help the researcher to acquire research skills, which she can apply to conduct research on other topics. Skills like developing questionnaires, analyzing data and interacting with new people and get necessary information.

The study will also help top management of private and public sector with focus in police force to understand motivation factors that influence employees to perform better in their jobs. Also help administrators and managers especially in the police force to understand the needs of their employees, how to satisfy those needs and hence increase employee efficiency and effectiveness for the organization to gain a

competitive advantage. This study will also help future researchers or academicians who research the effect of motivation on employee performance so that they will be able to learn more about motivation practices, the effect of monetary and non-monetary motivation on employee performance, and the influence of perceived fairness on employee performance. The study will also contribute to policymakers such as International Labour Organization, Workers' Union, and other organizations to come up with effective policies of motivating employees.

1.9 Chapter Summary

This chapter provides the study's brief context material, the problem statement, the study's purpose, the research hypotheses, the study's reach, the study's importance, the study's limitations, as well as the study's organization. The researcher reviewed literature in the next chapter focused on the influence of motivation on employee efficiency.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The conceptual definitions, the theoretical literature review, the empirical literature review, the conceptual framework, and the research gap and motivational significance are provided in this chapter. The theoretical review, empirical review, and conceptual framework will be developed to guide the study. A theoretical and empirical review of this study will involve reading different books, journals, articles, records, and other reports.

2.2 The Conceptual Definitions

2.2.1 Motivation

Motivation is the process of inspiring people to achieve their goals. It is derived from "Motive". The meaning of "motive" is needs, wants, and the desire of the persons (Chaudhary and Sharma, 2012). Butkus and Green, (1999) Motivation is derived from the word "motivate," which means moving, pushing, or persuading people to act to satisfy a need. Motivation is also seen as a psychological process that gives purpose and direction to behavior (Lindner 2004).

Robbins, (2005) defined motivation as the "willingness to exercise high levels of effort towards organizational objectives, conditioned by the capacity of the effort to meet certain individual needs". This implies that the satisfaction of individual needs contributes to the sets of behavior, they display in the organization. For this study definition of motivation by Robbins (2005) will be adopted, as it will make it possible

to investigate the effects of monetary motivation, non-monetary motivation, and the influence of perceived fairness on employee performance.

2.2.2 Employee Performance

Smith and Rupp, (2003) stated that performance is a role of individual motivation; organizational strategy and structure, and resistance to change is an empirical role relating to motivation in the organization. Performance is about deploying and managing well the components of the causal model that leads to the timely attainment of stated objectives within constraints specific to the firm and the situation (Lebas, 1995). Neely, Gregory, and Platts(1995) view performance as the efficiency and effectiveness of purposeful action.

According to Rolstadas, (1998) performance is a complex inter-relationship between seven performance criteria: effectiveness, efficiency, quality, productivity, quality of work-life, innovation, and profitability/budget- ability. Performance can be understood as the degree of stakeholders' satisfaction (Wettstein, 2002). Therefore, employee performance involves quality and quantity of output, efficiency and effectiveness of output, presence at work, accommodative and helpful nature, and timeliness of output. For this study, the definition of employee performance by Smith and Rupp (2003) will be adopted. The adoption of this definition will help to determine the relationship between motivation and employee performance.

2.3 Forms of Motivations

2.3.1 Monetary Motivations

Monetary motivations are those, which are associated with money. They include wages and salaries, bonuses, premiums, commission, fringe benefits, medical

facilities, holiday salary, personal and group insurance, retirement benefits and facilities of free accommodation, servant car, (Singh and Gupta, 2018). Robbins Odendaal and Roodt (2003), explain that money is the value by which employees can purchase the numerous need-satisfying things they desire. Money motivates because it is linked directly or indirectly with the satisfaction of many needs. According to Singh and Gupta, (2018) money is a real motivating factor when the psychological and security needs of the employees have not been fully satisfied. Money plays a significant role in satisfying these needs. Therefore, management can use monetary incentives for motivation. Money also helps in satisfying the social needs of employees to some extent, because money is often recognized as a symbol of status, respect, and power.

Money provides for the satisfaction of psychological and safety needs only, which have been called hygienic factors by Herzberg. Hygienic factors include wages and salaries and other fringe benefits. The presence of these factors at a satisfactory level prevents job dissatisfaction. Money satisfies the basic needs for survival and security, if income is regular, it can also satisfy the need for self-esteem and status- money can set you in a grade apart from your fellows and can buy you things they cannot afford, (Armstrong, 2007). Monetary rewards can be a very powerful determinant of employee motivation and achievement, which in turn can advance to important returns in terms of firm-level performance, (Aguinis, Joo, and Gottfredson, 2013).

2.3.2 Non-Monetary Motivation

Singh and Gupta, (2018) explain that employees have other needs than money. They want status and recognition in society, they want to satisfy their self-esteem needs and

they want to achieve something in their lives. Thus management, in addition to monetary incentives, provides non-monetary incentives to motivate people in the organization. Non-monetary incentives provide psychological and emotional satisfaction rather than monetary satisfaction.

For example, if an individual gets a promotion in an organization, it satisfies him psychologically more, that is, he gets better status, a more challenging job, and authority than monetary, though he gets more pay also by way of promotion. Also, Singh and Gupta, (2018) continue to explain that, to motivate employees, management may use forms of non-monetary incentives such as praise and appreciation of work done, employees' participation in management, the opportunity for growth, recognition, good leadership, job rotation, good working conditions, justice, the delegation of authority, right to advice, job satisfaction.

2.3.3 Perceived Fairness

Fairness is concerned with how we treat one another in our social and economic interactions. By invoking fairness, we are making some statements forming some judgment about how people ought to be treated, how they are treated, and what this implies for justice. The formal principle of distributive justice can be found in Aristotle's statement of equality that equals should be treated equally and unequal unequally. More precisely:

Individuals who are similar in all respects relevant to the kind of treatment in question should be given similar benefits and burdens, even when they are dissimilar other irrelevant respects; and individuals who are dissimilar in relevant respect ought to be treated dissimilarly in proportion to their dissimilarity (Velasquez, 1998)

According to Wu, Sturman, and Wang (2013), fairness can be conceptualized based on the following four dimensions: distributive fairness refers to the perceived fairness of distribution outcomes, procedural fairness refers to the perceived fairness of the procedures leading to distribution outcomes, interactional fairness refers to the fairness of the treatment that people receive from decision-makers, and informational fairness focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion. For example, based on equity theory (Adams 1963), distributive fairness assesses fairness based on comparing one's outcomes with other employees. According to this theory, feelings of inequity might induce people to reduce performance, be absent, or quit. So, perceived distributive fairness might have a direct influence on employees' performance.

Procedural fairness is also relating to job performance, formal procedures such as compensation plan structure, benefit programs, and bonus incentive systems could help employees reduce concerns about unexpected results and react more positively to the decisions, decision-makers, and organizations. Interactional fairness may also play an important role in affecting future performance levels. Interpersonal treatment indicates one's social belonging within the group and the organization. Interactional fairness focuses much more on non-instrumental values than distributive fairness, which might induce a reciprocity effect between the authority and the employees through social exchange relationships. When employees are treated with sensitivity, politeness, and respect by their supervisors, those employees are more likely to be satisfied with their job and have higher trust in their supervisors. Also, people rely

heavily on fair information to make judgments and to interpret their relationships with the organization. Fairness information can be taken into account as a kind of method that guides people's attitudes and behaviors at work. The beneficial role of employees' fairness perceptions is that increasing fairness can lead to higher motivation, and thus higher employee performance (Wu et al, 2013).

2.4 Theoretical Literature Review

To understand what motivates employees and how employees should be motivated, content theories and process theories will be chosen as the most appropriate to be researched for this topic. The content theory attempts to explain the factors that motivate people to seek after their desires and satisfy their needs. The content theory includes the work of Abraham Maslow, Frederick Herzberg, and other psychologists. Process theories deal with the process of motivation and are concerned with how motivation occurs. Vroom, Porter and Lawler, Adams and Locke studied motivation from a process perspective. Although there are many theories of motivation, Herzberg's Two Factor Theory, and Adam's Equity Theory will be analyzed more in detail since they are related to this study.

2.4.1 Herzberg Two Factor Theory

In the late 1950's Frederick Herzberg who is considered by many to be a pioneer in motivation theory, interviewed a group of employees to find out that what made them satisfied and dissatisfied on the job. From these interviews, Herzberg went on to develop his theory that there are two dimensions to job satisfaction: "Motivation" and "Hygiene". Based on research investigating the relationship between motivation and job satisfaction, Herzberg concluded that all variables that make people feel either

good or bad about their jobs can be grouped into one of two categories, hence his theory being known as the two-factor theory of motivation (Robbins, 1998).

According to Werner, cited in Nel, Gerber, VanDyk, Haasbroek, Schultz, Sono, and Werner (2003), hygiene factors are job context-related and do not motivate, but prevent dissatisfaction when met adequately. Ten hygiene factors frequently identified are as follows: salary, supervision, relationship with supervisor, relationship with colleagues, company policy, physical protection, personal life, working conditions, status, and job security. The hygiene factors are also referred to as the maintenance factors and comprise of the physiological, safety, and social needs from Maslow's hierarchy of needs. They are factors that are not directly related to the job but the conditions that surround doing the job. They operate primarily to dissatisfy employees when they are not present, however, the presence of such conditions does not necessarily build strong motivation, (Gibson, Ivanevich, John and Donnelly, 2000).

Only motivators can promote high performance. Six important motivators identified are achievement, recognition, responsibility, advancement, the work itself, and job enrichment (Herzberg, 1998, cited in Nel et al, 2003). The motivator factors pertain to the job context, they are intrinsic to the job itself and do not result from "carrot and stick incentives". Managers need to eliminate the dissatisfaction by fixing poor and obstructive company policies, provide effective, supportive, and non-intrusive supervision, create and support the culture of respect and dignity for all team members, ensure that wages and salaries are competitive, provide job security and build job status by providing meaningful work for all positions (Herzberg, 1987).

Herzberg's two-factor theory implies that the management should make sure that the work is interesting and stimulating to make employees be motivated to perform and thereafter increase their job performance. It also means that workers may not be motivated by a single motivational factor, but to achieve better employee results, a combination of intrinsic motivational factors such as acknowledgment, promotion, achievement, development, as well as extrinsic motivational factors such as compensation, medical benefits, transport benefits, and good working condition are needed.

2.4.2 Adam's Equity Theory

Adams (1963) as cited in Harder, (1991) explains that the equity theory is a theory that centers on the perceived fairness of an individual. An employee reflects on how much effort he has expended and compares this to what he has got from it. Based on the idea that individuals are motivated by fairness and if they identify inequity in the input or output ratio of themselves and their referent groups, then they will seek to adjust their input or output to reach their perceived equity. External equity arises when employees use comparison to others who have the same job but work in different organizations. Internal equity occurs when employees compare themselves to others who have different jobs but work in the same organization.

According to Adams, (1963) inputs such as skills, tolerance, determination, and enthusiasm, assistance given to other employees, experience, sacrifices made can be defined in many ways other than the number of hours spent at work. Meanwhile, the output is not the remuneration received for the task done, rather it comprises the various types of financial and non-financial rewards such as recognition for the work,

appreciation from co-workers, promotions received. Thus, for an employee to feel secured there are needs to have a cohesive balance between inputs and outputs. Decision-makers within the organization should endeavor to prevent problems of equity by ensuring that rewards are fairly distributed based on performance and employees clearly understand the basis for their pay inclusive of benefits (Edwards, 1999).

2.5 Importance of Motivation

The victory of an organization to a great rest on upon the motivation of its employees. By motivating employees, managers can obtain their best performance towards the achievement of organizational and individual goals. Employees will tend to be as efficient as possible by improving their skills and knowledge. This will result in increased efficiency and productivity in the organization. Management can achieve the goal effectively by motivating employees to contribute their best efforts towards the fulfillment of the designed tasks. If people are not motivated, no purpose can be served by planning, organizing, and staffing functions. Motivation brings about employee satisfaction through monetary rewards, recognition of efficient work, and promotional opportunities (Singh and Gupta, 2018).

Motivation leads to a cordial and friendly relationship between the employer and the employee, industrial disputes are reduced and there is high employee morale. In every organization, there are physical, financial, and human resources. The utilization of physical and financial resources depends on the ability and willingness of people to work. Motivation puts human resources into action. Motivation builds the will to work among employees and enables the management to secure the best possible utilization

of all resources. Motivation creates confidence in employees and secures their loyalty to the organization. This reduces the rate of employee turnover, the organization thereby builds a better image and can attract qualified and competent people. Effective motivation also helps to overcome resistance to change. Motivated employees support all changes that are in the organizational interest because they identify their advancement with the prosperity of the organization, (Singh and Gupta, 2018).

2.6 Empirical Literature Review

2.6.1 Foreign Studies

Boamah, (2014) studied the effect of motivation on employee performance, empirical evidence from BrongAhafo Education Directorate in Ghana. The general objective was to determine the effect of motivation on employees. The study used a mixed research design, questionnaires and interviews were used to gather data. Data collected were analyzed using descriptive analysis and SPSS and content analysis for qualitative aspect. The study discovered that advancement and opportunity for promotion are the major motivational factors.

Also, the study revealed that the motivational level is low in the area of wages and salaries. The study concluded that the opportunity for advancement, appreciation for work done, compensation packages, promotions, job security, working environment, and other factors are the main source of motivation for employees. There is also a relationship between motivation and performance, so motivation influences the performance of employees. The study indicated that an upward change in wages and salaries is required, which will go a long way to reduce the high labor turnover incidents.

Karmasangstha Bank Limited, Bangladesh, conducted a case study on the effect of motivation on employee performance. The overall objective of the research was to evaluate the impact of motivational instruments on employee performance. The study used questionnaires and interviews to obtain data. A stratified random sampling method was employed. The data was analyzed using descriptive statistical analysis methods and SPSS. The findings of the study indicated that if employees are positively motivated, it improves both their effectiveness and efficiency for achieving organizational goals. The study concluded that there is a link between motivation and the performance of employees. Employee performance is affected by additional motivation. In order to achieve high efficiency, the study proposed that companies should create more motivational instruments.

Another study was conducted by Mohamud et al (2017) on the effect of motivation on employee performance, a case study in Hormuud Company in Mogadishu, Somalia. The research aimed to analyze the drivers of employee motivation to high levels of employee performance. The study utilized a descriptive research design to describe the variables of the study. The study used a structured questionnaire as a research instrument to gather data. The data collected were analyzed using percentages, frequencies, graphs, and regression analysis with the help of SPSS. The results and findings indicated that monetary rewards, job enrichment have significant and positive effects on employee performance, also there was a good relationship between motivation and employee performance. The research revealed that employee motivation influences employee performance. The researcher recommended that all employees should be motivated to ensure that they are retained and this will improve

performance and overall organizational productivity and effectiveness can be enhanced.

In their research on the effect of motivation on success in the public security field, Were et al (2012) based on the police force in Nairobi, Kenya. The aim of this study was to investigate the impact of motivation in Nairobi County, Kenya, on performance in the public safety sector. The study used a mixed research design of exploratory, descriptive and quantitative designs. The questionnaire was used to gather relevant information from the respondents. The study used stratified and simple random sampling techniques. Both descriptive analysis and inferential statistics were used to analyze the data collected. The study established that there is a strong influence on the performance of the regular police officers attributable to units of change in motivation. The study concluded that the motivation of the police officers positively influences their performance. If motivational strategies are put in place will lead to high performance which in the long-run impacts the security situation as a whole. The study indicated that the government and other stakeholders' involved should properly enable the police to enhance efficiency and service delivery.

2.6.2 Local Studies

The study on the impact of employee motivation on work performance in private sector organizations, a case study of venture risk management in Dar es Salaam, was carried out by Manyenga (2016). To apply both qualitative and quantitative methods, the study utilized a descriptive research design. In this study, the study also used a case study technique to allow in-depth investigations, stratified and random sampling methods to select the sample. Data were analyzed using descriptive and inferential

analysis together with Statistical Package for Social Science (SPSS). The study revealed that motivational factors used in private sector organizations are good pay, the positive reception of the work done, job security, promotion, good working conditions, recognition and kindly help with personal problems. The study concluded that things like appreciation, employee participation in decision making, provision of the appropriate working environment, and alike are factors that improve employee performance and recommend by improving workers and organization performance.

Buberwa, (2015) conducted a study on the role of motivation on academic staff performance in Tanzania public universities, the case of Moshi University College of Co-operative and Business Studies, whereby intrinsic and extrinsic facets of motivation were underpinned. The case study design was employed. The data analyzed using qualitative technique that involves the use of a thematic analysis approach, while quantitative analysis involves the use of descriptive statistics and Statistical Package for Social Science (SPSS). The study revealed that both intrinsic and extrinsic aspects of motivation play a positive role in boosting academic staff performance. Factors like salary, allowances, good working conditions, recognition, and career advancement are revealed to play a positive role in enhancing high performance. The study concluded that the provision of conducive intrinsic and extrinsic aspects of motivation will influence positively the performance of employees. The study disclosed that deductions on employees' salaries are several and cause many to be de-motivated to perform highly. Hence, the study recommended that the government should reduce the pay as you earn which affects the salary and diminish academic staff performance.

In a study undertaken by Njunwa, (2017) on the effects of employee motivation in rural local governments in Tanzania, empirical evidence from Morogoro District Council found out that employees in local governments are not motivated in both financial and non-financial factors. Employees are dissatisfied with low salaries, lack of promotion and career development, poor training program, working environment, poor communication, unfair treatments, and political interferences. The study used a case study design and random sampling method to select the sample size of 55 employees from management, middle and lower levels.

The study used Interviews and self-administered questionnaires and observation methods to collect data. Data collected were analyzed through descriptive and inferential analysis together with Statistical Packages for Social Science (SPSS). The study concluded that working environment and condition, working facilities, workers' houses for accommodation, transport allowances, promotions, career development, communication, and workers' participation are the motivational factors that improve employee performance. The study recommended that the central government should improve salaries to employees, ensure fair promotion based on merits, invest in employee training and development, secure low rates loans, improve communication and relations between management and employees as well as minimize political interference to local government employees by elected officials.

Kahungya, (2016) did a study on the effects of motivation on employee performance, a case study of the Vice President's Office in Dar es Salaam. The study adopted a mixed research design whereby qualitative and quantitative approaches were used. The study used a random sampling method to select the sample size from the

population. Questionnaires and secondary sources of data were used to collect data. Data collected were analyzed using descriptive analysis, inferential analysis, and SPSS. The study found that there is a clear positive correlation between motivation and employee performance, which indicates that increasing motivation can contribute to an improvement in employee performance.

Also pointed out that, salary was considered as a causal factor of employees to work hard and better, which means that low monthly salary reduce morale for high employee performance. The study also revealed that there is no recognition of human resources as a core resource within the organization, employees were not happy with present motivation packages because of its inadequacy. The study concluded and recommended that management should work on general policies and develop motivational policies, which will suit its situation to eliminate the existing challenges as well as improve employee morale and performance.

Another study was conducted by Mgalu, (2017) on the effect of employee motivation on employee performance, a case of National Social Security Fund Head Quarters Dar es Salaam. The study used a random sampling technique to select the sample. Questionnaires and secondary sources of data were employed to collect data. Data collected were analyzed using qualitative and quantitative data analysis using inferential analysis, charts, graphs as well as tabulation method. The study revealed that the influence of employee motivation on employee performance can be influenced by the environment of work itself which involves physical environment and support, intrinsic and extrinsic factors of motivation can improve employee performance as well. The study concluded that employee performance is influenced

by employee motivation such as good working conditions, good leadership style, job enrichment, and full support from the line managers. The recommendation of the study is based on the government and organizations to improve employee performance through the provision of good compensation packages, also the organizations to provide training and seminars on how to motivate employees, which will result to improve employee performance.

Mtui (2017), made a study on the role of motivation on employee performance in Tanzania, the case study of the Ministry of water. The main objective of the study was to assess the role of motivation on employee performance. Both qualitative and quantitative techniques were employed. The study used a case study design, also purposive and stratified sampling techniques were used to select the sample size. Questionnaires, interviews, and observations were used as methods of collecting data. Correlation, regression analysis, and descriptive analysis were used to analyze data quantitatively, together with the aid of SPSS. The study revealed that paying for performance, promotion, competence, and skills, involvement, and participation, as well as allowances and sharing, are among motivational tools which are more useful to influence employee performance. The study concluded that there is a statistically significant relationship between the independent variables and employee performance. The study recommended that the government should reduce employee dissatisfaction by formulating human resources policies to satisfy employee needs and policies that should take into consideration the challenges under which employees live and work.

A study was done by Muze, (2014) on the impact of motivation on employee performance, a case study of Vodacom Tanzania Limited. The study used a case study

design. Questionnaire and interview methods were used to collect data. The study used the purposive sampling method to select a sample from the population. Data collected were analyzed using qualitative techniques and quantitative techniques such as calculation of frequencies and percentages with the aid of SPSS. The study found out that, organization motivates its employees by providing a good working environment. The study concluded that there is a need to provide a good working environment to employees, compensate employees well and recognize them to improve their morale, efficiency as well as to retain them in the organization. The study recommended that, management should use non-monetary rewards to motivate employees and implement motivational activities within the human resource department.

2.7 Research Gap

Researches on the same topics have different results and findings because of the context under which the study was done, the approaches used, the respondents from which the data were obtained, and the period when the study was done. There are several studies carried out on the impact of motivation on employee performance in Tanzania from the literature examined, little or unknown, suggesting that the same research was conducted at CID HQ in Dar es Salaam. This void will therefore be filled by the results, conclusions, and recommendations of this report.

2.8 Conceptual Framework

The main theme of this study will be to investigate the effect of motivation on employee performance, therefore motivation has been selected to be an independent variable whereas employee performance to be dependent variable.

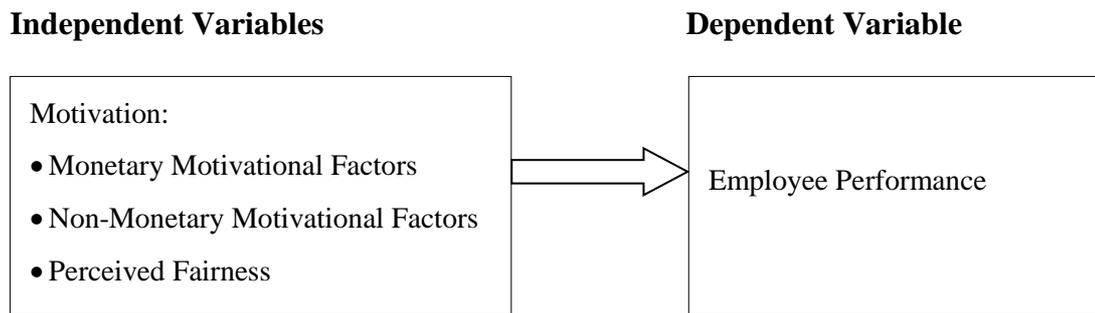


Figure 2.1: Conceptual Framework

Source: Conceptual Framework Constructed by the Researcher, (2020)

2.9 Chapter Summary

In this chapter, the researcher has reviewed the literature on motivation and employee performance in organizations and various theories of motivation have been presented. This chapter also presents the conceptual definitions of the study, discussion of monetary and non-monetary motivations as well as the importance of motivation. The chapter also presents the research gap as well as the conceptual framework of the study. The next chapter presents the essential research methodology that will be used to carry out this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

To perform this research, this chapter offers critical methods that will be adapted. The research design of the study, the types of data to be used in this study, the sample size, sampling techniques, methods of data collection, data validity and reliability, and techniques of data analysis are given in this chapter.

3.2 Research Philosophy

This study will use a positivism philosophy. Positivism relates to the viewpoint that the researcher needs to concentrate on facts to produce purely objective results. Positivism depends on quantifiable observations that lead to statistical analysis. As a positivist, you would also remain neutral and detached from your research and data to avoid influencing your findings (Crotty, 1998). The positivism approach is used for quantitative research design, as this study will use quantitative design.

3.3 Research Design

The research design is the overall idea for relating the conceptual research problem to relevant and practicable empirical research (Ghauri and Gronhaug, 2005). It is an important method used by the researchers, to answer research questions (Saunders, Lewis, and Thornhill, 2007). Research design is required to facilitate the smooth operations of various research techniques, to make the research more efficient by gathering extreme information with minimum spending of energy, time, and money (Kothari, 2004).

A descriptive research study is designed to acquire relevant and precise information relating to the current status of a problem or phenomenon and when possible to come up with valid general conclusions from the facts revealed, (Kothari, 2004). Descriptive design was used to provide insight into the research problem.

3.4 Quantitative Research Strategy

According to Mathews and Ross, (2010) quantitative research methods are applied to the collection of data that is structured and which could be represented numerically. This study will use a quantitative research strategy.

3.5 Data Type and Sources

3.5.1 Primary Data

Primary data is original and unique data composed by the researchers directly from the first-hand source or study object. This study will use primary data.

3.5.2 Questionnaire

The main tool for gathering primary information in practical research is questionnaires since the researcher can decide on the sample and the type of questions to be asked. At this method, the researcher will frame questions with a suitable scale of measurement and then distribute questionnaires in the selected sample.

3.6 Survey Research Design

Pinsonneault and Kraemer (1993) defined a survey as a “means for gathering information about the characteristics, actions or opinions of a large group of people”. A survey can also be used to assess needs, evaluate demands and examine the impact

(Salant and Dillman, 1994). Survey research is used to quantitatively describe specific aspects of a given population, which involve examining the relationships between variables. The data required for survey research are collected from people and are therefore subjective, (Kraemer, 1991). Therefore this study will use a survey research design to examine the effects of motivation on employee performance in CID HQ Dar es Salaam.

3.7 Cross-Sectional Study

According to Campbell, Machin, and Walters (2007), a cross-sectional study explains a group of subjects at one particular point in time. Under this study, the researcher will gather data from the study area at once.

3.8 Sampling Design

3.8.1 Sampling Unit

This is the totality of investigated objects (Adam and Kamuzora, 2008). For this research, the Criminal Investigation Department's staff will be the targeted population of the study. The Dar es Salaam CID HQ consists of 300 employees. The staff of CID HQ was taken as the study population because the study aims to examine the effects of motivation on employee performance in CID in detail HQ Dar es salaam.

3.8.2 Sampling Procedure

According to Kothari, (2004) sampling is the process of selecting a sample from a population. Researchers select a sample due to various limitations that may not allow researching the whole population. Random sampling is one such procedure that selects a sample of units from a population by chance, (Shadish, Cook and Campbell,

2002). Random sampling ensures that the results obtained from your sample should approximate what would have been obtained if the entire population had been measured (Shadish et al., 2002). For the purpose of this study random sampling method will be used to select a sample size from a targeted population. Random sampling is suitable method for quantitative research design because the method is simple to use and accuracy of representation.

3.8.3 Sample Size

Kothari, (2004) describes sample size as the number of items to be selected from the universe to constitute a sample. The Yamane (1967) formula is used to determine the sample size if the population size is known. The Yamane formula of determining sample size is given by:

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

Where:

n = sample size

N= population size, and

e = margin of error.

The formula adopts a confidence level of 90% and the margin of error is therefore 10% which is acceptable in social science research.

Therefore, $n = N / (1 + Ne^2)$

$$n = 300 / (1 + 300(0.1)^2)$$

$$n = 300/4$$

$$n = 75$$

This study will use a sample of 75 respondents from a population size of 300 employees for collecting data in the study area.

3.9 Data Validity and Reliability

The validity of data refers to how well the study's information collection and data analysis captures the reality being studied. In other words, by comparing their responses with the true truth, the researcher must obtain the reality of the responses of those individuals who are under the test. This study will check for the possibility, integrity, and completeness of the returned questionnaires to ensure the validity of data.

Data reliability It shows that the functioning of a study, such as the data collection processes can be repeated with the same result. The aim is to ensure that if the later researcher follows the same procedures as described by the previous researcher and conducts the same case study, again and again, the later researcher can arrive at the same procedure as described by the previous researcher. This study will use Cronbach's Alpha method to determine data reliability. Cronbach's Alpha measures the average of measurable items and their correlation, if the result is generally above 0.7 it is considered to be reliable, (Peighambari, 2007 in Buberwa, 2015).

3.10 Quantitative Data Analysis

Marshall and Rossman, (1999) describe data analysis as the process of bringing order, structure and meaning to the mass of collected data. In quantitative data analysis, analysts use their rational and critical thinking to turn raw numbers into meaningful data, calculate the frequency of variables and differences between variables to support

or reject hypotheses. The primary objective of conducting a quantitative research study is to figure out the relationship between one independent variable and a dependent variable within a population by using correlation analysis, also to interpret the meaning and value of data by using measures of central tendency and variability.

Correlation analysis, descriptive analysis and inferential analysis specifically multiple linear regression analysis to determine the relationship between one dependent variable and two or more independent variables, are analytical methods that will be adopted in this study, together with an aid of Statistical Package of Social Science (SPSS) to analyze data quantitatively.

Multiple linear regression technique will be used to test cause-and-effect relationship between motivation and employee performance variables under the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + c$$

Where;

Y = Employee performance

X₁ = Monetary motivation

X₂ = Non monetary motivation

X₃ = Perceived fairness

α = Constant

β = Regression coefficient

c = Level of confidence

3.11 Variables and Measurement Procedures

3.11.1 The Motivation Factors

The Motivation factors Questionnaire that will be used in this study on the effects of motivation on employee performance is concerned with the monetary factors, non-monetary factors, and perceived fairness aspects that motivate employee performance.

The motivation factors include:

3.11.1.1 Pay and Benefits

Pay and benefits as a motivator in this study include eleven issues which are: Wages and salaries, medical facilities, transport allowance, meals/ration allowance, retirement benefits package, house/rent allowances, paid leave, plainclothes allowances, investigation allowances, professional allowances, and responsibility allowance.

3.11.1.2 Work itself and Environment

The work itself and situations are considered as the components that impact laborers exceedingly. There are six components of "work itself and the environment" that decide how different issues relating to work and environment improve the motivational level of the workers. Those components incorporate accessibility of transport back to carry out the work, inclusion in choice-making, great and agreeable working conditions, work security, limited time openings, commend, and appreciation for superior execution.

3.11.1.3 Fairly Treated and Perceived

In this study, fairly treated and perceived are known as a factor that motivates employees. Nine items are connected to this factor which includes, fair and equitable

treatment, freedom to discuss job problems, pay and benefits are equitable to other organizations, support, and guidance, application of reasonable punishments when rules are broken, promotions are fairly and transparently handled, recognized and appreciated, comfortable to express personal feelings, fair performance evaluation and proximity (how close an employee is to the situation and their level of involvement).

3.11.2 Employee Performance Aspects

Under this study employee performance aspects will include items such as presence at work, timeliness of output, amount of work done (quantity), developments in techniques and technology, the achievement of high-quality standards, use of new equipment/facilities, teamwork, job efficiency and effectiveness, innovative and creative ideas and customer service. The Likert scale will be used to record the responses from respondents in the study area. The scale has five options ranging from 1 to 5. For each statement under motivational factors and work performance, respondents have five options to express their level of satisfaction or dissatisfaction on the statement as the score guide shows below:

- (i) Highly dissatisfied- to the highest level lower my effort to work.
- (ii) Dissatisfied - tends to lower my effort to work.
- (iii) Neutral- does not affect my effort to work
- (iv) Satisfied - tends to stimulate my effort to work
- (v) Highly satisfied- to the highest level stimulate my effort to work

The respondents are required to choose only one option for every statement. Afterward, an average is calculated for each statement and each category separately,

with 1 being the possible minimum result and 5 the possible maximum result. The survey then concludes with an overall average. Since every statement represents a positive work-related attitude, a high average indicates a positive work performance atmosphere and job satisfaction.

3.12 Ethical Issues

The researcher will ensure that all respondents are providing their information voluntarily while educating them, that their provided information will be used only for academic purpose, and participating or non-participating in this study will not affect their employment status, also their information provided to the researcher will be kept confidential and that their identities will not be revealed. The objective of this study will be clearly described to respondents, at the time of distributing the questionnaires. Identity cards from the Open University of Tanzania and permission letters from CID HQ will be used by the researcher to ensure that she is known by respondents. The researcher will also observe standards of conduct, which include the importance of publishing transparently, not plagiarizing others' works, not falsifying work, and not fabricating the data.

3.13 Chapter Summary

This chapter identifies the design of the study, the sample size, the sampling techniques, the methods of collecting data, the types of data that will be used in this study. This chapter also identifies how the data will be analyzed and interpreted, and the ethical issues of the study. The next chapter of this study will present data analysis, findings, and discussion of the data collected from the study area.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

These parts present the analysis and interpretation of the data that were obtained in the study area. A cross-sectional research design was adapted to come up with an analysis of the effects of motivation on employee performance in the Tanzania Police Force. The results have been presented in a logical flow as guided by the study objectives and research questions. The key sections to be presented in this chapter includes the characteristics of 75 respondents of CID HQ Dar-es-salaam who filled the questionnaires in the study area, as well as the themes of the specific objectives which are; the effects of monetary motivation on employee performance; the effects of non-monetary motivation on employee performance and the influence of perceived fairness on employee performance in Tanzania Police Force.

4.2 Sample Description

The respondent age group was put into consideration in this study because it is the most characteristic that indicates the maturity of respondents in understanding and expressing their views about the particular problem. Table 4.1 below shows the results that, majority 53.3% of the respondents were in the age that array between 18 – 35 years, 46.7% lying in the age of 36 – 55 years, while no respondents in the age of 56 and above who filled the questionnaire. The mean respondent age is 1.47 and a standard deviation of 0.502.

The gender of respondents was also researched in this report. The study contacted both men and women, and a significant number of respondents were found to be

males. The results showed that 62.7% were males whereas 37.3% were female. The mean and standard deviation of respondent gender was 1.37 and 0.487 respectively. The respondent genders are illustrated in Table 4.1.

The study investigated respondent's education level and found out that, majority of 45.3% of the respondents had a secondary education. Also revealed that, 33.3% of the respondents had college education while 20% of the respondents had university education level, and 1.3% of the respondents had primary education. The mean of the respondent's education level was 2.72 and standard deviation of 0.798. Respondent education levels are shown in Table 4.1.

Table 4.1: Sample Description

S/N	Description	Frequency	Percent	Mean	Standard Deviation
1	Age			1.47	0.502
	18-35 years	40	53.3		
	36-55 years	35	46.7		
	56 and above	0	0		
2	Gender			1.37	0.487
	Male	47	62.7		
	Female	28	37.3		
3	Educational Level			2.72	0.798
	Primary Education	1	1.3		
	Secondary Education	34	45.3		
	College	25	33.3		
	University	15	20.0		
4	Marital Status			1.77	0.481
	Single	19	25.3		
	Married	54	72.0		
	Divorced	2	2.7		
	Widow	0	0		

Source: Field Data (2020)

This study investigated the respondent's marital status and the results showed that, 72% of respondents were married while 25.3% of respondents were single. Also found out that 2.7% of respondents are divorced while there was no widowed among

the respondents who filled the questionnaires. The mean of the respondent marital status was 1.77 and standard deviation of 0.481. Respondent's marital status is illustrated in Table 4.1.

4.3 The Effects of Monetary Motivation on Employee Performance

Respondents were asked to rank various monetary motivations using the Likert Scale; 1=Highly dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied and 5= Highly satisfied. The results of the study were as follows:

4.3.1 Salary and Wages

Respondents were asked to indicate to what extent they are satisfied with the salary and wages are given by their employer. Table 4.2 shows the results that the majority 54.7% of the respondents are dissatisfied with salary and wages offered by their employer, 25.3% of the respondents are neutral whereas 20% of the respondents are satisfied with salary and wages from their employer.

Table 4.2: Salary and Wages

	Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	28	37.3
	Dissatisfied	13	54.7
	Neutral	19	80.0
	Satisfied	15	100.0
	Highly Satisfied	0	100.0
Total	75	100.0	

Source: Field Data, (2020)

4.3.2 Healthy/Medical Benefits

The study asked respondents to show the extent to which they are contented with medical benefits from their subordinates. The results are shown in Table 4.3 that; 36% of the respondents are dissatisfied with medical facilities given by their employer,

33.3% of the respondents are neutral, while 30.7% of the respondents are satisfied with medical facilities provided by their employer.

Table 4.3: Healthy Benefits

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	9	12.0	12.0
	Dissatisfied	18	24.0	36.0
	Neutral	25	33.3	69.3
	Satisfied	15	20.0	89.3
	Highly Satisfied	8	10.7	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.3.3 Transport Allowance

The respondents were asked to explain to what degree they were pleased with their employer's travel allowance. The study found out that; 77.3% of the respondents are dissatisfied with transport allowance from their employer, 16% of the respondents are neutral, whereas 6.6% of the respondents are satisfied with transport allowance provided by their employer. Table 4.4 illustrates the results.

Table 4.4: Transport Allowance

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	23	30.7	30.7
	Dissatisfied	35	46.7	77.3
	Neutral	12	16.0	93.3
	Satisfied	4	5.3	98.7
	Highly Satisfied	1	1.3	100.0
	Total	75	100.0	

Source: Field Data, (2020)

4.3.4 Meals Allowance

This study asked respondents to indicate the extent to which they are satisfied with the meal allowance provided by their employer. The study found out that; 57.3% of the respondents are dissatisfied with the meals allowance given by their organization, 32% of the respondents are neutral while 10.6% of the respondents are satisfied with the meals allowance from their employer. Table 4.5 shows the results

Table 4.5: Meals Allowance

	Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	11	14.7
	Dissatisfied	32	57.3
	Neutral	24	89.3
	Satisfied	7	98.7
	Highly Satisfied	1	100.0
	Total	75	100.0

Source: Field Data (2020)

4.3.5 Retirement Benefits

Respondents were asked to rank to what extent they were satisfied with retirement benefits from their employer. Table 4.6 illustrates the results that; 74.6% of the respondents are dissatisfied with retirement benefits given by their employer, 18.7% of the respondents are neutral whereas 6.7% of the respondents are satisfied with retirement benefits given by their organization.

Table 4.6: Retirement Benefits

	Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	19	25.3
	Dissatisfied	37	74.7
	Neutral	14	93.3
	Satisfied	3	97.3
	Highly Satisfied	2	100.0
	Total	75	100.0

Source: Field Data (2020)

4.3.6 Rent Allowance

Respondents were asked to show how they are satisfied with the rent allowance given by their organization. Table 4.7 shows that; 76% of the respondents are dissatisfied with the rent allowance given by their employer, 22.7% of the respondents are neutral while 1.3% of the respondents are satisfied with the rent allowance given by their employer.

Table 4.7: Rent Allowance

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	22	29.3	29.3
	Dissatisfied	35	46.7	76.0
	Neutral	17	22.7	98.7
	Satisfied	1	1.3	100.0
	Highly Satisfied	0	0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.2.7 Paid Leave

The respondents were asked to rank how they are satisfied with paid leave from their employer. Table 4.8 illustrates the results that; 62.6% of the respondents are dissatisfied with paid leave from their organization, 30.7% of the respondents are neutral whereas 6.7% of the respondents are satisfied with paid leave given by their employer.

Table 4.8: Paid Leave

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	19	25.3	25.3
	Dissatisfied	28	37.3	62.7
	Neutral	23	30.7	93.3
	Satisfied	5	6.7	100.0
	Highly Satisfied	0	0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.3.8 Plain Clothes Allowance

This study asked respondents to rank the extent to which they are satisfied with the plainclothes allowance given by their employer. The study found out that; 70.7% of the respondents are dissatisfied with plainclothes allowance given by their employer, 25.3% of the respondents are neutral while 4% of the respondents are satisfied with plainclothes allowance provided by their organization. Table 4.9 shows the results.

Table 4.9: Plain Clothes Allowance

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	17	22.7	22.7
	Dissatisfied	36	48.0	70.7
	Neutral	19	25.3	96.0
	Satisfied	3	4.0	100.0
	Highly Satisfied	0	0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.3.9 Investigation Allowance

The respondents were asked to show how they are satisfied with the investigation allowance offered by their organization. Table 4.10 illustrates the results that; 77.3% of the respondents are dissatisfied with investigation allowance from their employer, 18.7% of the respondents are neutral and 4% of the respondents are satisfied with the investigation allowance provided by their employer.

Table 4.10: Investigation Allowance

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	19	25.3	25.3
	Dissatisfied	39	52.0	77.3
	Neutral	14	18.7	96.0
	Satisfied	3	4.0	100.0
	Highly Satisfied	0	0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.3.10 Professional Allowance

This study asked respondents to rank to what extent they are satisfied with the professional allowance provided by their employer. The study revealed that; 69.4% of the respondents are dissatisfied with the professional allowance given by their employer, 28% of the respondents are neutral while 2.6% of the respondents are satisfied with the professional allowance from their organization. Table 4.11 illustrates the results.

Table 4.11: Professional Allowance

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	20	26.7	26.7
	Dissatisfied	32	42.7	69.3
	Neutral	21	28.0	97.3
	Satisfied	2	2.7	100.0
	Highly Satisfies	0	0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.2.11 Responsibility Allowance

The respondents were asked to indicate how they are satisfied with the responsibility allowance offered by their employer. Table 4.12 below shows the results that; 69.3% of the respondents are dissatisfied with responsibility allowance from their organization, 30.7% of the respondents are neutral whereas 0% of the respondents are satisfied with the responsibility allowance given by their employer.

Table 4.12: Responsibility Allowance

	Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	25	33.3
	Dissatisfied	27	69.3
	Neutral	23	100.0
	Satisfied	0	100.0
	Highly Satisfied	0	100.0
Total	75	100.0	

Source: Field Data (2020)

4.4 The Effects of Non-Monetary Motivation on Employee Performance

Respondents were asked to rank various non-monetary motivations using the Likert scale; 1= Highly dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied, and 5= Highly satisfied. The results of the study were as follows:

4.4.1 Working Conditions

The respondents were asked to indicate how they are satisfied with working conditions provided by their employer. The study found out that; 61.3% of the respondents are dissatisfied with working conditions provided by their employer,

30.7% of the respondents are neutral and the remaining 8% of the respondents are satisfied with working conditions provided by their employer. Table 4.13 below shows the results.

Table 4.13: Working Conditions

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	29	38.7	38.7
	Dissatisfied	17	22.7	61.3
	Neutral	23	30.7	92.0
	Satisfied	6	8.0	100.0
	Highly Satisfied	0	0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.4.2 Praise and Appreciation for Better Performance

The study asked respondents to show how they are satisfied with praise and appreciation from their employer after performing better in the organization. Table 4.14 illustrates the results that; 40% of the respondents are dissatisfied with praise and appreciation from their employer, 46.7% of the respondents are neutral while 13.3% of the respondents are satisfied with praise and appreciation from their employer.

Table 4.14: Praise and Appreciation for Better Performance

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	9	12.0	12.0
	Dissatisfied	21	28.0	40.0
	Neutral	35	46.7	86.7
	Satisfied	8	10.7	97.3
	Highly Satisfied	2	2.7	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.4.3 Involvement in Decision Making

The respondents were asked to show to what extent they are satisfied with the way their employer involve them in decision making. The study revealed that; 56% of the respondents are dissatisfied with involvement in decision making in their organization, 37.3% of the respondents are neutral whereas 6.7% are satisfied with the way their employer involve them in decision making. Table 4.15 illustrates the results.

Table 4.15: Involvement in Decision Making

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	16	21.3	21.3
	Dissatisfied	26	34.7	56.0
	Neutral	28	37.3	93.3
	Satisfied	5	6.7	100.0
	Highly Satisfied	0	0	100.0
Total		75	100.0	

Source:Field Data (2020)

4.4.4 Promotional Opportunities

This study asked respondents to indicate the extent to which they are satisfied with promotional opportunities given by their employer. Table 4.16 shows the results that; 72% of the respondents are dissatisfied with promotional opportunities provided by their employer, 24% of the respondents are neutral and the remaining 4% of the respondents are satisfied with promotional opportunities given by their employer.

Table 4.16: Promotional Opportunity

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	23	30.7	30.7
	Dissatisfied	31	41.3	72.0
	Neutral	18	24.0	96.0
	Satisfied	3	4.0	100.0
	Highly Satisfied	0	0	100.0
Total		75	100.0	

Source: Field Data (2020)

4.4.5 Availability of Transport Support to Carry Out the Work

The respondents were asked to rank how they are satisfied with availability of transport in their organization to support them to carry out their work. The study found out that; 76% of the respondents are dissatisfied with availability of transport support to help them to carry out their duties, 13.3% of the respondents are neutral while 10.7% of the respondents are satisfied with transport support available in their organization. Table 4.17 shows the results.

Table 4.17: Availability of Transport Support to Carry Out Work

	Frequency	Percent	Cumulative Percent
Valid			
Highly Dissatisfied	23	30.7	30.7
Dissatisfied	34	45.3	76.0
Neutral	10	13.3	89.3
Satisfied	7	9.3	98.7
Highly Satisfied	1	1.3	100.0
Total	75	100.0	

Source: Field Data (2020)

4.4.6 Job Security

The study asked respondents to indicate how they are satisfied with job security from their organization. Table 4.18 shows the results that; 81.3% of the respondents are dissatisfied with job security from their organization, 14.7% of the respondents are neutral and the rest 4% of the respondents are satisfied with job security from their organization.

Table 4.18: Job Security

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	25	33.3	33.3
	Dissatisfied	36	48.0	81.3
	Neutral	11	14.7	96.0
	Satisfied	3	4.0	100.0
	Highly Satisfied	0	0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.5 The Influence of Perceived Fairness on Employee Performance

This study asked respondents to rank various perceived fairness using the Likert scale; 1= Highly Dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied and 5= Highly Satisfied. The results of the study were as follows:

4.5.1 Fair and Equity Treatment

The respondents were asked to show how they are satisfied with fair and equity treatment given by their employer. The study revealed that; 65.3% of the respondents are dissatisfied with fair and equity treatment given by their employer, 26.7% of the respondents are neutral and the remaining 8% of the respondents are satisfied with fair and equity treatment given by their employer. Table 4.19 shows the results.

Table 4.19: Fair and Equity Treatment

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	27	36.0	36.0
	Dissatisfied	22	29.3	65.3
	Neutral	20	26.7	92.0
	Satisfied	6	8.0	100.0
	Highly Satisfied	0	0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.5.2 Freedom to Discuss Job Related Problems

The study asked respondents to indicate the extent to which they are satisfied with freedom given by their employer to discuss job problems. Table 4.20 below illustrates the results that; 61.3% of the respondents are dissatisfied with freedom given by their employer to discuss job problems, 36% of the respondents are neutral whereas 2.7% of the respondents are satisfied with freedom given by their employer to discuss job related problems.

Table 4.20: Freedom to Discuss Job Related Problems

	Frequency	Percent	Cumulative Percent
Valid			
Highly Dissatisfied	18	24.0	24.0
Dissatisfied	28	37.3	61.3
Neutral	27	36.0	97.3
Satisfied	2	2.7	100.0
Highly Satisfied	0	0	100.0
Total	75	100.0	

Source: Field Data (2020)

4.5.3 Comfortable to Express Personal Feelings

The respondents were asked to rank to what extent they are comfortable to express their personal feeling in their organization. The study found out that; 53.3% of the respondents are dissatisfied with comfortability to express their personal feelings in the organization, 40% of the respondents are neutral while 6.7% of the respondents are satisfied with comfortability to express their personal feelings. Table 4.21 illustrates the results.

Table 4.21: Comfortable to Express Personal Feelings

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	15	20.0	20.0
	Dissatisfied	25	33.3	53.3
	Neutral	30	40.0	93.3
	Satisfied	5	6.7	100.0
	Highly Satisfied	0	0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.5.4 Support and Guidance

This study asked respondents to indicate to what extent they are satisfied with support and guidance given by their employer. Table 4.22 shows the results that; 44% of the respondents are dissatisfied with support and guidance provided by their employer, 44% of the respondents are neutral and the remaining 12% of the respondents are satisfied with support and guidance provided by their employer.

Table 4.22: Support and Guidance

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	7	9.3	9.3
	Dissatisfied	26	34.7	44.0
	Neutral	33	44.0	88.0
	Satisfied	9	12.0	100.0
	Highly Satisfied	0	0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.5.5 Proximity

The respondents were asked to show how they are satisfied with proximity provided by their employer. The study revealed that; 38.7% of the respondents are dissatisfied with proximity provided by their employer, 34.7% of the respondents are neutral whereas 26.7% of the respondents are satisfied with proximity given by their employer. Table 4.23 illustrates the results.

Table 4.23: Proximity

	Frequency	Percent	Cumulative Percent
Valid Highly Dissatisfied	9	12.0	12.0
Dissatisfied	20	26.7	38.7
Neutral	26	34.7	73.3
Satisfied	18	24.0	97.3
Highly Satisfied	2	2.7	100.0
Total	75	100.0	

Source: Field Data (2020)

4.5.6 Application of Reasonable Punishments

The study asked respondents to indicate to what extent they are satisfied with application of reasonable punishments given by their employer. The study found out that; 49.3% of the respondents are dissatisfied with application of reasonable punishments by their employer, 45.3% of the respondents are neutral and the rest 5.3% of the respondents are satisfied with reasonable punishments applied by their employer. Table 4.24 illustrates the results.

Table 4.24: Application of Reasonable Punishment

	Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	14	18.7
	Dissatisfied	23	30.7
	Neutral	34	45.3
	Satisfied	4	5.3
	Highly Satisfied	0	0
	Total	75	100.0

Source: Field Data (2020)

4.5.7 Recognition and Appreciation

Respondents were asked to show to what extent they are satisfied with the recognition and appreciation provided by their employer. Table 4.25 below illustrates the results that; 38.7% of the respondents are dissatisfied with recognition and appreciation were given by their employer, 49.3% of the respondents are neutral whereas 12% of the respondents are satisfied with recognition and appreciation given by the employer.

Table 4.25: Recognition and Appreciation

	Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	12	16.0
	Dissatisfied	17	22.7
	Neutral	37	49.3
	Satisfied	7	9.3
	Highly Satisfied	2	2.7
	Total	75	100.0

Source: Field Data (2020)

4.5.8 Pay and Benefits are Equitable with Other Organization

The study asked respondents to rank how they are satisfied with pay and benefits are equitable with other organizations. The study revealed that; 82.7% of the respondents are dissatisfied with pay and benefits are equitable with other organizations, 16% of the respondents are neutral while 1.3% of the respondents are satisfied with pay and benefits are equitable with other organizations. Table 4.26 shows the results.

Table 4.26: Pay and Benefits are Equitable to Other Organization

	Frequency	Percent	Cumulative Percent
Highly Dissatisfied	26	34.7	34.7
Dissatisfied	36	48.0	82.7
Neutral	12	16.0	98.7
Satisfied	1	1.3	100.0
Highly Satisfied	0	0	100.0
Total	75	100.0	

Source: Field Data (2020)

4.5.9 Fair and Transparent Handling of Promotions

The respondents were asked to indicate the extent to which they are satisfied with the fair and transparent handling of promotions. The study found out that; 76% of the respondents are dissatisfied with fair and transparent handling of promotions from their employer, 22.7% of the respondents are neutral and the remaining 1.3% of the respondents are satisfied with fair and transparent handling of promotions. Table 4.27 illustrates the results.

Table 4.27: Fair and Transparent Handling of Promotions

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	23	30.7	30.7
	Dissatisfied	34	45.3	76.0
	Neutral	17	22.7	98.7
	Satisfied	1	1.3	100.0
	Highly Satisfied	0	0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.5.10 Fair Performance Evaluation

This study asked respondents to show how they are satisfied with fair performance evaluation from their organization. The study found out that; 49.3% of the respondents are dissatisfied with fair performance evaluation given by their employer, 42.7% of the respondents are neutral while 8% of the respondents are satisfied with fair performance evaluation from their organization. Table 4.28 shows the results.

Table 4.28: Fair Performance Evaluation

		Frequency	Percent	Cumulative Percent
Valid	Highly Dissatisfied	16	21.3	21.3
	Dissatisfied	21	28.0	49.3
	Neutral	32	42.7	92.0
	Satisfied	5	6.7	98.7
	Highly Satisfied	1	1.3	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.6 Employee Performance

This study asked respondents to rate their own performance using 5 scale; 1= Very poor, 2= Poor, 3= Neutral, 4= Good, and 5= Very good. The results of the study were as follows:

4.6.1 Presence at Work

The respondents were asked to rate their performance with presence at work. The study found out that; 2.7% of the respondents are poor in attendance at work, 40% of the respondents are neutral whereas 57.3% of the respondents, their attendance at work is good. Table 4.29 shows the results.

Table 4.29: Presence at Work

	Frequency	Percent	Cumulative Percent
Valid			
Very Poor	2	2.7	2.7
Poor	0	0	2.7
Neutral	30	40.0	42.7
Good	21	28.0	70.7
Very Good	22	29.3	100.0
Total	75	100.0	

Source: Field Data (2020)

4.6.2 Standard Quality of Work

The study asked respondents to rate their standard quality of work. Table 4.30 illustrates the results that; 6.7% of the respondents, their standard quality of work is poor, 45.3% of the respondents are neutral while 48% of the respondents, their standard quality of work is good.

Table 4.30: Standard Quality of Work

	Frequency	Percent	Cumulative Percent
Valid			
Very Poor	0	0	0
Poor	5	6.7	6.7
Neutral	34	45.3	52.0
Good	29	38.7	90.7
Very Good	7	9.3	100.0
Total	75	100.0	

Source: Field Data (2020)

4.6.3 Job Efficiency and Effectiveness

The respondents were asked to rate their job efficiency and effectiveness. The study revealed that; 4% of the respondents, their job efficiency and effectiveness is poor, 52% of the respondents are neutral, and 44% of the respondents, their job efficiency is good. Table 4.31 shows the results.

Table 4.31: Job Efficiency and Effectiveness

	Frequency	Percent	Cumulative Percent
Valid			
Very Poor	0	0	0
Poor	3	4.0	4.0
Neutral	39	52.0	56.0
Good	26	34.7	90.7
Very Good	7	9.3	100.0
Total	75	100.0	

Source: Field Data (2020)

4.6.4 Timely Output

The study asked respondents to rate their performance with timely output. Table 4.32 shows the results that; 14.7% of the respondents, their timely output is poor, 38.7% of the respondents are neutral while 46.7% of the respondents, their timely output is good.

Table 4.32: Timely Output

		Frequency	Percent	Cumulative Percent
Valid	Very Poor	1	1.3	1.3
	Poor	10	13.3	14.7
	Neutral	29	38.7	53.3
	Good	27	36.0	89.3
	Very Good	8	10.7	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.6.5 Team Work

The respondents were asked to rate their own performance in relation to team work. The study found out that; 22.7% of the respondents, their team work is poor, 32% of the respondents are neutral in relation to team work whereas 45.3 of the respondents, their team work is good. Table 4.33 illustrates the results.

Table 4.33: Team Work

		Frequency	Percent	Cumulative Percent
Valid	Very Poor	6	8.0	8.0
	Poor	11	14.7	22.7
	Neutral	24	32.0	54.7
	Good	24	32.0	86.7
	Very Good	10	13.3	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.6.6 Use of New Equipments/Facilities

The respondents were asked to rate their own performance in relation to the use of new equipments in the organization. Table 4.34 shows the results that; 13.3% of the respondents are poor in the use of new equipments in the organization, 56% of the respondents are neutral in relation to the use of new equipments, while 30.7% of the respondents are good in the use of new equipments.

Table 4.34: Use of New Equipments

		Frequency	Percent	Cumulative Percent
Valid	Very Poor	2	2.7	2.7
	Poor	8	10.7	13.3
	Neutral	42	56.0	69.3
	Good	20	26.7	96.0
	Very Good	3	4.0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.6.7 Innovative and Creative Ideas

The study asked respondents to rate their own performance in relation to innovative and creative ideas in their organization. Table 4.35 shows that; 21.3% of the respondents are poor in innovative and creative ideas, 44% of the respondents are neutral whereas 34.7% of the respondents are good in relation to innovative and creative ideas.

Table 4.35: Innovative and Creative Ideas

		Frequency	Percent	Cumulative Percent
Valid	Very Poor	3	4.0	4.0
	Poor	13	17.3	21.3
	Neutral	33	44.0	65.3
	Good	20	26.7	92.0
	Very Good	6	8.0	100.0
	Total	75	100.0	

Source: Field Data (2020)

4.6.8 Customer Services

The respondents were asked to rate their own performance in relation to customer services in their organization. Table 4.36 shows the results that; 14.7% of the respondents are poor in relation to customer services, 26.7% of the respondents are neutral in relation to customer services while 58.7% of the respondents are good in customer services in their organization.

Table 4.36: Customer Services

	Frequency	Percent	Cumulative Percent
Valid			
Very Poor	3	4.0	4.0
Poor	8	10.7	14.7
Neutral	20	26.7	41.3
Good	24	32.0	73.3
Very Good	20	26.7	100.0
Total	75	100.0	

Source: Field Data (2020)

4.7 Test Assumptions For Multiple Regression Analysis

In order to ensure accurate model results, multiple regression analysis involves various tests such as normality test, missing data test, outliers test and multicollinearity test. Such tests are explained below.

4.7.1 Normality Test

Normality is a distributional requirement of test statistics. In order for the test statistic to provide valid results leading to sound and reliable conclusions this requirement must be satisfied. According to Table 4.37, 4.38, 4.39, and 4.40 below, the study was satisfied the condition of normality assumption of multiple regression analysis, since

the value of skewness is 0.277 and kurtosis is 0.548 which are within the acceptable range of -3 and +3.

Table 4.37: Normality Test for Monetary Motivation Variable

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Salary and wages	75	2.28	1.169	.212	.277	-1.465	.548
Health Benefits	75	2.93	1.166	.080	.277	-.712	.548
Transport allowance	75	2.00	.900	.913	.277	.887	.548
Meal allowance	75	2.40	.900	.365	.277	-.055	.548
Retirement Benefits	75	2.09	.918	.996	.277	1.396	.548
Rent allowance	75	1.96	.761	.257	.277	-.686	.548
Paid Leave	75	2.19	.896	.198	.277	-.808	.548
Plain clothes allowance	75	2.11	.798	.295	.277	-.376	.548
Investigation allowance	75	2.01	.780	.504	.277	.048	.548
Professional allowance	75	2.07	.811	.189	.277	-.762	.548
Responsibility allowance	75	1.97	.805	.049	.277	-1.450	.548
Valid N (listwise)	75						

Source: Field Data, (2020)

Table 4.38: Normality Test for Non-Monetary Motivation Variable

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Working conditions	75	2.08	1.010	.321	.277	-1.191	.548
Praise and Appreciation for better performance	75	2.64	.925	.050	.277	.053	.548
Involvement in decision making	75	2.29	.882	-.011	.277	-.839	.548
Promotional opportunity	75	2.01	.846	.387	.277	-.609	.548
Availability of transport support to carry out work	75	2.05	.971	.892	.277	.372	.548
Job Security	75	1.89	.798	.687	.277	.178	.548
Valid N (listwise)	75						

Source: Field Data, (2020)

Table 4.39: Normality Test for Perceived Fairness Variable

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Fair and equity treatment	75	2.07	.977	.399	.277	-.973	.548
Freedom to discuss job related problems	75	2.17	.828	-.043	.277	-.975	.548
Comfortable to express personal feelings	75	2.33	.875	-.092	.277	-.821	.548
Support and guidance	75	2.59	.824	-.136	.277	-.439	.548
Proximity	75	2.79	1.031	-.089	.277	-.703	.548
Application of reasonable punishment	75	2.37	.851	-.268	.277	-.789	.548
Recognition and Appreciation	75	2.60	.959	-.057	.277	-.088	.548
Pay and Benefits are equitable in relation to other organization	75	1.84	.736	.472	.277	-.305	.548
Fair and transparent handling of promotions	75	1.95	.769	.275	.277	-.732	.548
Fair performance evaluation	75	2.39	.943	.039	.277	-.443	.548
Valid N (listwise)	75						

Source: Field Data, (2020)

Table 4.40: Normality Test for Employee Performance Variable

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Presence at work	75	3.81	.954	-.380	.277	.092	.548
Standard quality of work	75	3.51	.760	.167	.277	-.291	.548
Job efficiency and effectiveness	75	3.49	.724	.464	.277	-.185	.548
Timely output	75	3.41	.902	-.131	.277	-.277	.548
Teamwork	75	3.28	1.122	-.343	.277	-.481	.548
Use of new equipments	75	3.19	.783	-.171	.277	.880	.548
Innovative and creative ideas	75	3.17	.950	-.066	.277	-.104	.548
Customer Services	75	3.67	1.107	-.528	.277	-.383	.548
Valid N (listwise)	75						

Source: Field Data, (2020)

4.7.2 Missing Data Test

According to Kang, (2013) missing data or missing value is defined as the data value that is not stored for a variable in the observation interest. Missing data can cause

various problems such as to reduce statistical power. Based on this study there was a complete data set, therefore no action taken to deal with missing data.

4.7.3 Outliers Test

Hawkins, (1980) described an outlier as an observation that “deviates so much from other observations as to arouse suspicious that it was generated by a different mechanism”. Outliers can have effects on statistical analysis such as to increase error variance and reduce the power of statistical tests and to decrease normality.

According to this study the researcher used visual inspection of the data to check for outliers since the responses were limited to a minimum of 1 and a maximum of 5. Also, SPSS was used to compute minimum and maximum values in the data to conclude the absence of outliers.

4.7.4 Multicollinearity Test

Multicollinearity is a statistical phenomenon in multiple regression analysis where two or more predictors are highly related to each other or inter-correlated (Allen, 2017). Multicollinearity was tested using a tolerance value of not less than 0.10 and variance inflation factor (VIF) of not greater than 10. Table 4.41 indicates that monetary motivation (MM), non-monetary motivation (NM) and perceived fairness (PF) have a tolerance value of 0.406, 0.345 and 0.355 respectively which are not less than 0.10 or VIF value of 2.485, 2.902 and 2.817 respectively which are not greater than 10. This means that independent variables are not highly related with each other. Therefore it is concluded that, data for this study had no multicollinearity problem.

Table 4.41: Results for Multicollinearity Test

Collinearity Statistic	Independent Variables		
	MM	NM	PF
Tolerance	0.406	0.345	0.355
VIF	2.485	2.902	2.817

Source: Field Data, (2020)

4.7.5 Data Reliability Analysis

This study used Cronbach's Alpha to determine data reliability. Cronbach's Alpha measures the average of measurable items and their correlation, if the results is generally above 0.7 it is considered to be reliable, (Peighambari 2007 in Buberwa, 2015). Table 4.42 shows that a reliability analysis was carried out comprising four items, Cronbach's Alpha showed the questionnaire to reach acceptable reliability, MM α = 0.881, NM α = 0.836, PF α = 0.911 and

EP α = 0.926.

Table 4.42: Results for Data Reliability Analysis

Construct	Cronbach's Alpha
MM	0.881
NM	0.836
PF	0.911
EP	0.926

Source: Field Data, (2020)

4.8 Correlation Analysis

The Pearson correlation analysis was conducted on independent variables which are monetary motivation (MM), non-monetary motivation (NM), and perceived fairness (PF) to determine their effects on employee performance (EP) a dependent variable.

The study used-acceptable correlation values that ranged between +1 and -1. Table 4.43 shows that the correlation of MM is p-value= 0.452, NM is p-value= 0.533 and PF is p-value= 0.510 which are within the acceptable range of +1 and -1. This means that there is a positive relationship between motivation and employee performance. Also, the study found out that, the significance value of MM is 0.000, NM is 0.000, PF is 0.000 and EP is 0.000, this means that the significance value ≤ 0.05 shows that there is a linear relationship between motivation and employee performance.

Table 4.43: Results for Correlations Analysis

		MM	NM	PF	EP
MM	Pearson Correlation	1	.730**	.720**	.452**
	Sig. (2-tailed)		.000	.000	.000
	N	75	75	75	75
NM	Pearson Correlation	.730**	1	.769**	.533**
	Sig. (2-tailed)	.000		.000	.000
	N	75	75	75	75
PF	Pearson Correlation	.720**	.769**	1	.510**
	Sig. (2-tailed)	.000	.000		.000
	N	75	75	75	75
EP	Pearson Correlation	.452**	.533**	.510**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	75	75	75	75

Source: Field Data (2020)

4.9 The Effects of Motivation on Employee Performance

This study adopted regression model to establish the amount of effects of motivation on employee performance in the study area. To establish amount of effects, R should be at least 0.5. Table 4.44 shows the model summary which indicates that R is 0.557, this means that 55.7% of the independent variables in the study area influencing the employee performance.

Table 4.44: Model Summary for Factors Affecting Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 ^a	.311	.281	.63583

a. Predictors: (Constant), PF, MM, NM

Source: Field Data (2020)

Table 4.45: Results for ANOVA a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.932	3	4.311	10.662	.000 ^b
Residual	28.704	71	.404		
Total	41.635	74			

a. Dependent Variable: EP

b. Predictors: (Constant), PF, MM, NM

Source: Field Data (2020)

Table 4.45 indicates that F value of 10.662 estimated at 3 and 71 degree of freedom and a p-value of 0.000, means that at a significance level of 0.05, the independent variables are statistically significant to explain employee performance.

4.10 Hypotheses Testing

It was hypothesized in this study that, there is significant positive relationship between monetary motivation and employee performance. However, results in table 4.46 shows non- significant relationship between MM and EP with p-value of 0.704, which is above the acceptable value of ≤ 0.05 . The regression coefficient was 0.059, this shows that monetary motivation in TPF is not sufficient to influence employee performance, hence H1: is rejected. The findings of this study resembled with those

in the study conducted by Njunwa, (2017) on the effects of employee motivation in rural local governments in Tanzania, empirical evidence from Morogoro District Council, which found out that, employees are not motivated in both financial and non-financial motivation. Employees are dissatisfied with low salaries, lack of promotion, working environment and unfair treatment.

The government should increase salaries to employees and improve other non-financial tools to enhance employee performance. It was also resembled with the findings in the study of Kahungya, (2016) on the effects of motivation on employee performance at VPO in Dar es Salaam. His study revealed that employees are receiving insufficient monthly pay, which reduces their morale for high employee performance.

It was also found out that there is insufficient recognition of employees within the organization, which hinder employee morale and performance. The government should improve employee performance by developing motivational policy. Boamah (2014) conducted the study on the effects of motivation on employee performance in Brong Ahafo Education Directorate in Ghana. His study found out that employees are dissatisfied with salaries and wages which negatively affect employee performance. Therefore there is a need to make an improvement in wages and salaries which will boost employee performance and labour turnover.

It was further hypothesized that, there is significant positive relationship between non-monetary motivation and employee performance. The results in Table 4.46 indicates that there is no significant relationship between NM and EP with p-value of

0.061, which is also above the acceptable value of ≤ 0.05 . The regression coefficient was 0.320, which shows that non-monetary motivation in TPF is not sufficient to influence employee performance, hence, H2: is rejected. Mgalu (2017) did his study on the effects of motivation on employee performance, a case of NSSF HQ Dae es Salaam. His study also found out that, there is inadequate working condition, leadership style, job enrichment and full support from management. Employees are dissatisfied with non-motivational factors in their organization.

Therefore, the government should improve employee performance by providing good working condition, good leadership and full support to employees. The findings of this study also resembled with those in the study conducted by Mtui (2017) on the role of motivation on employee performance in Tanzania, the case study of MoW.

The study revealed that employees are dissatisfied with promotion, competence and skills, involvement and participation. The government should eliminate employee dissatisfaction by formulating human resources policies to satisfy employee needs, which will improve employee performance.

The study also hypothesized that, there is significant positive relationship between perceived fairness and employee performance. The results in Table 4.46 illustrates non significant relationship between PF and EP with p-value of 0.183, which is above the acceptable value of ≤ 0.05 . The regression coefficient was 0.222, which shows that perceived fairness in TPF is not sufficient to influence employee performance, hence, H3: is rejected.

Table 4.46: Results for Multiple Regression Analysis - Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.931	.291		6.631	.000
1 MM	.072	.189	.059	.381	.704
NM	.356	.187	.320	1.904	.061
PF	.253	.188	.222	1.344	.183

a. Dependent Variable: EP
Source: Field Data, (2020)

4.11 Chapter Summary

This chapter provides the results of the study in the area of respondent characteristics and variables, by giving discussion presented in the form of tables, frequencies and percentages. Also presents the results and discussion of correlation analysis and multiple linear regression analysis. The next chapter will come up with summary of the results, conclusions and recommendations of the study.

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter includes the description of the research, and conclusions of the study that have been taken from the study results. This chapter also suggests the recommendations for the research in the field of improvements and areas for further studies.

5.2 Summary of Research Findings

The general objective of this research was to investigate the impact of motivation on employee performance in TPF case study of CID HQ Dar es salaam. The sample size of the study was 75 respondents who filled the questionnaires. The study results showed that the majority of employees who filled the questionnaires were between the age of 18 -35, married and they were male, and the majority of employees who filled questionnaires possessed secondary education.

Three basic goals were examined to endorse or refute the research hypotheses of the report. The first objective was to examine the impact of monetary incentives on employee performance. The study revealed that salaries and wages, healthy benefits, transport allowance, meals allowance, rent allowance, retirement benefits, plain clothes allowance, investigation allowance, paid leave, professional allowance and responsibility allowance offered by TPF specifically CID HQ Dar es Salaam are not sufficient, which is exhibited by larger number of employees who supported that the monetary motivation are dissatisfied.

The second objective was to investigate the effects of non-monetary motivation on employee performance. This study found out that working conditions, praise and appreciation for better work, involvement in decision making, promotional opportunities, availability of transport support to carry out work and job security provided by CID HQ Dar es salaam are not sufficient as exhibited by larger number of employees who supported that the non-monetary motivation are dissatisfied.

The third objective was to examine the influence of perceived fairness on employee performance. The study revealed that fair and equity treatment, freedom to discuss job related problems, comfortable to express personal feelings, support and guidance, proximity, application of reasonable punishments, recognition and appreciation, pay and benefits equitable in relation to other organizations, fair and transparent handling of promotions and fair performance evaluation given by CID HQ Dar es salaam are not adequate which exhibited be larger number of employees who supported that perceived fairness are dissatisfied.

5.3 Conclusions

5.3.1 Objective One: The Effects of Monetary Motivation on Employee Performance

The study revealed that employees in CID HQ Dar es Salaam are not satisfied with the level of motivation provided by their employer. There is great relationship between employee motivation and CID employee performance. Therefore study concluded that Tanzania Police Force specifically CID HQ Dar es Salaam is providing insufficient monetary motivation which has no effects on employee performance. Management of CID HQ Dar es Salaam is advised to eliminate dissatisfaction by ensuring that

salaries, medical benefits, transport benefits and other benefits are competitive to achieve better employee performance, as provided in Herzberg (1987).

5.3.2 Objective Two: The Effects of Non-Monetary Motivation on Employee

Performance

The study concluded that TPF specifically CID HQ Dar es salaam is providing inadequate non-monetary motivation which has no effects on employee performance. Management of CID HQ is advised to eliminate the dissatisfaction by providing sufficient job security, good working conditions, promotions, recognition, support and guidance, proximity, application of reasonable punishments and the like. Therefore Management must make sure that the work environments are interesting and stimulating in order to make employees to be motivated to work and hence increase their job performance, (Herzberg 1987).

5.3.3 Objective Three: The Influence of Perceived Fairness on Employee

Performance

The study concluded that CID HQ Dar es salaam is offering insufficient perceived fairness which has no influence on employee performance. Management is advised to prevent dissatisfactions by ensuring fairly and equity treatment of employees, pay and benefits are equitable to other organizations, employees are receiving support and guidance, fair and transparent of promotions handling, involvement of employees in decision making, proximity and fair performance evaluation. Employees are motivated by fairness and if they identify inequity in the input or output ratio of themselves and their referent groups, then they will seek to adjust their input or output to reach their perceived equity, (Adams 1963).

5.4 Recommendations

The government should intervene in the process of motivation in Tanzania Police Force and address both monetary and non-monetary motivation. In relations to monetary motivation, the government must increase salaries and wages of the employees especially the lower level employees. The government should also improve benefits and allowances of employees. Employee benefits and allowances include retirement benefits, rent allowance, transport allowance, medical benefits, investigation allowance, plain clothes allowance, investigation allowance and other fringe benefits.

More efforts are needed to improve working conditions to attract employees in Tanzania Police Force to work harder. The government should also increase promotions opportunities to motivate employees to enhance their job performance. The management of TPF should maintain fair and transparent handling of promotions to minimize complaints towards unfair handling of promotions. The management should not treat promotions exercises as confidential and should be transparent to all employees.

5.5 Area for Further Studies

The focus of this study was on Tanzania Police Force, Criminal Investigation Department Dar es Salaam. The study was limited with two theories of motivation, therefore additional studies should be carried out by considering other theories of motivation like Maslow's Theory of Motivation and other departments within the TPF in order to improve the study and increase information and understanding on employee motivation.

5.6 Limitations of the Study

The main limitation of this study was a time constraint. The time was not pleasant enough to make the researcher gain more knowledge and understanding on various issues of testing methods.

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APPENDICES

Appendix I: Questionnaires

THE STUDY ON THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE

Dear Respondent,

This questionnaire seeks your opinion on the effect of motivation on employee performance. Please fill this brief questionnaire which is for academic purposes only.

Thank you in advance for your participation in filling the questionnaire.

SECTION A: PERSONAL INFORMATION

1. Age

18 – 35 years

36 – 55 years

55 years and above

2. Gender

Male

Female

3. Education

Primary

Secondary

College

University

4. Marital Status

Single

- Married
- Divorced
- Widowed

**SECTION B: THE EFFECTS OF MONETARY MOTIVATION ON
EMPLOYEE PERFORMANCE.**

5. Using the following key (1=Highly dissatisfied; 2=Dissatisfied; 3=Neutral; 4=Satisfied; 5=Highly satisfied). How are you satisfied with the following monetary rewards from your employer?

Monetary Factors	1	2	3	4	5
Wages and salaries					
Medical/health facilities					
Transport allowance					
Meals/Ration allowance					
Retirement benefits					
House/Rent allowance					
Paid leave					
Plain clothes allowance					
Investigation allowance					
Professional allowance					
Responsibility allowance					

**SECTION C: THE EFFECTS OF NON MONETARY MOTIVATION ON
EMPLOYEE PERFORMANCE**

6. Using the following key (1=Highly dissatisfied; 2=Dissatisfied; 3=Neutral; 4=Satisfied; 5=Highly satisfied). How are you satisfied with the following non-monetary rewards from your employer?

Non- monetary Factors	1	2	3	4	5
Working conditions					
Praise and appreciation for better performance					
Involvement in decision making process					
Promotional opportunities					
Availability of transport support to carry out the work					
Job security					

**SECTION D: THE INFLUENCE OF PERCEIVED FAIRNESS ON
EMPLOYEE PERFORMANCE**

7. Using the following key (1=Highlydissatisfied; 2=Dissatisfied; 3=Neutral; 4=Satisfied; 5=Highly satisfied). How are you satisfied with the following aspects in relation to perceived fairness from your employer?

Perceived Fairness Aspects	1	2	3	4	5
Fair and equity treatment					
Freedom to discuss job related problems					
Comfortable to express personal feelings					
Support and guidance					
Proximity					
Application of reasonable punishments					
Recognition and appreciation					
Pay and benefits are equitable in relation to other organizations					
Fair and transparent handling of promotions					
Fair performance evaluation					

SECTION E: EMPLOYEE PERFORMANCE

8. Using the following key (1= Very poor; 2=Poor; 3=Neutral; 4=Good; 5=Very good)

With complete sincerity, how do you rate the following aspects in relation to your own performance?

Employee Performance Aspects	1	2	3	4	5
Presence at work					
Standard quality of work					
Job efficiency and effectiveness					
Timely output					
Team work					
Use of new equipments/facilities					
Innovative and creative ideas					
Customer service					

THANK YOU