

**EFFECT OF MOTIVATION ON TANZANIA POLICE FORCE OFFICERS'
PERFORMANCE AT DODOMA REGIONAL POLICE: THE MEDIATING
ROLE OF KNOWLEDGE AND SKILLS**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation entitled, effects of Motivation on Tanzania police force officers' Performance at Dodoma regional police; the mediating role of Knowledge and Skills. In partial fulfilment of the requirements for the award of Degree of Masters in Human Resources Management (MHRM).

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I, **Sauda Mtete** declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master of Human Resources Management.

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Signature

.....

Date

DEDICATION

I dedicate this dissertation to my husband Mr. Adrew George Mbwana and my children Daniel George Mbwana, Grace George Mbwana, Godlisten George Mbwana and Godwin George Mbwana

ACKNOWLEDGMENTS

I commence by expressing my profound thanks to the Divine, whose guidance and blessings have served as a steadfast wellspring of strength throughout my dissertation. I extend my wholehearted gratitude to the Open University of Tanzania for allowing me to undertake this research, enriching my academic knowledge, and honing my scholarly skills.

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ABSTRACT

The study sought to examine the effect of motivation on Tanzania police force officers' performance at Dodoma regional police; and the mediating role of knowledge and skills. The study was guided by three specific objectives; to determine the effect of extrinsic motivation on Police performance in Dodoma Regional Police, to assess the effect of intrinsic motivation on Police performance in Dodoma Regional Police and lastly to determine the effect of knowledge and skills after controlling extrinsic and intrinsic motivation on Police performance at Dodoma Regional Police. A positivist philosophy was used in this study. Quantitative approach research was utilized. A structured questionnaire was used to collect data from a sample of 334 who were stratified sampled from a population of 2013 police officers. Descriptive statistics, correlation and multiple linear regression were used as data analysis tools. The study found that extrinsic and intrinsic motivation are positive and statistically related to police officers' performance at Dodoma. However, when a second multiple regression model was run incorporating mediating variables of knowledge and skills it was found that there was an increase in motivation relationship effect to be stronger on police officers' performance. Therefore, the study recommends that Police management and government in general should focus on motivating police officers. Also, to develop a comprehensive training program for all police officers

Key Words; *Motivation, Extrinsic Motivation, Intrinsic Motivation, knowledge and skills, Police officers' performance*

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ABBREVIATIONS

ANOVA	Analysis of Variance
CID	Criminal Investigation Department
CVI	Content Validity Index
FFU	Field Force Unit
HQ	Head Quarters
KS	Knowledge and Skills
OLS	Ordinary Least Square
PT	Police Tanzania
RPC	Regional Police Commander
SD	Standard Deviation
SPSS	Statistical Package for Social Science
TPF	Tanzania Police Force

CHAPTER ONE

INTRODUCTION

1.1 Overview

Police performance is very important in any community. To be able to deliver high-quality and effective policing, police officers need to be motivated. This chapter presented the background of the study, statement of the problem, objectives, significance of the study and organization of the proposal.

1.2 Background of the Study

The most important profession for maintaining long-term security and peace is policing. As a result, it is encouraging police officers to maintain their position at the forefront of maintaining social order (Marina, & Marina, 2022). Since police officers play a significant part in nation-building, the success of many nations depends on their national policies, including the improvement of their living conditions. For a country to thrive and succeed, the role of the police cannot be disregarded. Despite their role in upholding the law, preserving order, offering social services, and reducing crime in society, policing is a profession that has gotten little attention (Satpathy, & Subramaniam, 2023). Numerous studies have been conducted on reward or motivational techniques. For instance, a study by Ammari, Alkurdi, Alshurideh, and Alrowwad (2017) found that weak reward systems in the majority of firms cause decreased satisfaction, which in turn results in very low commitment among employees. Leito, Pereira, and Gonçalves (2019) found in another study that employees who receive awards are more likely to be good performers, devoted to the company, and productive. Al Mamun and Hasan (2017) state this. Employees view

inadequate compensation as an indication of fairness in the system, which makes them unhappy at work and less committed, which has an impact on their performance as a whole. Furthermore, according to Luthans Luthans, and Luthans, (2021), reward strategy is a comprehensive style of thinking that may be used to a reward issue that arises in the business to determine how it can provide value. Employees will show signs of reward strategy failure through reluctance to share ideas, a decline in production, an increase in absenteeism, and persistently low morale.

The government along with other stakeholders ought to encourage police officers to enhance their performance and service delivery because changes in motivation have a significant impact on the efficiency and effectiveness of regular police officials (Muhidini, 2017). To improve a healthy workforce, increase staff productivity, encourage extra effort from police officers, and improve communication between all levels of the police force, police should invest in employee wellbeing at work, training and development of the staff, strong strategic rewards management, and staff involvement in decisions and problem-solving (Rothwell, McFadzien, Strang, Hooper, & Pughsley, 2022).

Employees of the four large-scale mining businesses are inspired for both intrinsic and extrinsic reasons, with a focus on money or remuneration, according to Boye and Kwesi's (2015) study on employee motivation and job performance in Ghana. The best motivator for workers in the mining sector was found to be good compensation. According to the study, intrinsic elements had a strong and significant impact on

motivation, indicating that once employees are paid well, they will value the intrinsic factors. The study found that higher employee satisfaction results in improved performance. Rakiro (2013) found in a different study titled *Effects of Institutional Teacher Reward Systems on Students' Performance in Kenya Certificate of Secondary Education in Rongo District, Kenya*, that the use of financial incentives by school administrations to reward teachers has an impact on students' academic performance. Students' performance is also influenced by teachers' benchmarking excursions, group- and individual-based awards, and promotions. According to the data, teachers' motivation is crucial to their classroom performance and their students' overall academic growth.

There is at present a lack of knowledge regarding what motivates or demotivates police officers at work today (Honest, 2020). Some scholars have studied particular factors that encourage police to carry out their duty. A chance to be innovative, a sense of achievement, satisfaction of employing talents, and training are some of these components (Uronu & Lameck, 2011). Additionally, Chapman and Rich (2018) listed the following as the primary drivers of officer motivation: money, actual work, work ethics, advancement, and better physical circumstances.

This study, therefore made an effort to investigate the factors that prevent police officers from performing at the highest level in terms of upholding law and keeping public order. The effect of both intrinsic and extrinsic incentives was discussed in this study using Maslow's (1943) hierarchy of needs theory. The moderating influences are knowledge and skills. The argument made here is that performance tends to vary among police officers depending on their degree of knowledge and

abilities in the workplace, regardless of whether extrinsic or intrinsic motivation is used.

1.3 Statement of the Problem

The government, through the Tanzania Police Force, is responsible for ensuring the safety of all citizens. The TPF staff is expected to operate at the highest degree of proficiency and professionalism. Criminal activity has increased daily despite government efforts to improve the Police force's operations, and performance continued to degrade (Barasa, 2017). The Quarterly Crime Report for September to December 2019 shows an increase in robberies, the trafficking of fatal narcotics, moral offences, and crimes against people compared to the same time last year. In comparison to the 592,871 events reported to the police in 2018, there was an increase of 1,068 criminal cases submitted to the police at that time, representing a 2% increase (Tanzania Police Crime Report 2019). Even though Tanzanian police force officers play a crucial role in security issues, the problems that caused this poor performance have not been sufficiently addressed or comprehended. To facilitate service delivery, the Tanzanian government has made investments in the provision of necessary resources, equipment, training, software, and supplies (Aiko, 2015; Lukosi, 2015). Despite these initiatives, the relationship between Tanzanian police force performance and motivation tactics has not been fully examined, which hurts performance. To better understand how motivational tactics affect TPF employees' performance, research is being sought. While employee commitment was the focus of other studies (Elwini, 2019; Bamanyisa, 2018), the current study focused on

performance in connection to motivational tactics. In contrast to earlier studies, the current study placed an equal emphasis on extrinsic and intrinsic incentive tactics.

1.4 General Objective

The general objective of this study was to examine the effect of motivation on Tanzania police force officers' performance at Dodoma regional police; and the mediating role of knowledge and skills.

1.5 Specific Objectives

- i. To determine the effect of extrinsic motivation on Police performance
Dodoma Regional Police
- ii. To assess the effect of intrinsic motivation on Police performance Dodoma
Regional Police
- iii. To determine the effect of knowledge and skills after controlling extrinsic and
intrinsic motivation on Police performance at Dodoma Regional Police.

1.6 Hypothesis

H₁: There is a positive relationship effect of extrinsic motivation on Police performance at Dodoma Regional Police

H₂: There is a positive relationship effect of intrinsic motivation on Police performance at Dodoma Regional Police

H₃: There is a positive relationship effect of knowledge and Skills on Police performance at Dodoma Regional Police

1.7 Significance of the Study

Given that employee rewards in the public sector are essential to the survival of firms in a fiercely competitive business environment, the significance of this study can be attributed to the fact that its findings will greatly improve employee benefits. The results of this study are anticipated to shed light on the causes of some reward methods' detrimental effects on public sector employees' performance and, in turn, offer the optimal incentive strategies that might improve public sector employees' performance. Few academics have looked at the situation of public sector organizations, despite the extensive research on the effect of incentives in private sector companies. To ascertain the impact of incentive systems on the achievement of Tanzania Police Force staff members at Dodoma Regional Police, it was required to conduct the current study. The study's conclusions are anticipated to help decision-makers develop public motivational methods. By offering a body of information on reward strategies and their impact on public sector employees' performance, the study's findings may be of use to the academic community. These results will also serve as a foundation for future studies on the impact of incentive programs on employee performance in public sectors.

1.8 Scope of the Study

The research context; The study focused on the Tanzania Police Force, specifically within the context of Dodoma Regional Police. The research aimed to examine the effect of motivation on police officer performance while considering the mediating role of knowledge and skills. Participants; The study focused on the Tanzania Police Force, specifically within the context of Dodoma Regional Police. The research aims

to investigate the impact of motivation on police officer performance while considering the mediating role of knowledge and skills.

1.9 Organization of the Study

This dissertation is structured into five main chapters: Chapter One introduces the research topic. Chapter Two provides a comprehensive review of the relevant literature. Chapter Three outlines the research methodology that was employed. Chapter four presents the results and the discussion, and Chapter five presents the conclusion and recommendations. In addition, the dissertation includes appendices that contain the interview guide, questionnaire, and references.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

The chapter included definitions of key terminology and a survey of the theoretical literature that connects Maslow's theory to this investigation. Here, we also report on the empirical literature evaluation, the research gap, and the conceptual framework.

2.2 Definition of Key Concepts

Key terms for extrinsic motivation, motivation that is intrinsic, knowledge and abilities for police officers, and police performance were provided.

2.2.1 Motivational Strategies

Education is one of several fields of social science where the concept of motivation can be used. Many common themes can be found in the contemporary theories of motivation used in education, including (a) that motivation involves cognitions, behaviors, and affects; (b) that learners construct their motivational beliefs; (c) that motivation is inversely related to learning, achievement, and self-regulation; (d) that motivation contains personal, social, and contextual variables; (e) that motivation shifts as an individual develops; and (f) that motivation reflects differences among individuals, groups, and societies. The concept that motivation underlies human action is framed by the motivation's common motifs (Schunk et al., 2014).

Techniques that encourage an individual's goal-related behaviour are known as motivational tactics. Since human behaviour is fairly complicated, there are many

different ways to encourage it. Practically any influence to which an individual is exposed may have the capacity to do so.

2.2.2 Extrinsic Motivation

Extrinsic awards are given outside of the organization. They are valued gifts given to somebody by another person, usually a boss or a manager at a higher level. Pay rewards, promotions, time off, unique assignments, office fixtures, trophies, verbal praise, and more are typical workplace examples. Extrinsic incentives always serve as a motivational stimulus that is external to the individual (Reiss, 2012).

2.2.3 Intrinsic Motivation

Self-administered intrinsic rewards are offered. Consider the "natural high" one might get after finishing a task. Because of her sense of competence, personal growth, and self-control in her profession, that individual feels happy. Intrinsic incentives' motivational stimulation is internal and independent of others' actions, in contrast to external incentives (Fishbach & Woolley, 2022).

2.2.4 Knowledge and Skills of Police Officers

According to Bondarenko, et al. (2020), words like bold and heroic might come to mind when considering the top qualities of a police officer. After all, the public's sense of safety comes from police officers. They are the experts who react to local emergencies and dangers. They aim to safeguard residents and their communities against harm and assist in keeping criminals off the streets. Officers must have a variety of skills in addition to strength and bravery to excel at their profession, which

is not an easy one. Police work is a physically, psychologically, and emotionally taxing profession. The following are a few of the most crucial characteristics that an officer in law enforcement must have: physical condition, Sound judgment, problem-solving abilities, communication abilities, and interpersonal abilities are all essential. a strong sense of morality, compassion, empathy, and regard for others, commitment to the community excellent initiative and persistence, the capacity to reason and bargain, being calm and composed under pressure, having patience and tolerance, agility, both mental and physical (Guimares, et al. & Molinari, 2022) Teamwork and legal knowledge.

2.2.5 Police Performance

Commonly used direct indicators of police success are crime rates, arrest and fine counts, clearing rates, and call response times. Surveys, direct observation of social behaviour, situational studies, and independent testing are a few examples of indirect measurements of police performance (Tengpongsthorn, 2017).

2.3 Theoretical Literature Review

2.3.1 Hierarchy of Needs Theory

This hypothesis explains the needs that each person acquires at various rates. According to Maslow (1954), five levels of needs must be met by each individual before they can go on to the next level. 2006 (Dwivedi). Only a small percentage of persons reach the degree of self-actualization, by Abraham Maslow's hypothesis. By working for the company, which gives them their salaries and wages each month and also satisfies demands like safety and respect, the employees can fulfil their wants.

Employees are provided with benefits like health insurance and plans for retirement in addition to occupational safety, and they can meet their emotional requirements thanks to the establishment of positive internal relations with nearby external employees, the creation of a comfortable working environment, and an effective structure for communication between them and their managers. Employee motivation will come from the company's team-building activities, which involve coming together, exchanging ideas, and communicating. The retention of incentives by the senior management to their juniors includes praising them even in front of other employees for a job well done, promoting them for their hard work and experience, and providing them leadership positions within the company, all of which assist in boosting employee self-esteem. Self-actualization involves being creative and having the ability to handle problems. This study is relevant because it establishes a connection between the national police service's working environment, payment, and knowledge and skill level.

The theory has some strengths, Maslow's hierarchy is simple and intuitive, making it easy for people to understand and relate to. The concept of different levels of needs arranged in a pyramid is a straightforward way to conceptualize human motivation. The theory provides a comprehensive framework for understanding human motivation. It organizes a wide range of human needs into a structured hierarchy, from basic physiological needs to higher-order psychological needs, and ultimately to self-actualization. The hierarchy suggests a logical progression of needs, with lower-level needs needing to be satisfied before higher-level needs become

motivating factors. This hierarchy can help explain why people prioritize certain needs over others.

One of the primary criticisms of Maslow's theory is the lack of empirical support. Many of the concepts in the hierarchy, such as the specific order and universality of the needs, have not been consistently supported by research. Additionally, Maslow based much of his theory on his own observations and case studies, which may not be generalizable to all individuals and cultures. Moreover, Maslow's hierarchy presents a rigid, step-by-step progression of needs, implying that one need must be satisfied before another can emerge. In reality, people often have multiple needs at different levels that can be active simultaneously. The hierarchy may oversimplify the complexity of human motivation.

2.4 Empirical Review

The empirical review is based on the worldwide review, African context review and Tanzania context review.

2.4.1 World Wide Context Review

The Effect of Motivation on Staff Performance through Organizational Culture in Indonesia was investigated by Anisya, Supriyanto, and Ekowati (2021). Through factors relating to the organizational culture at the Pasuruan City Civil Service Police Unit, the study seeks to ascertain the impact of motivation on worker performance. The study is an explanatory one to test the hypothesis regarding the impact of motivation on worker performance and the culture of the organization. This study makes use of a non-probability sampling technique called saturated sampling

(census) along with quantitative data analysis, path analysis, and a standard assumption test. All 104 workers of the Pasuruan City Civil Service Police Unit served as the population and sample for this study. The study's findings show that (1) employee motivation has a direct and significant impact on performance, (2) employee motivation has a direct and significant impact on organizational culture, (3) organizational culture has a direct impact on performance, and (4) organizational culture can mediate indirectly between employee motivation and performance.

Impact of Motivational Factors on Motivation of Police Force: A Case Project of the Punjab Police in India was investigated by Shahid, Haq, Iqbal, and Munir (2020). A survey approach was employed to examine the effects of recognized motivating factors on employee motivation. 306 respondents—security force personnel—were given questionnaires with five-point Likert scale questions. The findings showed that the motivation of the police force was significantly impacted by the following motivating factors: working conditions, opportunities for professional development, peer/fellow relationships, salary, and organizational policies. However, it was not found to be important elements like recognition, the nature of the work, or the supervisor's function. This study's findings suggest that to improve employee performance, employers should carefully analyze the elements that motivate their workforce because they tend to vary depending on the workplace situation. The current study may prove to be a useful contribution to police department policymakers and aid in their comprehension of the motivating requirements of staff members in various projects of the Punjab police.

Aliusman, Sampat, and Guimba-Basher, (2018) studied reassignment and its effects on motivation and job performance among selected police commissioned officers (PCOs) in Lanao del Sur, Philippines. Frequency Percentage, Weighed Mean, and Pearson's Correlation were used to analyze the data. Pearson Correlation was used for testing the relationship of the respondent perception of Reassignment affecting Motivation and Job Performance. Correlation analysis showed no significant relationship between Personal and Social Factors to motivation and job performance on Duty and Field Assignments. There was no significant relationship between all five motivation factors to motivation and job performance on After Activity Reports.

2.4.2 African Context Review

In a case study of the Kenyan county of Migori, Gati & Atambo (2017) investigated the impact of reward schemes on staff efficiency in a public institution. The research design for the study was a descriptive case study. 734 respondents were included in the sample, which was chosen using a stratified random sampling technique. The goal of the study was to determine whether the county government uses incentive programs to spur workers to deliver services to the public. According to the study's findings, reward systems have a favourable and significant impact on an organization's employee performance. The report advised firms to implement reward schemes to boost worker performance. The study concentrated on how professional development, acknowledgement, advancement, and perks as types of reward strategies affected employee performance. The study was only conducted in Migori County, thus it's possible that the results cannot be applied to all of Kenya's counties.

A research project on motivational tactics for Kenyan public sector employees was conducted by Kiprop (2017). The study's goal was to provide motivational tactics for Kenya's public sector employees. The study was conducted to ascertain the degree to which public-sector executives were in agreement or disagreement that the study's suggested employee motivation tactics would be successful in their organization. The research investigation also attempted to assess the level of inspiration in the government sector and pinpoint the present motivating techniques employed in Kenya's public sector. Based on the study's findings, an integrated model for improving employee motivation in organizations was created, and it was advised that public sector organizations embrace the model in its totality to raise employee motivation levels overall.

2.4.3 Tanzania Context Review

Effect of Motivation on Employee Performance in Tanzania Police Force: The Case of Criminal Investigation Department in Dar es Salaam Tanzania was researched by Msirikale (2021). The study used a cross-sectional methodology, quantitative approach, descriptive design, and survey research design. Data were gathered from a sample of 75 respondents, drawn from a population of 300 people, using primary data and questionnaires. With the help of the Statistical Package for Social Science (SPSS), the acquired data were examined using descriptive analysis, correlational analysis, and multiple regression analysis. According to the study, the personnel of the Criminal Investigations Department in Dar es Salaam (CID HQ) lack motivation in terms of perceived justice, monetary motivation, and non-monetary motivation. The compensation, perks, allowances, conditions of employment, opportunities for

promotion, fair and equitable treatment, the fair and transparent processing of promotions, and the accessibility of transportation to perform their duties are all considered unsatisfactory by employees. The investigation concluded that CID HQ Dar es Salaam lacks sufficient motivation to affect employee performance. To improve working conditions, promotion opportunities, equal treatment, and the promotion process' transparency, the study advised the government and TPF management to raise employee salaries and pay as well as benefits and allowances.

The investigation concluded that CID HQ Dar es Salaam lacks sufficient motivation to affect employee performance. To improve working conditions, promotion opportunities, equal treatment, and the promotion process' transparency, the study advised the government and TPF management to raise employee salaries and pay as well as benefits and allowances. The outcome, however, demonstrates that staff members are not happy with these motivational techniques because not everyone benefits from them, for instance, housing perks are only available to senior cadres. Additionally, the results showed that employees' performance was increased by non-financial motivation (recognition). Finally, the study found a critical need to update HR and motivation policies to deal with the current scenario and resolve issues that staff members encounter while carrying out their jobs.

Williams, and Matoka. (2023) studied on effect of promotion on job satisfaction among police officers in Tanzania the study used a descriptive approach to case study design and a quantitative methodology. The study used 194 samples obtained from a population of 500 police officers working at Arusha Central. Simple random sampling was applied. Data from a drop-and-collect method was gathered using

structured questionnaires. Data were analyzed using descriptive statistics as well as linear regression. According to the study, promotions are statistically significant and positively correlated with law enforcement personnel's job satisfaction. According to the study, objective promotion decisions should be made and opportunities should be presented to capable police officers at the appropriate moment to increase workplace satisfaction. It means that performance-based promotion is advocated to increase police officers' motivation and job satisfaction.

2.5 Research Gap

Although there are a few studies conducted on the effect of motivational strategies on police performance, most have predominantly focused on the Western world. The studies disclosed several motivational strategies; however, they focused on individual effects like working conditions, compensation and legal framework on their promotions and relationship between their internal relationships (Msirikale, 2021; Anisya, Supriyanto, &Ekowati, 2021). Rather this study has encompassed them into the broad categories of extrinsic and intrinsic motivational strategies (Shahid, Haq, Iqbal, &Munir, 2020). Further none of the studies included skills and knowledge as moderating effects of the two motivational strategies. Hence this makes it the gap.

2.6 Conceptual Framework

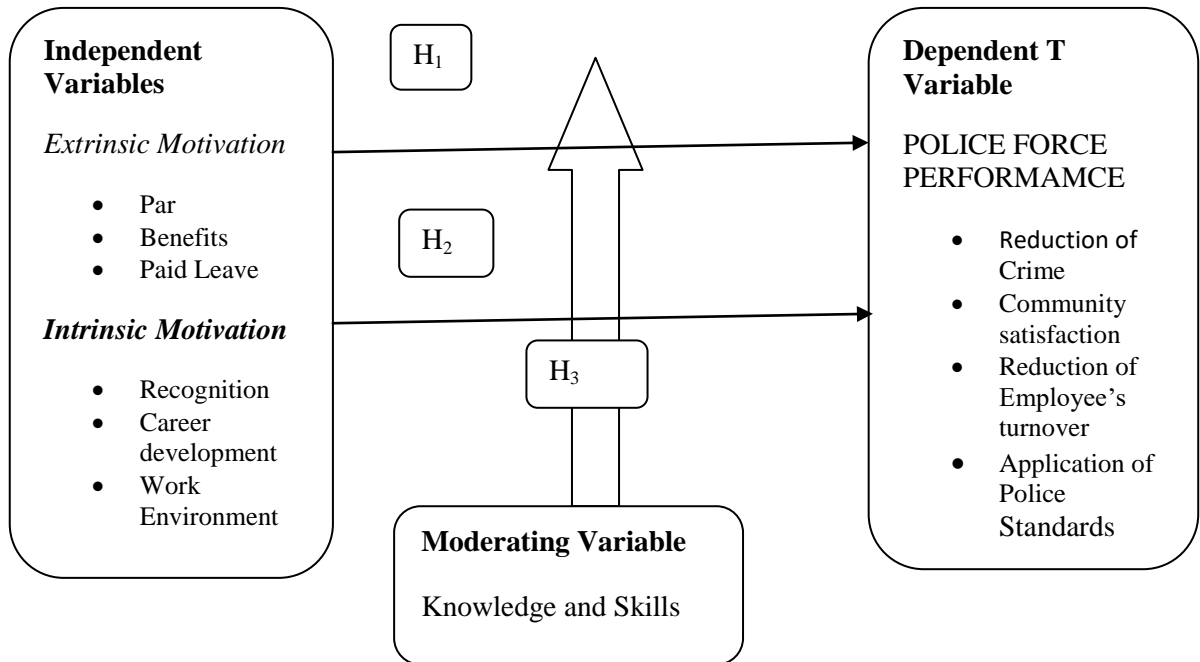


Figure 2.1 Conceptual Framework

2.7. Theoretical Framework

Motivation is a critical factor influencing the performance of police officers. This section explains the theoretical relationship between motivation and police officer performance with the moderating effect of knowledge and skills.

2.7.1 The Relationship Effect of Extrinsic Motivation on Police Officers' Performance at Dodoma Regional Police

According to the Expectancy Theory, individuals are motivated to perform better when they believe that their efforts will lead to successful outcomes (performance) and that these outcomes will be rewarded (extrinsic rewards) (Estes, & Polnick, 2012). In the context of police officers, when they perceive that their hard work,

dedication, and adherence to the rules and regulations of the force will lead to tangible rewards, such as promotions, salary increments, or recognition, they are more likely to be extrinsically motivated to perform at their best.

H₁: There is a positive relationship effect of extrinsic motivation on Police officer performance at Dodoma Regional Police

2.7.2 The Relationship Effect of Intrinsic Motivation on Police Officers' Performance at Dodoma Regional Police

Self-determination theory posits that individuals have innate psychological needs for autonomy, competence, and relatedness (Matusitz & Martin, 2013). When these needs are satisfied, individuals are more intrinsically motivated and experience greater well-being. In the context of police work, officers who are given some autonomy in decision-making, are provided with opportunities to develop their skills (competence), and have positive relationships with colleagues and the community (relatedness) are more likely to be intrinsically motivated to perform well.

H₂: There is a positive relationship effect of Intrinsic motivation on Police officer performance at Dodoma Regional Police

2.7.3 The Relationship Effect of Knowledge and Skills after Controlling Extrinsic and Intrinsic Motivation on Police Officers' Performance at Dodoma Regional Police

Understanding the relationship between knowledge and skills and police officers' performance while controlling for extrinsic and intrinsic motivation involves

considering various psychological and organizational theories (Pee & Lee, 2015). Human capital theory asserts that investments in education, training, and skill development lead to increased productivity and performance. Knowledge and skills represent a significant component of human capital. When police officers are equipped with relevant training and continuous skill development, they are better prepared to handle complex situations, make informed decisions, and execute their duties effectively. These enhanced capabilities can contribute to improved performance.

H₃: There is a positive relationship effect of knowledge and Skills after Controlling Extrinsic and Intrinsic Motivation on Police offers performance at Dodoma Regional Police

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

The location of the study, the population sample, the research design, the research philosophy, the research approach, the data collection processes, the processing of information and analysis methods, the research timeline, and the overall budget are all covered in this chapter.

3.2 Research Philosophy

This is a general notion of what makes for good research, or research guiding concept. Positivism, Interpretivism, and analytical thinking (pragmatism) are three categories of research philosophies, according to Mackenzie and Knipe (2006). According to positivists, effective research should be conducted independently. The most quantitative and descriptive study makes use of this. As a result, positivism was used as a philosophy in this study.

3.3 Research Approach

For its research, this study used a quantitative methodology. While qualitative research focuses on phrases and their significance, quantitative study deals with figures and statistics. By methodically gathering and evaluating data, quantitative approaches enable you to test a theory, whereas qualitative methods provide an in-depth exploration of concepts and experiences (Kibacho, 2019). This was accomplished through the use of research plans and processes that cover everything from general hypotheses to specific techniques for gathering, analyzing, and interpreting data.

3.4 Research Design

A research design is a methodical procedure used by a researcher to carry out a scientific investigation. It is the overall synchronization of the data and identifiable components that produces a believable output. The design has to adhere to a strategy methodology in keeping with the selected research. A case study with an explanatory design was used. According to Wilkins, (2011), the research design refers to a logical plan that leads a research study to solve a research problem. That is, a research design is a theoretical structure from which the research was conducted. Is a plan for obtaining, measuring and analyzing data?

3.4.1 Area of the Study

The area of the study was Dodoma regional police. It is chosen because there have been studies on motivation strategies; however, none has ever been done on this case study. Secondly, it's the strategic importance of Dodoma police. Dodoma is the capital of Tanzania; hence it requires police who are motivated and committed to their duties.

3.4.2 Population of the Study

According to table 3.1, the study population for this investigation includes all police officers at Dodoma Region based on the section they work. Districts are not necessary because they are rotated frequently. Currently, there are 2013 police officers in the Dodoma region.

Table 3.1 Population of the Study

S/N	SECTION	NUMBER	PERCENTAGE (%)
	General Duties	700	38%
	Field Force Unit (FFU)	400	20%
	Criminal Investigation Department (CID)	340	17%
	Bunge	200	10%
	Workshop	50	3%
	Health	100	5%
	Traffic	1500	75%
	Dog Section	20	1%
	Regional Police Office	23	1%
	TOTAL	2013	100%

Source: Regional Police Commanders Office, (2023)

3.4.3 Sample and Sampling Techniques

The number of people picked from the entire population as a representative sample is known as the sample size. To determine the sample size, convenience sampling and simple random sampling techniques were used (Stratton, 2021). A non-probability sampling technique called convenience sampling gathers data from subjects who are conveniently available to take part in the study. Using Yamane's (1967) formula, the sample size for this investigation was also calculated, as shown below. $n = \frac{N}{1+N(e)^2}$

Where N- denotes the total population

n- Displays the sample responder

e - Presents the sampling error (0.05),

N=1500 from the research area, whereas e=0.05.

Therefore, $n = \frac{N}{1+N(e)^2}$

$$n = 2013/1+2013(0.05)^2$$

$$n = 2013/4.75$$

$$n = 334$$

Therefore, the Sample Size is **334**

Table 3.2 Sample Size

S/N	SECTION	Population	Sample
	General Duties	$700 \times 334 \div 2013$	116
	Field Force Unit (FFU)	$400 \times 334 \div 2013$	67
	Criminal Investigation Department (CID)	$340 \times 334 \div 2013$	56
	Bunge	$200 \times 334 \div 2013$	33
	Workshop	$50 \times 334 \div 2013$	9
	Health	$100 \times 334 \div 2013$	18
	Traffic	$150 \times 334 \div 2013$	28
	Dog Section	$20 \times 334 \div 2013$	3
	Regional Police Office	$23 \times 334 \div 2013$	4
	TOTAL	Population = 2013	Sample =

Kothari (2008) asserts that samples with 60 or more figures constitute excellent examples of an appropriate sample for social science inquiries. As a result, the 334 police officers' sample had a better chance of succeeding in my research because it was chosen based on a variety of variables including education, gender, work experience, and age.

3.4.4 Sampling Frame

The sampling frame of this study was all members of the police force at Dodoma regional police. The study involved constables, corporals, sergeants, inspectors,

superintendents and commissioners. Also, it encompassed all sections like General duties, CID, FFU, Health, workshop, Dog section, Bunge and Traffic units.

3.4.5 Measurement Variables

Anything that can change is referred to as a variable. Independent and dependent variables are both possible. In an experimental investigation, an independent variable is assumed to be a cause (Campbell, 2014). The motivation strategies (Extrinsic motivation, intrinsic motivation and knowledge and skills) are independent variables while police force performance is the dependent variable

Table 3.2 Measurement Variables

Research Objective	Independent Variables	Dependent Variable	Descriptive Tools	Inferential Tools
To determine the effect of extrinsic motivation on Police performance Dodoma Regional Police	Motivation Strategy	Police performance	Mean, frequencies, percentages.	Correlation coefficient, Simple/multiple linear regression, ANOVA
To assess the effect of intrinsic motivation on Police performance Dodoma Regional Police	Motivation Strategy	Police performance	Mean, frequencies, percentages	Correlation coefficient, Simple multiple linear regression, ANOVA
To determine the effect of knowledge and skills on the Dodoma Regional Police	Motivational Strategy	Police performance	Mean, frequencies, percentages.	Correlation coefficient, Simple multiple linear regression, ANOVA

Source: (Researcher, 2023)

Furthermore, ordinal scales were utilized as measurement units in the Likert Scale, such as (1=Strongly Disagree 2= Disagree). 3=neither Disagree nor Agree 4=Disagree Agree 5=Strongly Agree

3.5 Data Collection and Instruments

The researcher carefully delivered the questionnaire to the selected respondents to ensure a good response rate and sufficient coverage of the available institutions. The researcher initially met with the heads of the selected departments to make a formal introduction and solicit collaboration from the entire team. Questionnaires were given later for individuals who chose to complete it on their own, and they were collected after a few weeks. The return rate for the questionnaires and overall cooperation from oral responders should be around 95% after this activity is completed.

3.6 Data Analysis

Descriptive statistics was used in data analysis where minimum, maximum, means and standard deviations are presented. SPSS Software Version 26 were used. Inferential statistics which are Pearson Correlation coefficient, and multiple linear regression analysis were used (Ludbrook, 2010). The frequency tables were used to present the data analysis and presentation for quantitative data.

3.7 Regression Models

The study employed two regression models. Model I incorporated only the dependent variables extrinsic motivation and Intrinsic motivation while model II incorporated the two independent variables and also the moderating variable Knowledge and skills.

3.7.1 Regression Model I

The following formula is used to make assumptions about the study's model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where;

Y = dependent variable representing Police performance

X₁, and X₂, represent independent variables that were

Extrinsic motivation = X₂ = intrinsic motivation,

β₀ = Is the independent variable's constant value. The regression coefficients of

e = the error term in a statistical model is represented by the letter e. (residual). It achieves statistical perfection by distinguishing between the theoretical value of the model and the actual observed result. Kent (2019).

3.7.2 Regression Model II

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where;

Y = dependent variable representing Police performance

X₁, and X₂, represent independent variables that were

Extrinsic motivation = X₂ = intrinsic motivation, and X₃ is the moderating variable (Knowledge and Skills)

β₀ = Is the independent variable's constant value. The regression coefficients of

e = the error term in a statistical model is represented by the letter e. (residual). It achieves statistical perfection by distinguishing between the theoretical value of the model and the actual observed result. Kent (2019).

3.8 Regression Assumptions

Ordinary Least Square (OLS) regression assumptions are typically taken into account in a basic regression equation. The key presumptions were examined to ensure that

the data met the requirements for analysis to meet the goals of the regression analysis. Five underlying presumptions of the Ordinary Least Square were examined (Green, 2008; Park, 2011). These include multicollinearity, homoscedasticity, outlier, linearity, and normalcy.

3.8.1 Linearity Assumption

The relationship between the independent variables must be linear for regression to occur. For each increment of the predictor, the mean value of the outcome variables follows a straight line. Using P-P plots to determine where they fall along the diagonal line, this assumption is verified.

3.8.2 Normality Assumption

The linear regression model presupposes a normally distributed distribution for the regression residuals (differences between observed and predicted values). Checking for normalcy is done using the histogram. The bell-shaped distribution of residuals, with a mean near 0 and an SD close to 1, should be seen, demonstrating a normal distribution of residuals.

3.8.3 Outlier Assumption

Regression assumes that residual values outside of the histogram's 3 are outliers. Tabachnick and Fidell (2007), who contend that any number outside the range of $|3|$ constitutes an outlier, endorse this. Typically, outliers skew estimations of parameters like mean. Outliers may also alter the sum squares to appear outlier-like. Typically, some squares are employed to calculate the standard error. Therefore, the

standard error is probably also impacted if the sum square is biased. Bias in the confidence interval. Once a problem is discovered, the case value must be deleted.

3.8.4 Homoscedasticity Assumption

Regression assumes that the error term's variance is consistent for all values of the independent variables. To determine if points are evenly distributed rectangularly across all values of the independent variables, one must plot the standardized residuals (also known as scatter plots) vs. the projected values. The data is homoscedastic if the scatter plots have a cone-shaped pattern. Using the Ahmad Daryanto plugin for SPSS, a heteroscedasticity robust standard error is employed to regulate it.

3.8.5 Multicollinearity assumption

Multiple regressions assume that the data are not multicollinear and that there is no significant correlation between the independent variables. The presence of multicollinearity was examined using the Variance Inflation Factor (VIF) values. Finding the factors that are contributing to the multicollinearity danger and eliminating them with a VIF mean cuff threshold of 5 are potential solutions (Craney & Surles, 2002).

3.9 Validity

The term "validity" refers to how well the data collected in the study accurately represents the variables. To put it another way, how accurate and useful are the data about the outcomes? External validity of the research instrument (questionnaire) was

maintained through pre-testing of the research instruments. Before moving on to the actual field activity, a pilot test was conducted on the same research equipment with a separate but homogeneous sample of 15 respondents. Content, structural, and scale validity comments were generated by the pretest and included in data collection instruments. To ensure that data validity is maintained, the Content Validity Index (CVI) was employed.

3.10 Reliability

Statistical reliability tests are used to assess the consistency, stability, and accuracy of measurements, data, or instruments. These tests help determine whether the data or measurements are trustworthy and can be used with confidence in various analyses or decision-making processes. Cronbach's alphas were calculated using a scale test and compared to the industry standard cut-off point of 0.7. According to Field (2005) and Pallant (2013), a Cronbach's alpha greater than 0.7 indicates the instrument's internal consistency.

Table 3.3 Reliability Test Results

S/N	Variable	Number of Items	Cronbach's Alpha
1	Extrinsic Motivation	5	.869
2	Intrinsic Motivation	5	.739
3	Knowledge and Skills	6	.814
4	Police Officers Performance	6	.873

Source: Data Analysis, (2023)

3.11 Ethical Considerations

Rani and Sharma (2012) raised several good ethical points. The first is that of participant accountability: Participants include everyone who is directly or indirectly

involved in the research process. They have four rights that the researcher must protect: (a) their right to privacy; (b) their anonymity; (c) their confidentiality; and (d) their right to be free from harm, treachery, or deception. When evaluating the rights of participants, keep the following points in mind. (a) The researcher should treat everyone involved in the research process with respect.

CHAPTER FOUR

RESEARCH FINDINGS ANALYSIS AND DISCUSSION

4.1 Overview

The chapter presents and discusses the findings on the effect of motivation on members of police performance at Dodoma Regional Police in Tanzania. Three specific objectives were pursued to establish the effects of motivation on members of police performance. Chapter four has been divided into sections representing the task done. 4.1 is an overview of what is covered in this chapter. Section 4.2 describes the demographic characteristics, section 4.3 describes the variables and indicators, and presents descriptive statistics, reliability and correlation among constructs are in section 4.4. section 4.5 presents the regression assumptions for the two regression models, this is because the study has moderating variables (knowledge and skills). Section 4.6 presents multiple regression analysis for the two models and last is section 4.7 whereby a critical discussion of the finding is carried out.

4.2 Demographic Characteristics Results

Police force members' demographic characteristics are presented. The demographic contribution to how people perceive motivation dependent on age, gender, education level, their rank in the police force, the unit where they work and their experience working at the police force.

4.2.1 Age of the Respondents

Table 4.1 presents the age characteristics of the police respondents. The majority of people in the data set are between 31 and 40 years old, making up 44.3% of the total.

The second largest age group is 21-30 years old, making up 21.3% of the total. The third largest age group is 41-50 years old, making up 27.2% of the total. The smallest age group is 51 and above, making up 6.0% of the total.

One possible interpretation of the data is that it represents a working-age population. The majority of people in the data set are between 31 and 40 years old, which is the typical age range for people who are employed and have established their careers. The second largest age group is 21-30 years old, which is the age range for people who are just starting their careers.

Table 4.1 Age of the Respondents

		Frequenc y	Per cent	Valid Percent	Cumulative Percent
Valid	18-20	4	1.2	1.2	1.2
	"21-30"	71	21.3	21.3	22.5
	31-40	148	44.3	44.3	66.8
	41-50	91	27.2	27.2	94.0
	51 and above	20	6.0	6.0	100.0
	Total	334	100.0	100.0	

Source: Field data (2023)

4.2 2 Gender of Respondents

Table 4.2 shows the gender distribution among the respondents. There is a slightly higher number of females (55.4%) than males (44.6%) in the data set. The data set is relatively gender-balanced, with a difference of only 10.8% between the two genders. Overall, the gender characteristics of the data suggest that it represents a relatively gender-balanced population.

Table 4.2 Gender of Respondents

		Frequency	Per cent	Cumulative Percent
Valid	male	149	44.6	44.6
	female	185	55.4	100.0
	Total	334	100.0	

Source: Field data (2023)

4.2.3 Education Level of the Respondents

Table 4.3 shows the education characteristics of the respondents. The majority of respondents (50.9%) have a degree. The next largest group of respondents (30.5%) have a diploma. 14.1% of respondents have a certificate, and 4.2% have a master's degree. Only 0.3% of respondents have a PhD. This data suggests that the respondents are generally well-educated. The majority of respondents have at least a degree, and a significant number have a master's degree or higher. Therefore, overall, the education characteristics of the data suggest that the respondents are a well-educated and motivated population. This information could be useful for businesses or organizations that are trying to reach this population.

Table 4.3 Education Level of the Respondents

		Frequency	Per cent	Cumulative Percent
Valid	Certificate	47	14.1	14.1
	Diploma	102	30.5	44.6
	Degree	170	50.9	95.5
	master	14	4.2	99.7
	PhD	1	.3	100.0
	Total	334	100.0	

Source: Field data (2023)

4.2.4 Force Rank of the Respondents

Table 4.4 shows the rank distribution among respondents. the majority of police officers (49.1%) are noncommissioned officers. This is followed by commissioned

officers (37.7%) and senior commissioned officers (13.2%). One possibility is that it reflects the different types of roles and responsibilities that police officers have. Noncommissioned officers are typically responsible for frontline policing duties, such as responding to calls for service and conducting patrols. Commissioned officers are typically responsible for supervisory and management roles. Senior commissioned officers are typically responsible for leadership roles within the police department.

Another possibility is that the data reflects the different levels of experience and training that police officers have. Noncommissioned officers are typically new to the police force and have less experience. Commissioned officers have more experience and training, and are typically responsible for more complex tasks. Senior commissioned officers have the most experience and training and are typically responsible for the most senior positions within the police department.

Table 4.4 Force Rank of the Respondents

		Frequency	Per cent	Cumulative Percent
Valid	Noncommissioned Officer	164	49.1	49.1
	Commissioned officer	126	37.7	86.8
	senior Commissioned Officers	44	13.2	100.0
	Total	334	100.0	

Source: Field data (2023)

4.2.5 Respondent's Working Unit

Table 4.5 shows the respondent units of work. The results show the four most common units are general duties (29.6%), FFU (29.3%) CID (9.0%) and Dog Unit

(11.1%). The other units, such as workshop and engineering, Bunge, Health, and Regional Police Office, make up a smaller percentage of the total police force.

The data reflects the different types of police work that need to be done. General duties officers are typically responsible for a wide range of tasks, such as responding to calls for service, conducting patrols, and investigating crimes. FFU officers are typically responsible for public order duties, such as responding to protests and riots. CID officers are typically responsible for investigating serious crimes, such as homicides and robberies. Dog Unit officers are typically responsible for using dogs to assist with police work, such as tracking suspects and detecting drugs.

Table 4.5 Respondent's Working Unit

		Frequency	Per cent	Cumulative Percent
Valid	General Duties	99	29.6	29.6
	CID	30	9.0	38.6
	FFU	98	29.3	68.0
	Dog Unit	37	11.1	79.0
	workshop and engineering	42	12.6	91.6
	Bunge	16	4.8	96.4
	Health	8	2.4	98.8
	Regional Police Office	4	1.2	100.0
	Total	334	100.0	

Source: Field data (2023)

4.2.6 Experience working in the Police Force

Table 4.5 shows the experience distribution among police officers. It shows that the majority of police officers (58.1%) have between 6 and 15 years of experience. This is followed by officers with 1-5 years of experience (24.3%), 16-20 years of experience (8.4%), and above 20 years of experience (6.3%). The results suggest that

the police force is relatively well-experienced. The majority of officers have at least 6 years of experience, and a significant number of officers have more than 10 years of experience. This could be due to several factors, such as the fact that the data was collected from a variety of sources, including schools and businesses.

Another possible interpretation of the data is that it represents a population of police officers who are committed to their careers. The fact that the majority of officers have at least 6 years of experience suggests that they are motivated to stay in the police force and develop their skills.

Table 4.6 Experience working in the Police Force

		Frequency	Per cent	Cumulative Percent
Valid	1-5yrs	81	24.3	24.3
	6-10yrs	113	33.8	58.1
	11-15yrs	91	27.2	85.3
	16-20yrs	28	8.4	93.7
	above 20yrs	21	6.3	100.0
	Total	334	100.0	

Source: Field data (2023)

4.3 Variable Descriptive Statistics Results

Two independent variables extrinsic and intrinsic motivations were examined on their effect on the dependent variable of police force offers performance at Dodoma regional police office. Moderating variable knowledge and skills was used in this study. Descriptive statistics minimum, maximum, mean and standard deviations were computed. The mean score classification According to Almohtadi and Aldarabah (2021) mean score levels on a scale of 5 are classified as less than 1.5 very low, between 1.5 and 2.5 low, between 2.5 and 3.5 moderate, between 3.5 and 4.5 high and 4.5 to 5 very high.

4.3.1 The Effect of Extrinsic Motivation

Minimum, maximum, mean and standard deviation were computed on the scale of the effect of extrinsic motivation Table 4.7. The mean score classification According to Almohtadi and Aldarabah (2021) mean score levels on a scale of 5 are classified as less than 1.5 very low, between 1.5 and 2.5 low, between 2.5 and 3.5 moderate, between 3.5 and 4.5 high and 4.5 to 5 very high.

Police officers do receive frequent and adequate benefits received the highest score on the scale of the effect of extrinsic motivation ($M = 4.23$, $SD = .905$) followed by Police officers who are paid adequate salary ($M = 4.18$, $SD = .922$). Better pay leads to employee commitment to an organization received the lowest score on the scale of the effect of extrinsic motivation ($M = 3.94$, $SD = 1.055$) followed by Always Police officers do get paid leave without problems ($M = 4.14$, $SD = .855$).

Based on the means, all of the statements were rated favourably, with a mean score of at least 4.0 on a scale of 1 to 5. This suggests that police officers are generally satisfied with their pay, benefits, and working conditions.

Table 4.7 The Effect of Extrinsic Motivation

	Max	Mean	Std. Dev
Police officers are paid an adequate salary	5	4.18	.922
Police officers do receive frequent and adequate benefits	5	4.23	.905
Always Police officers do get paid leave without problems	5	4.15	.855
Better pay leads to employee commitment to an organization	5	3.94	1.055
Normally there are paid meals and other expenses by the police force	5	4.14	.864

Source: Field data (2023)

4.3.2 The Effect of Intrinsic Motivation on Police Performance Dodoma Regional Police

Minimum, maximum, mean and standard deviation were computed on the scale of the effect of extrinsic motivation Table 4.8. The mean score classification According to Almohtadi and Aldarabah (2021) mean score levels on a scale of 5 are classified as less than 1.5 very low, between 1.5 and 2.5 low, between 2.5 and 3.5 moderate, between 3.5 and 4.5 high and 4.5 to 5 very high.

When you do good, you are recognized by superiors and fellow police officers receive the highest score on the scale of the effect of intrinsic motivation ($M = 4.14$, $SD = .880$) followed by there is clear learning and training at the police force ($M = 3.96$, $SD = .963$). There is a clear career development in the police force that received the lowest score on the scale of intrinsic motivation variable ($M = 3.85$, $SD = 1.050$) followed by the work environment at the police force being very attractive ($M = 3.87$, $SD = 1.054$).

Overall, the mean scores for all of the statements are relatively high, suggesting that police officers are generally satisfied with their jobs.

Table 4.8 The Effect of Intrinsic Motivation on Police Performance Dodoma Regional Police

	Min	Max	Mean	Std. Dev
When you do good, you are recognized by superiors and fellow police officers	1	5	4.14	.880
There is a clear career development in the police force	1	5	3.85	1.050
Responsibility by good work design is motivating	1.0	5.0	3.928	.9590
There is clear learning and training at the police force	1	5	3.96	.963
The work environment at the police force is very attractive	1	5	3.87	1.054

Source: Field data (2023)

4.3.3 The Effect of Knowledge and Skills after Controlling Extrinsic and Intrinsic Motivation

Minimum, maximum, mean and standard deviation were computed on the scale of the effect of extrinsic motivation Table 4.9. The mean score classification According to Almohtadi and Aldarabah (2021) mean score levels on a scale of 5 are classified as less than 1.5 very low, between 1.5 and 2.5 low, between 2.5 and 3.5 moderate, between 3.5 and 4.5 high and 4.5 to 5 very high. Every police officer who can perform any duty within the police force received the highest score on the moderating variable knowledge and skills variable (M = 3.99, SD = 1.090) followed by all police officers who are well trained (M = 3.95, SD = .970). All police officers who are well educated received the lowest score on the scale of the moderating variable knowledge and skills (M = 3.79, SD = 1.148) followed by each category of police officer receiving special training depending on their sections (3.83, SD = 1.184). Overall, the mean scores for all of the statements are relatively high, suggesting that police officers generally believe that they have adequate knowledge, skills, and training to perform their duties.

Table 4.9 The Effect of Knowledge and Skills after Controlling Extrinsic and Intrinsic Motivation

	Min	Max	Mean	Std. Dev
Police officer has adequate knowledge and skills to perform their duties	1	5	3.91	.971
All police officers are well-trained	1	5	3.95	.970
All police officers are well-educated	1	5	3.79	1.148
Each category of police officer does receive special training depending on their sections	1	5	3.83	1.184
Training for police force officers is offered free to all police officers	1	5	3.89	1.142
Every police officer can perform any duty within the police force	1	5	3.99	1.090

Source: Field data (2023)

4.3.4 Dependent Variable of Police Performance at Dodoma Regional Police

Minimum, maximum, mean and standard deviation were computed on the scale of the effect of extrinsic motivation Table 4.10. There is a Decrease in crime performance received the highest score on the scale of moderating variable knowledge and skills (M = 3.99, SD = 1.045) followed by the Application of laid down standards and procedures (M = 3.97, SD = 1.076). The police can maintain peace and security received the lowest score on a scale of moderating variable knowledge and skills (M = 3.67, SD = 1.235) followed by the police force has adequate resources to perform their duties more efficiently and effectively (M = 3.83, SD = 1.182).

The results show that police officers generally believe that they are doing a good job. The mean scores for all of the statements are relatively high, suggesting that officers are satisfied with their ability to reduce crime, maintain peace and security, and meet the needs of the community.

Table 4.10 Police Performance at Dodoma Regional Police

	Min	Max	Mean	Std. Dev
There is a Decrease in crime	1	5	3.99	1.045
The community are satisfied with police performance	1	5	3.92	.982
Application of laid down standards and procedures	1	5	3.97	1.076
There is a decrease in traffic offences	1	5	3.87	1.065
The police have the capacity of maintaining peace and security	1	5	3.67	1.235
The police force has adequate resources to perform their duties more efficiently and effectively	1	5	3.83	1.182

Source: Field data (2023)

4.4 Variable Means and Correlation Analysis Results

Table 4.11 shows the mean score for independent variables extrinsic motivation and intrinsic motivation. Also, the moderating variable is knowledge and skills and lastly

the dependent variable Police force officer's performance. The mean score classification According to Almohtadi and Aldarabah (2021) mean score levels on a scale of 5 are classified as less than 1.5 very low, between 1.5 and 2.5 low, between 2.5 and 3.5 moderate, between 3.5 and 4.5 high and 4.5 to 5 very high.

The results show that Extrinsic Motivation Mean is 4.1281, Standard Deviation is 0.72658. The mean extrinsic motivation score for police officers is approximately 4.13, indicating a moderately high level of extrinsic motivation on average. The standard deviation of 0.73 suggests that there is some variability in extrinsic motivation scores among officers, with most scores likely falling within one standard deviation of the mean.

Intrinsic Motivation Mean is 3.9485, Standard Deviation is 0.69885. The mean intrinsic motivation score for police officers is approximately 3.95, indicating a moderately high level of intrinsic motivation on average. The standard deviation of 0.70 suggests that there is some variability in intrinsic motivation scores among officers, similar to extrinsic motivation.

Knowledge and Skills Mean is 3.8403, Standard Deviation is 0.86522. The mean score for knowledge and skills among police officers is approximately 3.84. This indicates a moderate level of knowledge and skills, but the higher standard deviation of 0.87 suggests greater variability in this aspect, with some officers having significantly higher or lower scores.

Police Officers' Performance Mean is 3.8584, Standard Deviation is 0.92183. The mean performance score of police officers is approximately 3.86. This suggests that,

on average, the officers' performance is decent. However, the relatively high standard deviation of 0.92 indicates that there is considerable variability in performance scores among the officers, with some performing significantly better or worse than the average.

Therefore, the results show that the mean scores for extrinsic motivation and police officer performance are higher than the mean scores for intrinsic motivation and knowledge and skills. This suggests that police officers are more motivated by external factors, such as pay and recognition than by internal factors, such as personal satisfaction and the desire to learn and grow. This is not surprising, as police work is a demanding and dangerous job, and police officers need to be motivated to perform their duties effectively.

Table 4.11 shows the correlation analysis results. Pearson Correlation with Extrinsic Motivation: 0.529 (significant at the 0.01 level), Pearson Correlation with Intrinsic Motivation: 0.614 (significant at the 0.01 level), Pearson Correlation with Knowledge and Skills: 0.829 (significant at the 0.01 level), Interpretation: Police Officer Performance is positively correlated with Extrinsic Motivation, Intrinsic Motivation, and Knowledge and Skills. The strongest correlation is with Knowledge and Skills (0.829), indicating that officers with higher knowledge and skills tend to have better performance

Therefore, the correlation coefficients range from 0.529 to 0.829, all of which are statistically significant at the 0.01 level. This means that there is a strong and positive relationship between these variables.

Table 4.11 Variable Means and Correlation Analysis Results

		Mean					
EX M	Pearson Correlation	4.1281	.72658	1			
INT M	Pearson Correlation	3.9485	.69885	.598**	1		
KS	Pearson Correlation	3.8403	.86522	.559**	.672**	1	
POP	Pearson Correlation	3.8584	.92183	.529**	.614**	.829**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data (2023)

4.5 Regression Assumptions

Figure 4.1 shows a histogram of the variable "pop". The histogram shows the distribution of the values of the variable, with the number of observations on the y-axis and the value of the variable on the x-axis. The histogram shows that the variable "pop" is normally distributed, with most of the values falling between 30 and 70. There are a few outliers, but overall the distribution is relatively symmetrical.

4.5.1 Regression Assumption Results for Model I

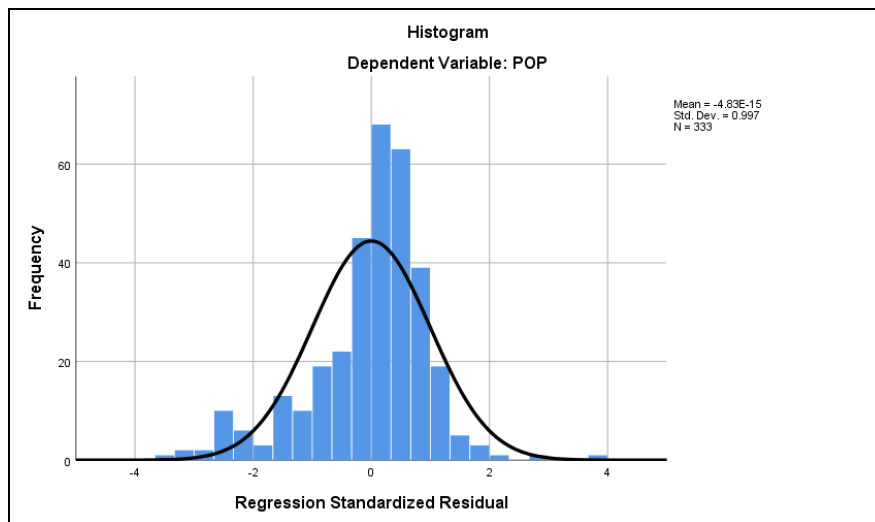


Figure 4.1 Histogram

Source: Data Analysis, (2023)

Figure 4.2 shows a normal probability plot of regression standardized residuals. This is a graphical tool used to assess the linearity of the residuals of a regression model. The normal probability plot works by plotting the standardized residuals of the regression model against the expected cumulative probabilities of a normal distribution. If the residuals are normally distributed, then the points on the plot should fall approximately along a straight line. The image shows that the points on the plot fall approximately along a straight line, with only a few outliers. This suggests that the residuals of the regression model are approximately normally distributed. This is a good thing because it means that the assumptions of the regression model are met. This means that the results of the regression model are more likely to be accurate and reliable.

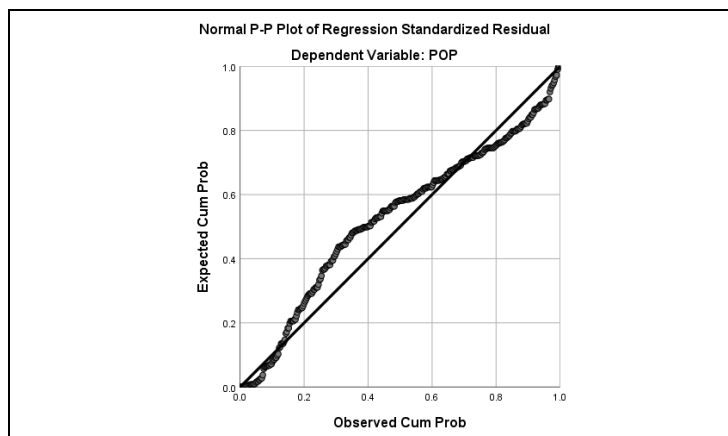


Figure 4.2 P – P Plot for Standardized Residuals

Source: Data Analysis, (2023)

In Figure 4.3, the case residual dots are distributed rectangularly about zero, indicating homoskedasticity (equality of variance). There is no justification to be concerned about heteroscedasticity (unequal variance in the data). The scatter plot

shows a positive correlation between the two variables, meaning that as the number of motivations increases, the average police officer performance increases. The scatter plot also shows a linear trend, meaning that the relationship between the two variables can be approximated by a straight line. This suggests that there is a strong and direct relationship

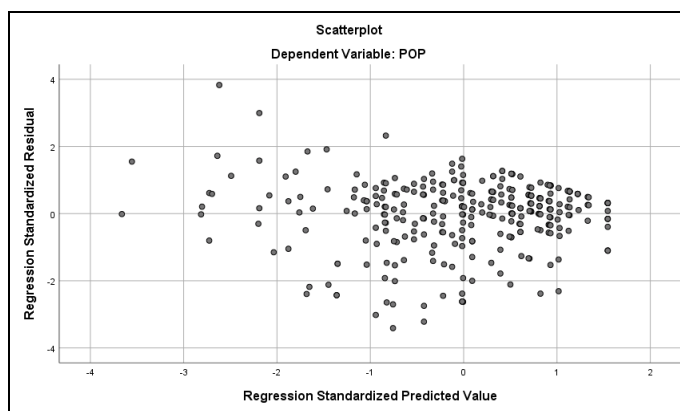


Figure 4.3 Scatter Pot for Standardized Residuals

Source: Data Analysis, (2023)

4.5.2 Regression Assumptions for Regression Model II

Figure 4.4 shows the normality assumption testing results. The residual plot shows the relationship between the residuals of the regression model and the predicted values of the dependent variable. The results show a random scatter of points, with no obvious patterns or outliers. This suggests that the residuals are normally distributed and that the regression model fits the data well.

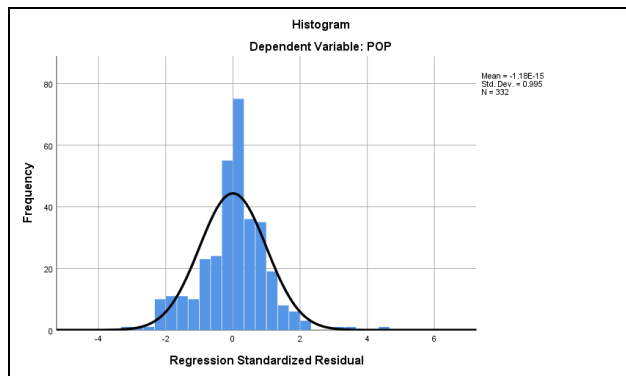


Figure 4.4 Histogram

Source: Data Analysis, (2023)

Figure 4.5 shows a normal probability plot of the standardized residuals of a linear regression model. This plot is used to assess the normality of the residuals. If the residuals are normally distributed, the points on the plot should fall approximately along a straight line. The image shows that the points on the plot fall approximately along a straight line, with only a few outliers. This suggests that the residuals of the regression model are approximately normally distributed. This is a good thing because it means that the assumptions of the regression model are met. This means that the results of the regression model are more likely to be accurate and reliable.

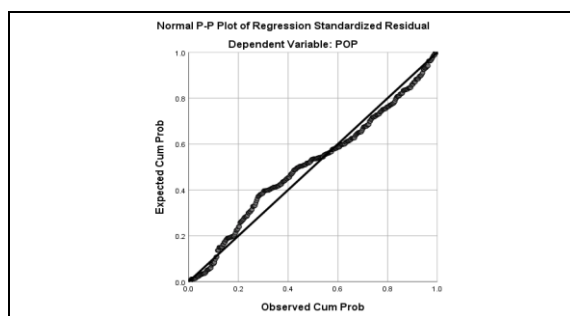


Figure 4.5 P – P Plot for Standardized Residuals

Source: Data Analysis, (2023)

Figure 4.6, shows the case residual dots are distributed rectangularly about zero, indicating homoskedasticity (equality of variance). There is no justification to be concerned about heteroscedasticity (unequal variance in the data). The scatter plot shows a positive correlation between the two variables, meaning that as the number of motivations increases, the average police officer performance increases. The scatter plot also shows a linear trend, meaning that the relationship between the two variables can be approximated by a straight line. This suggests that there is a strong and direct relationship

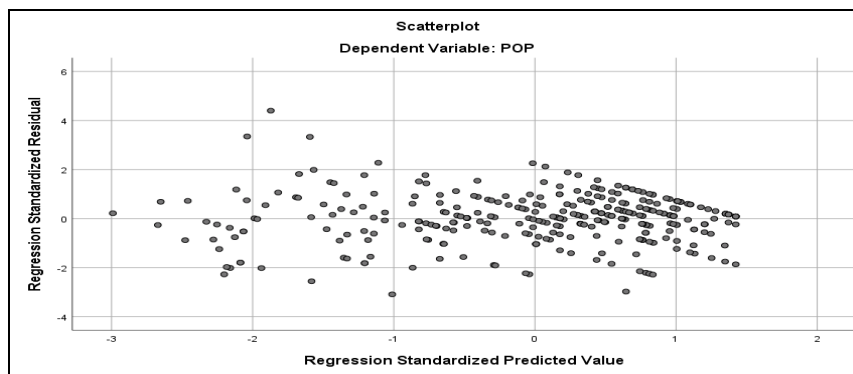


Figure 4.6 Scatter Pot for Standardized Residuals

Source: Data Analysis, (2023)

4.6 Multiple Regression Analysis

Multiple regression analysis was carried out to analyze the relationship between the independent variable's extrinsic motivation and the intrinsic motivation of the dependent variable. This is Model I ($Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$) Model summary, ANOVA (model fit) and regression coefficient are reported.

4.6.1 Regression Model I Summary

Table 4.12 shows the results of a linear regression model. The model has three independent variables. The constant is INTM and EXM while one dependent

variable is POP. The R-squared value of 0.418 indicates that the model explains 41.8% of the variation in the dependent variable. The adjusted R-squared value of 0.414 is slightly lower than the R-squared value. Overall, the model results suggest that the model is statistically significant and that it explains a moderate amount of the variation in the dependent variable.

Table 4.12 Regression model I summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 ^a	.418	.414	.70559

a. Predictors: (Constant), INTM, EXM

b. Dependent Variable: POP

Note: INTM = Intrinsic Motivation, EXM = Extrinsic Motivation POP = Police officers Performance

Source: Data Analysis, (2023)

4.6.2 ANOVA Results for Regression Model I

Table 4.13 shows the ANOVA table for a linear regression model. The ANOVA table is used to assess the overall fit of the model and to identify the individual predictors that are statistically significant. The ANOVA table shows that the F-statistic is 118.339 and the p-value is .000b. This indicates that the model is statistically significant at the 0.01 level. This means that the model is a good fit for the data and that it is likely that at least one of the predictors is related to the dependent variable.

Table 4.13 ANOVA Results for Regression Model I

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.832	2	58.916	118.339	.000 ^b
	Residual	164.293	330	.498		
	Total	282.125	332			

a. Dependent Variable: POP

b. Predictors: (Constant), INTM, EXM

Note: INTM = Intrinsic Motivation, EXM = Extrinsic Motivation POP = Police officers Performance

Source: Data Analysis, (2023)

4.6.3 Regression Coefficient for Regression Model I

Table 4.14 shows the regression coefficients, standardized coefficients, t-statistics, p-values, and collinearity statistics for a linear regression model. The model has two independent variables. For EXM, the standardized coefficient (Beta) is 0.252. For INTM, the standardized coefficient (Beta) is 0.463. Both EXM and INTM have t-statistics with p-values (Sig.) of 0.000, which indicates that these coefficients are highly statistically significant. This suggests that both EXM and INTM are important predictors of POP in this model.

VIF values close to 1 indicate low multicollinearity. In this case, both EXM and INTM have a VIF of 1.560, which is relatively low and indicates that multicollinearity is not a significant issue.

In summary, this regression model (Model 1) uses the variables EXM and INTM to predict the dependent variable POP. Both EXM and INTM have statistically significant and positive coefficients, suggesting that increases in both types of motivation are associated with increases in POP. The standardized coefficients indicate that INTM has a stronger impact on POP in standard deviation units.

Multicollinearity does not appear to be a significant concern in this model, as indicated by the tolerance and VIF values.

Table 4.14 Regression Coefficient for Regression Model I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.132	.248		.531	.003		
	EXM	.320	.067	.252	4.807	.000	.641	1.560
	INTM	.610	.069	.463	8.821	.000	.641	1.560

a. Dependent Variable: POP

Note: INTM = Intrinsic Motivation, EXM = Extrinsic Motivation POP = Police officers Performance

Source: Data Analysis, (2023)

4.6.4 Regression Model II Summary

Table 4.15 shows a summary output of a regression analysis for Model 1. This model includes multiple predictors: KS (Knowledge and Skills), EXM (Extrinsic Motivation), and INTM (Intrinsic Motivation). R represents the multiple correlation coefficient, and in this case, it's given as 0.834 (a). R Square (Coefficient of Determination). R Square, also known as the coefficient of determination, measures the proportion of the variance in the dependent variable (POP) that is explained by the independent variables (KS, EXM, INTM) in the model. It's given as 0.696. This means that approximately 69.6% of the variability in the dependent variable (POP) can be explained by the independent variables (KS, EXM, INTM) included in this model.

In summary, Model 1 explains approximately 69.6% of the variability in the dependent variable POP using the independent variables KS, EXM, and INTM. The adjusted R Square suggests that the model's predictors are contributing meaningfully to this explanation. The standard error of the estimate provides information about the accuracy of the model's predictions, with a lower value indicating a better fit. Further analysis of the coefficients (b1, b2, b3) would provide insight into the individual contributions of KS, EXM, and INTM to the prediction of POP. The model appears to be a good fit based on the R Square value.

Table 4.15 Regression model II summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 ^a	.696	.693	.51128

a. Predictors: (Constant), KS, EXM, INTM

b. Dependent Variable: POP

Note: INTM = Intrinsic Motivation, EXM = Extrinsic Motivation, KS = Knowledge and Skills, POP = Police officers Performance

Source: Data Analysis, (2023)

4.6.5 ANOVA Results for Regression Model II

Table 4.16 analysis of variance (ANOVA) for Model II. In this case, the F-Statistic is 250.373, and the p-value (Sig.) is denoted as .000 (b). The "b" indicates that this p-value is very close to zero. A small p-value (close to zero) suggests that the regression model is statistically significant. It implies that at least one of the predictors (KS, EXM, INTM) has a significant effect on the dependent variable POP.

In summary, the ANOVA table provides evidence that the regression model, which includes the predictors KS, EXM, and INTM, is highly statistically significant in explaining the variability in the dependent variable POP. The F-Statistic is quite high, and the associated p-value is very close to zero. This suggests that at least one of the predictors has a significant effect on POP, and the model as a whole is meaningful.

Table 4.16 ANOVA Results for Regression Model II

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	196.347	3	65.449	250.373	.000 ^b
	Residual	85.741	328	.261		
	Total	282.088	331			

a. Dependent Variable: POP

b. Predictors: (Constant), KS, EXM, INTM

Note: INTM = Intrinsic Motivation, EXM = Extrinsic Motivation, KS = Knowledge and Skills, POP = Police officers Performance

Source: Data Analysis, (2023)

4.6.6 Regression Coefficient for Regression Model II

Table 4.17 shows a multiple regression analysis for Model II, which aims to predict the dependent variable POP using the predictors EXM (Extrinsic Motivation), INTM (Intrinsic Motivation), and KS (Knowledge and Skills). For the constant (intercept), the unstandardized coefficient is 0.069. For EXM (Extrinsic Motivation), the unstandardized coefficient is 0.092. This means that for each one-unit increase in EXM, POP is expected to increase by 0.092 units. For INTM (Intrinsic Motivation), the unstandardized coefficient is 0.099. This means that for each one-unit increase in INTM, POP is expected to increase by 0.099 units. For KS (Knowledge and Skills),

the unstandardized coefficient is 0.786. This means that for each one-unit increase in KS, POP is expected to increase by 0.786 units.

Standardized coefficients, also known as beta coefficients, represent the change in the dependent variable in standard deviation units for a one-standard deviation change in the predictor variable. For EXM, the standardized coefficient (Beta) is 0.072. For INTM, the standardized coefficient (Beta) is 0.075. For KS, the standardized coefficient (Beta) is 0.738.

For EXM, the t-statistic is 1.839, with a p-value (Sig.) of 0.000, indicating that the coefficient is statistically significant. For INTM, the t-statistic is 1.707, with a p-value of 0.006, also indicating statistical significance. For KS, the t-statistic is 17.308, with a p-value of 0.000, indicating strong statistical significance.

Tolerance values close to 1 indicate low multicollinearity. In this case, EXM, INTM, and KS all have tolerance values above 0.476, suggesting low multicollinearity. IF values are the reciprocal of tolerance and are also used to assess multicollinearity. VIF values close to 1 indicate low multicollinearity. In this case, EXM, INTM, and KS have VIF values below 2.1, which is relatively low and indicates that multicollinearity is not a significant issue.

In summary, this multiple regression model (Model II) uses the variables EXM, INTM, and KS to predict the dependent variable POP. All three predictors have statistically significant coefficients, with KS having the strongest standardized coefficient. The model appears to be a good fit based on the t-statistics and low

multicollinearity as indicated by tolerance and VIF values. This suggests that all three predictors contribute significantly to the prediction of POP.

From the above results, it is significant that the moderating variable knowledge and skills have increased the motivation effect of the extrinsic and intrinsic although they were also positive and significant. for example, in regression model I the power to effect was 41.8 however after moderating variable inclusion it rose to 69.6 %

Table 4.17 Regression Coefficient for Regression Model II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.069	.180		.386	.000		
	EXM	.092	.050	.072	1.839	.000	.596	1.677
	INTM	.099	.058	.075	1.707	.006	.476	2.100
	KS	.786	.045	.738	17.308	.000	.510	1.960

a. Dependent Variable: POP

Note: INTM = Intrinsic Motivation, EXM = Extrinsic Motivation, KS = Knowledge and Skills, POP = Police officers Performance

Source: Data Analysis, (2023)

4.7 Discussion of the findings

The objective of this study was to examine the relationship effect of motivation on Tanzania police officers in the Dodoma region with the moderating effect of knowledge and skills. The data collected was subjected to analysis using descriptive statistics, correlation, and multiple regression techniques. The subsequent discussion delves into the insights derived from this data analysis, highlighting similarities or differences between the current findings and those of prior related research. This analysis remains closely tied to the predefined study goals, clarifying the significance

of each finding. As a result, it offers a comprehensive and in-depth understanding of how effects such as extrinsic, intrinsic and moderating variable knowledge and skills are related to Tanzania police officers' performance

Motivation is a crucial factor in determining the performance of police officers in any law enforcement agency, including the Tanzania Police Force. Motivated officers are more likely to excel in their duties, maintain public safety, and contribute positively to their communities. However, the relationship between motivation and performance can be complex and influenced by various factors.

This study found the mean score showed then the all-independent variables' mean scores were moderately high indicating a strong relationship with police officer performance. Moreover, the correlation analysis indicated the two independent variables extrinsic and intrinsic motivation are strongly and positively related to police officers' performance. Lastly, the finding showed that both regression models indicated that the independent variables extrinsic and intrinsic were positive and significantly related to police officer performance. However, after controlling and inserting the moderating variable knowledge and skills the power of effect increased tremendously indicating that the moderating variable was as well strongly positively related to police force officers' performance.

Similarly, Anisya, Supriyanto, and Ekowati (2021) found that employee motivation has a direct and significant impact on performance. Shahid, Haq, Iqbal, and Munir (2020) also found that the motivation of the police force was significantly impacted by the following motivating factors: working conditions, opportunities for professional development, peer/fellow relationships, salary, and organizational

policies. However, it was not found to be important elements like recognition, the nature of the work, or the supervisor's function.

Gati & Atambo (2017) found that reward systems have a favourable and significant impact on an organization's employee performance. In this case police officers. The report advised firms to implement reward schemes to boost worker performance. Msirikale (2021) found that According to the study, the personnel of the Criminal Investigations Department in Dar es Salaam (CID HQ) lack motivation in terms of perceived justice, monetary motivation, and non-monetary motivation. The investigation concluded that CID HQ Dar es Salaam lacks sufficient motivation to affect employee performance. To improve working conditions, promotion opportunities, equal treatment, and the promotion process' transparency, the study advised the government and TPF management to raise employee salaries and pay as well as benefits and allowances. Williams, and Matoka. (2023) Also when examining the motivation issues among police officers at Arusha, they found that promotions are statistically significant and positively correlated with law enforcement personnel's job satisfaction. According to the study, objective promotion decisions should be made and opportunities should be presented to capable police officers at the appropriate moment to increase workplace satisfaction.

Motivation as a Driver of Police Officer Performance. Motivation is the driving force behind an officer's willingness to put in the effort required to perform their duties effectively. It encompasses both extrinsic and intrinsic motivation. Extrinsic motivation includes external rewards such as promotions, salary increments, and

recognition. Intrinsic motivation involves internal factors such as a sense of duty, job satisfaction, and the desire to make a positive impact on the community.

Higher Motivation, Higher Performance. Research suggests that motivated police officers tend to perform at higher levels. They are more committed to their roles and are more likely to go above and beyond in their duties. This motivation can be reflected in proactive policing, effective crime prevention, and positive community engagement.

The Role of Knowledge and Skills. While motivation is a key driver of performance, it is important to consider the mediating role of knowledge and skills. Police officers need the knowledge and skills necessary to perform their duties competently and efficiently. This includes understanding the law, investigative techniques, conflict resolution, and community policing. **Knowledge and Skills Enhance Performance.** Knowledge and skills serve as the tools that enable officers to translate their motivation into action. For example, a motivated officer who lacks the necessary knowledge of criminal procedures may struggle to conduct effective investigations or make informed decisions. Conversely, an officer with strong knowledge and skills is better equipped to implement their motivation in practical situations.

The Mediating Role of Knowledge and Skills is that it enhances the impact of Motivation. Knowledge and skills mediate the relationship between motivation and performance. When officers are motivated and possess the requisite knowledge and skills, their performance is significantly enhanced. A Synergistic Effect is also evinced. Motivation and knowledge/skills do not act in isolation; they interact and reinforce each other. Motivation provides the drive to continually improve and

update knowledge and skills, while knowledge and skills enable officers to meet the challenges of their roles, further boosting motivation.

Therefore, in the context of Dodoma Regional Police and the Tanzania Police Force as a whole, it is crucial to recognize that motivation alone may not be sufficient to ensure optimal officer performance. The mediating role of knowledge and skills should be acknowledged and addressed through strategic training and development initiatives. By aligning motivation with the necessary competencies, the police force can enhance its effectiveness in maintaining law and order, safeguarding the community, and building public trust. Ultimately, this holistic approach can contribute to safer and more secure communities in Dodoma and across Tanzania.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

This section revolves around summarizing the outcomes of the research, presenting conclusions and suggestions, and identifying potential avenues for future research. The recommendations derived from the research results contribute insights into the organizational effect of motivation on Tanzania police officers' performance at Dodoma with the moderating effect of knowledge and skills,

5.2 Summary

This study explores the intricate relationship between motivation, knowledge, skills, and the performance of police officers in the Dodoma Regional Police of Tanzania. Motivation is a driving force behind effective policing, encompassing both extrinsic factors like rewards and recognition, and intrinsic factors like job satisfaction and commitment. However, the impact of motivation on performance is mediated by officers' possession of knowledge and skills.

Motivation significantly influences the performance of police officers. Motivated officers are more committed, proactive, and likely to excel in their roles, ultimately contributing to better law enforcement and community engagement.

Knowledge and skills are fundamental prerequisites for effective police work. Officers need a strong foundation in criminal justice, investigative techniques, community policing, and conflict resolution to perform competently. Knowledge and skills serve as mediators between motivation and performance. They act as the tools

that allow motivated officers to translate their enthusiasm into effective action. In essence, motivated officers with the necessary knowledge and skills perform at significantly higher levels.

Therefore, understanding the interconnectedness of motivation, knowledge, skills, and performance is essential for optimizing the performance of police officers at Dodoma Regional Police and similar law enforcement agencies. A well-motivated force equipped with the requisite knowledge and skills can contribute significantly to safer and more secure communities in Tanzania.

5.3 Conclusion

The study "Effect of Motivation on Tanzania Police Force Officers' Performance at Dodoma Regional Police; The Mediating Role of Knowledge and Skills" found that motivation has a significant positive effect on police officer performance and that knowledge and skills mediate the relationship between motivation and performance.

This means that motivation leads to better performance because it motivates officers to acquire the knowledge and skills, they need to do their jobs effectively. The study also found that knowledge and skills have a direct positive effect on performance, suggesting that they are important in their own right.

Overall, the study provides valuable insights into the relationship between motivation, knowledge and skills, and police officer performance. The findings of the study can be used by the Tanzania Police Force to improve the performance of its officers and to provide better service to the community.

5.4 Recommendations

Police management and government in general should focus on motivating police officers. This can be done by providing officers with opportunities for professional development and training, by creating a positive work environment, and by rewarding and recognizing officers for their accomplishments. There is a need to invest in training police officers. This will help officers acquire the knowledge and skills they need to do their jobs effectively and perform at a high level.

Also, to develop a comprehensive training program for all police officers. The training program should cover a range of topics, including police procedure, law and order, and communication and interpersonal skills. The training program should also be tailored to the specific needs of the Tanzania Police Force.

Moreover, Provides police officers with opportunities for professional development. This could include sending police officers to conferences and workshops or allowing them to take online courses. In addition, it creates a positive work environment for police officers. This could involve providing police officers with adequate resources and support and creating a culture of respect and collaboration. And lastly reward and recognize police officers for their accomplishments. This could involve giving police officers medals or awards or promoting them to higher positions.

5.5 Contribution

The study on the Effect of Motivation on Tanzania Police Force Officers' Performance at Dodoma Regional Police; The Mediating Role of Knowledge and Skills makes several important contributions to the field of police performance.

First, the study provides empirical evidence that motivation has a significant positive effect on police officer performance. This is consistent with previous research on motivation and performance in other occupations. However, the study's focus on police officers is particularly important, given the critical role that police play in society.

Second, the study found that knowledge and skills mediate the relationship between motivation and performance. This suggests that motivation leads to better performance because it motivates officers to acquire the knowledge and skills they need to do their jobs effectively. This finding is also consistent with previous research on motivation and performance.

Third, the study's findings have important implications for the Tanzania Police Force. The study suggests that the police force should focus on motivating its officers and investing in their training. This will help to improve police officer performance and to provide better service to the community.

5.6 Limitations and further studies

5.6.1 Limitations

The study was conducted in a single region of Tanzania, and the findings may not be generalizable to other regions of the country or police forces in other countries.

The study used a cross-sectional design, which means that it cannot establish causality. It is possible that other factors, such as the level of crime in the region or the quality of police leadership, could also influence police officer performance.

The study relied on self-reports of motivation and performance. Self-reports can be biased, and police officers may have over- or under-reported their motivation and performance.

5.6.2 Further Studies

Future studies could replicate the study in other regions of Tanzania and in other countries to assess the generalizability of the findings. Also, future studies could use a longitudinal design to establish causality. This would involve measuring police officer motivation and performance at multiple points in time. Moreover, future studies could use objective measures of police officer performance, such as the number of arrests made or the number of complaints received. Above all, future studies could explore the specific ways in which motivation leads to better performance. For example, future research could examine whether motivation leads to better performance by increasing officers' effort, improving their decision-making skills, or reducing their stress levels. And lastly, future studies could also examine the role of other factors, such as police leadership and the level of crime, in influencing police officer performance.

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APPENDICES

QUESTIONNAIRES

My name is Sauda Litete. I am carrying out my research study on **TOPIC: Effect of motivational strategies on tanzania police force performance; the case study of Dodoma regional police commander's office** for fulfillment of the Degree of Master of Human Resource Management of the Open University of Tanzania. This questionnaire is meant to aid data collection for my study. I trust that you will have time to read through the questionnaire and answer the question contained therein by either ticking or writing a brief statement where appropriate. The given information will be analyzed so that single opinions cannot be personalized. The information provided will be treated with strict confidentiality for the purpose of this study only.

Thank you for your co-operation.

Yours sincerely,

Part A: Demographics Profile – circle the one appropriate describes you

1. Gender	1	Male			
	2	Female			
2. Age	1	18 -25			
	2	26 - 30			
	3	30 -35			
	4	36 -40			
	5	41 - 45			
	6	46 – 50			
	7	51 – and Above			
3. Marital status	1. Married	2. Single	3. Others		
4. Education level	Primary	Secondary	VETA Certificate	Diploma	Bachelor
5. Rank	Constable	2. corporal	3. Sergeant	4. Inspector	5. Senior Officers

PART B: MOTIVATIONAL

Code	Extrinsic motivation	SD	D	N	A	SA
EXM1	Police officers are paid adequate salary	1	2	3	4	5
EXM2	Police officer do receive frequent and adequate benefits	1	2	3	4	5
EXM3	Always Police officers do get paid leave without problems	1	2	3	4	5
EXM4	Better pay leads to employee commitment to an organization	1	2	3	4	5
EXM5	Normally there is paid meals and other expenses by police force	1	2	3	4	5

Code	Intrinsic Motivation	SD	D	N	A	SA
INTM1	When you do good, you are recognized by superiors and fellow police officers	1	2	3	4	5
INTM2	There is a clear career development in police force	1	2	3	4	5
INTM3	Responsibility by good work design is motivating	1	2	3	4	5
INTM4	There is clear learning and training at the police force	1	2	3	4	5
INTM5	The work environment at the police force is very attractive	1	2	3	4	5

Code	Knowledge and skills	SD	D	N	A	SA
KS1	Police officer have adequate knowledge and skills to perform their duties	1	2	3	4	5
KS2	All police officers are well trained	1	2	3	4	5
KS3	All police officer is educated	1	2	3	4	5
KS4	Each category of police officer do receive special training depending on their sections	1	2	3	4	5
KS5	Training for police force officer is offered free to all police officers	1	2	3	4	5
KS6	Every police officer can perform any duty within police force	1	2	3	4	5

Code	Police Performance	SD	D	N	A	SA
POP1	There is a Decrease in crime	1	2	3	4	5
POP2	The community are satisfied with police performance	1	2	3	4	5
POP3	Application of laid down standards and procedures	1	2	3	4	5
POP4	There is a decrease of traffic offences	1	2	3	4	5
POP5	The police have the capacity of maintaining peace and security	1	2	3	4	5
POP6	The police force have adequate resources to perform their duties more efficiently and effectively	1	2	3	4	5

THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT/PG202100084

29th September, 2023

Regional Police Commander,
Tanzania Police Force,
P.O. Box 912,
DODOMA.

Dear Regional Police Commander,

**RE: RESEARCH CLEARANCE FOR MS. SAUDA LIGHTON MTETE. REG NO:
PG202100084**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Sauda Lighton Mtete, Reg. No: PG202100084**, pursuing **Master of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled "Effects of

THE EFFECT OF EXTRINSIC MOTIVATION ON POLICE PERFORMANCE DODOMA REGIONAL POLICE; THE MEADIATING EFFECT OF KNOWLEDGE AND SKILLS

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ABSTARCT

The study sought to examine the effect of extrinsic motivation on Tanzania police force officers' performance at Dodoma regional police; and the mediating role of knowledge and skills. A positivist philosophy was used in this study. Quantitative approach research was utilized. A structured questionnaire was used to collect data from a sample of 334 who were stratified sampled from a population of 2013 police officers. Descriptive statistics, correlation and multiple linear regression were used as data analysis tools. The study found that extrinsic motivation is positive and statistically related to police officers' performance at Dodoma. However, when a second multiple regression model was run incorporating mediating variables of knowledge and skills it was found that there was an increase in motivation relationship effect to be stronger on police officers' performance. The paper recommends that The Dodoma Regional Police Force should implement a system of extrinsic motivation that is fair, transparent, and consistent. This system should reward officers for their performance, including their knowledge and skills. Further, Police force should implement a variety of reward mechanisms. This could include financial rewards, promotions, recognition programs, and other incentives.

Keywords: Extrinsic Motivation, knowledge and skills, Police performance

INTRODUCTION

The most important profession for maintaining long-term security and peace is policing. As a result, it is encouraging police officers to maintain their position at the forefront of maintaining social order (Marina, & Marina, 2022). Since police officers play a significant part in nation-building, the success of many nations depends on their national policies, including the improvement of their living conditions. For a country to thrive and succeed, the role of the police cannot be disregarded. Despite their role in upholding the law, preserving order, offering social services, and reducing crime in society, policing is a profession that has gotten little attention (Satpathy, & Subramaniam, 2023). Numerous studies have been conducted on reward or motivational techniques. For instance, a study by Ammari, Alkurdi, Alshurideh, and Alrowwad (2017) found that weak reward systems in the majority of firms cause decreased satisfaction, which in turn results in very low commitment among employees. Leito, Pereira, and Gonçalves (2019) found in another study that employees who receive awards are more likely to be good performers, devoted to the company, and productive. Al Mamun and Hasan (2017) state this. Employees view inadequate compensation as an indication of unfairness in the system, which makes them unhappy at work and less committed, which has an impact on their performance as a whole. Furthermore, according to Luthans Luthans, and Luthans, (2021), reward strategy is a comprehensive style of thinking that may be used to a reward issue that arises in the business to determine how it can provide value. Employees will show signs of reward strategy failure through reluctance to share ideas, a decline in production, an increase in absenteeism, and persistently low morale.

The government along with other stakeholders ought to encourage police officers to enhance their performance and service delivery because changes in motivation have a significant impact on the efficiency and effectiveness of regular police officials (Muhidini, 2017). To improve a healthy workforce, increase staff productivity, encourage extra effort from police officers, and improve communication between all levels of the police force, police should invest in employee wellbeing at work, training and development of the staff, strong strategic rewards management, and staff involvement in decisions and problem-solving (Rothwell, McFadzien, Strang, Hooper, & Pughsley, 2022).

Employees of the four large-scale mining businesses are inspired for both intrinsic and extrinsic reasons, with a focus on money or remuneration, according to Baadshah, (2020) study on employee motivation and job performance in Ghana. The best motivator for workers in the mining sector was found to be good compensation. According to the study, intrinsic elements had a strong and significant impact on motivation, indicating that once employees are paid well, they will value the intrinsic factors. The study found that higher employee satisfaction results in improved performance. Rakiro (2013) found in a different study titled *Effects of Institutional Teacher Reward Systems on Students' Performance in Kenya Certificate of Secondary Education in Rongo District, Kenya*, that the use of financial incentives by school administrations to reward teachers has an impact on students' academic performance. Students' performance is also influenced by teachers' benchmarking excursions, group- and individual-based awards, and promotions. According to the

data, teachers' motivation is crucial to their classroom performance and their students' overall academic growth.

There is at present a lack of knowledge regarding what motivates or demotivates police officers at work today (Honest, 2020). Some scholars have studied particular factors that encourage police to carry out their duty. A chance to be innovative, a sense of achievement, satisfaction of employing talents, and training are some of these components (Lameck, 2022). Additionally, Chapman and Rich (2018) listed the following as the primary drivers of officer motivation: money, actual work, work ethics, advancement, and better physical circumstances.

This study, therefore made an effort to investigate the factors that prevent police officers from performing at the highest level in terms of upholding law and keeping public order. The effect of both intrinsic and extrinsic incentives was discussed in this study using Maslow's (1943) hierarchy of needs theory. The moderating influences are knowledge and skills. The argument made here is that performance tends to vary among police officers depending on their degree of knowledge and abilities in the workplace, regardless of whether extrinsic or intrinsic motivation is used.

The government, through the Tanzania Police Force, is responsible for ensuring the safety of all citizens. The TPF staff is expected to operate at the highest degree of proficiency and professionalism. Criminal activity has increased daily despite government efforts to improve the Police force's operations, and performance continued to degrade (Barasa, 2017). The Quarterly Crime Report for September to December 2019 shows an increase in robberies, the trafficking of fatal narcotics,

moral offences, and crimes against people compared to the same time last year. In comparison to the 592,871 events reported to the police in 2018, there was an increase of 1,068 criminal cases submitted to the police at that time, representing a 2% increase (Tanzania Police Crime Report 2019). Even though Tanzanian police force officers play a crucial role in security issues, the problems that caused this poor performance have not been sufficiently addressed or comprehended. To facilitate service delivery, the Tanzanian government has made investments in the provision of necessary resources, equipment, training, software, and supplies (Aiko, 2015; Lukosi, 2015). Despite these initiatives, the relationship between Tanzanian police force performance and motivation tactics has not been fully examined, which hurts performance. To better understand how motivational tactics affect TPF employees' performance, research is being sought. While employee commitment was the focus of other studies (Elwini, 2019; Bamanyisa, 2018), the current study focused on performance in connection to motivational tactics. In contrast to earlier studies, the current study placed an equal emphasis on extrinsic and intrinsic incentive tactics.

LITERATURE REVIEW

Extrinsic Motivation

Extrinsic awards are given outside of the organization. They are valued gifts given to somebody by another person, usually a boss or a manager at a higher level. Pay rewards, promotions, time off, unique assignments, office fixtures, trophies, verbal praise, and more are typical workplace examples. Extrinsic incentives always serve as a motivational stimulus that is external to the individual (Reiss, 2012).

Knowledge and Skills of Police Officers

According to Bondarenko, et al. (2020), words like bold and heroic might come to mind when considering the top qualities of a police officer. After all, the public's sense of safety comes from police officers. They are the experts who react to local emergencies and dangers. They aim to safeguard residents and their communities against harm and assist in keeping criminals off the streets. Officers must have a variety of skills in addition to strength and bravery to excel at their profession, which is not an easy one. Police work is a physically, psychologically, and emotionally taxing profession. The following are a few of the most crucial characteristics that an officer in law enforcement must have: physical condition, Sound judgment, problem-solving abilities, communication abilities, and interpersonal abilities are all essential. a strong sense of morality, compassion, empathy, and regard for others, commitment to the community excellent initiative and persistence, the capacity to reason and bargain, being calm and composed under pressure, having patience and tolerance, agility, both mental and physical (Guimares, et al. & Molinari, 2022) Teamwork and legal knowledge.

Police Performance

Commonly used direct indicators of police success are crime rates, arrest and fine counts, clearing rates, and call response times. Surveys, direct observation of social behavior, situational studies, and independent testing are a few examples of indirect measurements of police performance (Tengpongstorn, 2017).

Hierarchy of Needs Theory

This hypothesis explains the needs that each person acquires at various rates. According to Maslow (1954), five levels of needs must be met by each individual before they can go on to the next level. Only a small percentage of persons reach the degree of self-actualization, by Abraham Maslow's hypothesis. By working for the company, which gives them their salaries and wages each month and also satisfies demands like safety and respect, the employees can fulfil their wants. Employees are provided with benefits like health insurance and plans for retirement in addition to occupational safety, and they can meet their emotional requirements thanks to the establishment of positive internal relations with nearby external employees, the creation of a comfortable working environment, and an effective structure for communication between them and their managers. Employee motivation will come from the company's team-building activities, which involve coming together, exchanging ideas, and communicating. The retention of incentives by the senior management to their juniors includes praising them even in front of other employees for a job well done, promoting them for their hard work and experience, and providing them leadership positions within the company, all of which assist in boosting employee self-esteem. Self-actualization involves being creative and having the ability to handle problems. This study is relevant because it establishes a connection between the national police service's working environment, payment, and knowledge and skill level.

The theory has some strengths, Maslow's hierarchy is simple and intuitive, making it easy for people to understand and relate to. The concept of different levels of needs arranged in a pyramid is a straightforward way to conceptualize human motivation.

The theory provides a comprehensive framework for understanding human motivation. It organizes a wide range of human needs into a structured hierarchy, from basic physiological needs to higher-order psychological needs, and ultimately to self-actualization. The hierarchy suggests a logical progression of needs, with lower-level needs needing to be satisfied before higher-level needs become motivating factors. This hierarchy can help explain why people prioritize certain needs over others.

One of the primary criticisms of Maslow's theory is the lack of empirical support. Many of the concepts in the hierarchy, such as the specific order and universality of the needs, have not been consistently supported by research. Additionally, Maslow based much of his theory on his own observations and case studies, which may not be generalizable to all individuals and cultures. Moreover, Maslow's hierarchy presents a rigid, step-by-step progression of needs, implying that one need must be satisfied before another can emerge. In reality, people often have multiple needs at different levels that can be active simultaneously. The hierarchy may oversimplify the complexity of human motivation.

Impact of Motivational Factors on Motivation of Police Force: A Case Project of the Punjab Police in India was investigated by Shahid, Haq, Iqbal, and Munir (2020). A survey approach was employed to examine the effects of recognized motivating factors on employee motivation. 306 respondents—security force personnel—were given questionnaires with five-point Likert scale questions. The findings showed that the motivation of the police force was significantly impacted by the following motivating factors: working conditions, opportunities for professional development,

peer/fellow relationships, salary, and organizational policies. However, it was not found to be important elements like recognition, the nature of the work, or the supervisor's function. This study's findings suggest that to improve employee performance, employers should carefully analyze the elements that motivate their workforce because they tend to vary depending on the workplace situation. The current study may prove to be a useful contribution to police department policymakers and aid in their comprehension of the motivating requirements of staff members in various projects of the Punjab police.

Effect of Motivation on Employee Performance in Tanzania Police Force: The Case of Criminal Investigation Department in Dar es Salaam Tanzania was researched by Msirikale (2021). The study used a cross-sectional methodology, quantitative approach, descriptive design, and survey research design. Data were gathered from a sample of 75 respondents, drawn from a population of 300 people, using primary data and questionnaires. With the help of the Statistical Package for Social Science (SPSS), the acquired data were examined using descriptive analysis, correlational analysis, and multiple regression analysis. According to the study, the personnel of the Criminal Investigations Department in Dar es Salaam (CID HQ) lack motivation in terms of perceived justice, monetary motivation, and non-monetary motivation. The compensation, perks, allowances, conditions of employment, opportunities for promotion, fair and equitable treatment, the fair and transparent processing of promotions, and the accessibility of transportation to perform their duties are all considered unsatisfactory by employees. The investigation concluded that CID HQ Dar es Salaam lacks sufficient motivation to affect employee performance. To

improve working conditions, promotion opportunities, equal treatment, and the promotion process' transparency, the study advised the government and TPF management to raise employee salaries and pay as well as benefits and allowances.

Williams, and Matoka (2023) studied on effect of promotion on job satisfaction among police officers in Tanzania the study used a descriptive approach to case study design and a quantitative methodology. The study used 194 samples obtained from a population of 500 police officers working at Arusha Central. Simple random sampling was applied. Data from a drop-and-collect method was gathered using structured questionnaires. Data were analyzed using descriptive statistics as well as linear regression. According to the study, promotions are statistically significant and positively correlated with law enforcement personnel's job satisfaction. According to the study, objective promotion decisions should be made and opportunities should be presented to capable police officers at the appropriate moment to increase workplace satisfaction. It means that performance-based promotion is advocated to increase police officers' motivation and job satisfaction.

Conceptual framework

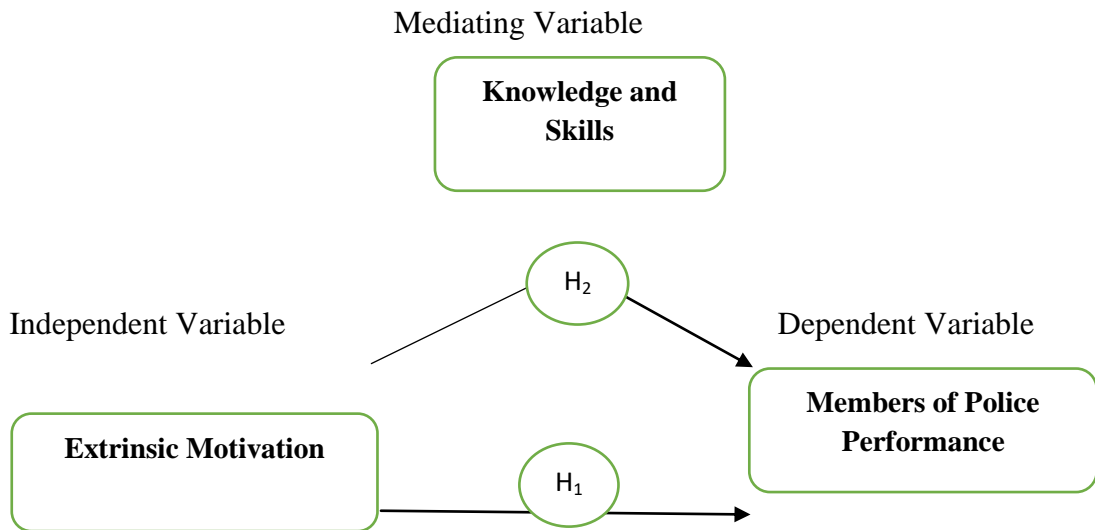


Figure 1 Conceptual framework

H1: There is a positive relationship effect of extrinsic motivation on Police officer performance at Dodoma Regional Police

H2: There is a positive relationship effect of knowledge and Skills after Controlling Extrinsic and Intrinsic Motivation on Police offers performance at Dodoma Regional Police

METHODS

Positivism, Interpretivism, and analytical thinking (pragmatism) are three categories of research philosophies, according to Mackenzie and Knipe (2006). According to positivists, effective research should be conducted independently. The most quantitative and descriptive study makes use of this. As a result, positivism was used as a philosophy in this study. For its research, this study used a quantitative methodology. According to Wilkins, (2011), the research design refers to a logical plan that leads a research study to solve a research problem. A case study with an explanatory design was used.

According to table 1, the study population for this investigation includes all police officers at Dodoma Region based on the section they work. Districts are not necessary because they are rotated frequently. Currently, there are 2013 police officers in the Dodoma region.

Table 1 Population of the Study

S/N	SECTION	NUMBER	PERCENTAGE (%)
1	General Duties	700	38%
2	Field Force Unit (FFU)	400	20%
3	Criminal Investigation Department (CID)	340	17%
4	Bunge	200	10%
5	Workshop	50	3%
6	Health	100	5%
7	Traffic	1500	75%
8	Dog Section	20	1%
9	Regional Police Office	23	1%
	TOTAL	2013	100%

Source: Regional Police Commanders Office, (2023)

A stratified sampling was administered in this study. Stratified sampling is a statistical sampling technique used in research and data analysis to ensure that a sample accurately represents the characteristics of a larger population. It involves dividing the population into subgroups or strata based on some relevant characteristic or attribute, such as age, gender, income level, or geographical location (Iliyasu, & Etikan, 2021). Then, within each stratum, a random sample is taken. This process helps to ensure that each subgroup is adequately represented in the sample, making the results more reliable and generalizable.

Sample Size

Using Yamane's (1967) formula, the sample size for this investigation was also calculated, as shown below. $n = \frac{N}{1+N(e)^2}$

Where N- denotes the total population

n- Displays the sample responder

e - Presents the sampling error (0.05),

N=1500 from the research area, whereas e=0.05.

Therefore, $n = \frac{N}{1+N(e)^2}$

$$n = \frac{2013}{1+2013(0.05)^2}$$

$$n = \frac{2013}{4.75}$$

$$n = 334$$

Therefore, the Sample Size is **334**

Table 3.2 Sample Size

S/N	SECTION	Population	Sample
1	General Duties	$700 \times 334 \div 2013$	116
2	Field Force Unit (FFU)	$400 \times 334 \div 2013$	67
3	Criminal Investigation Department (CID)	$340 \times 334 \div 2013$	56
4	Bunge	$200 \times 334 \div 2013$	33
5	Workshop	$50 \times 334 \div 2013$	9
6	Health	$100 \times 334 \div 2103$	18
7	Traffic	$150 \times 334 \div 2013$	28
8	Dog Section	$20 \times 334 \div 2013$	3
9	Regional Police Office	$23 \times 334 \div 2013$	4
	TOTAL	Population = 2013	Sample =

Source : Field Data (2023)

Data Collection and Instruments

The researcher carefully delivered the questionnaire to the selected respondents to ensure a good response rate and sufficient coverage of the available institutions. The researcher initially met with the heads of the selected departments to make a formal introduction and solicit collaboration from the entire team. Questionnaires were given later for individuals who chose to complete it on their own, and they were collected after a few weeks. The return rate for the questionnaires and overall cooperation from oral responders should be around 95% after this activity is completed.

Data Analysis

Descriptive statistics was used in data analysis where minimum, maximum, means and standard deviations are presented. SPSS Software Version 26 were used. Inferential statistics which are Pearson Correlation coefficient, and multiple linear regression analysis were used (Ludbrook, 2010). The frequency tables were used to present the data analysis and presentation for quantitative data.

Regression Model I

The following formula is used to make assumptions about the study's model:

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where;

Y = dependent variable representing Police performance

X₁, represent independent extrinsic motivation

β_0 = Is the independent variable's constant value. The regression coefficients of

e = the error term in a statistical model is represented by the letter e. (residual). It achieves statistical perfection by distinguishing between the theoretical value of the model and the actual observed result. Kent (2019).

Model II

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where;

Y = dependent variable representing Police performance

X_1 , and X_2 , represent independent variable Extrinsic motivation and X_2 is the mediating variable (Knowledge and Skills)

β_0 = Is the independent variable's constant value. The regression coefficients of e = the error term in a statistical model is represented by the letter e . (residual). It achieves statistical perfection by distinguishing between the theoretical value of the model and the actual observed result. Kent (2019).

Regression Assumptions

Ordinary Least Square (OLS) regression assumptions are typically taken into account in a basic regression equation. The key presumptions were examined to ensure that the data met the requirements for analysis to meet the goals of the regression analysis. Five underlying presumptions of the Ordinary Least Square were examined (Green, 2008; Park, 2011). These include multicollinearity, homoscedasticity, outlier, linearity, and normalcy.

Validity

The term "validity" refers to how well the data collected in the study accurately represents the variables. To put it another way, how accurate and useful are the data about the outcomes? External validity of the research instrument (questionnaire) was maintained through pre-testing of the research instruments. Before moving on to the actual field activity, a pilot test was conducted on the same research equipment with a separate but homogeneous sample of 15 respondents. Content, structural, and scale validity comments were generated by the pretest and included in data collection instruments. To ensure that data validity is maintained, the Content Validity Index (CVI) was employed.

Reliability

Statistical reliability tests are used to assess the consistency, stability, and accuracy of measurements, data, or instruments. These tests help determine whether the data or measurements are trustworthy and can be used with confidence in various analyses or decision-making processes. Cronbach's alphas were calculated using a scale test and compared to the industry standard cut-off point of 0.7. According to Field (2005) and Pallant (2013), a Cronbach's alpha greater than 0.7 indicates the instrument's internal consistency.

Table 3: Reliability Test Results

S/N	Variable	Number of Items	Cronbach's Alpha
1	Extrinsic Motivation	5	.869
2	Knowledge and Skills	6	.814
3	Police Officers Performance	6	.873

Source: Data Analysis, (2023)

RESULTS

Demographic Characteristics Results

Police force members' demographic characteristics are presented. The demographic contribution to how people perceive motivation dependent on age, gender, education level, their rank in the police force, the unit where they work and their experience working at the police force.

Age of the Respondents

Table 4 presents the age characteristics of the police respondents. The majority of people in the data set are between 31 and 40 years old, making up 44.3% of the total. The second largest age group is 21-30 years old, making up 21.3% of the total. The third largest age group is 41-50 years old, making up 27.2% of the total. The smallest age group is 51 and above, making up 6.0% of the total.

One possible interpretation of the data is that it represents a working-age population. The majority of people in the data set are between 31 and 40 years old, which is the typical age range for people who are employed and have established their careers. The second largest age group is 21-30 years old, which is the age range for people who are just starting their careers

Table 4.1 Age of the Respondents

		Frequency	Per cent	Cumulative Percent
Valid	18-20	4	1.2	1.2
	"21-30"	71	21.3	22.5
	31-40	148	44.3	66.8
	41-50	91	27.2	94.0
	51 and above	20	6.0	100.0
	Total	334	100.0	

Source: Field data (2023)

Gender of Respondents

Table 5 shows the gender distribution among the respondents. There is a slightly higher number of females (55.4%) than males (44.6%) in the data set. The data set is relatively gender-balanced, with a difference of only 10.8% between the two genders. Overall, the gender characteristics of the data suggest that it represents a relatively gender-balanced population

Table 5 Gender of Respondents

		Frequenc y	Per cent	Cumulative Percent
Valid	male	149	44.6	44.6
	female	185	55.4	100.0
	Total	334	100.0	

Source: Field data (2023)

Education Level of the Respondents

Table 7 shows the education characteristics of the respondents. The majority of respondents (50.9%) have a degree. The next largest group of respondents (30.5%) have a diploma. 14.1% of respondents have a certificate, and 4.2% have a master's degree. Only 0.3% of respondents have a PhD. This data suggests that the respondents are generally well-educated. The majority of respondents have at least a degree, and a significant number have a master's degree or higher. Therefore, overall, the education characteristics of the data suggest that the respondents are a well-educated and motivated population. This information could be useful for businesses or organizations that are trying to reach this population.

Table 7: Education Level of the Respondents

		Frequenc y	Per cent	Cumulative Percent
Valid	Certificat e	47	14.1	14.1
	Diploma	102	30.5	44.6
	Degree	170	50.9	95.5
	master	14	4.2	99.7
	PhD	1	.3	100.0
	Total	334	100.0	

Source: Field data (2023)

Force Rank of the Respondents

Table 8 shows the rank distribution among respondents. The majority of police officers (49.1%) are noncommissioned officers. This is followed by commissioned officers (37.7%) and senior commissioned officers (13.2%). One possibility is that it reflects the different types of roles and responsibilities that police officers have. Noncommissioned officers are typically responsible for frontline policing duties, such as responding to calls for service and conducting patrols. Commissioned officers are typically responsible for supervisory and management roles. Senior commissioned officers are typically responsible for leadership roles within the police department.

Another possibility is that the data reflects the different levels of experience and training that police officers have. Noncommissioned officers are typically new to the police force and have less experience. Commissioned officers have more experience and training, and are typically responsible for more complex tasks. Senior commissioned officers have the most experience and training and are typically responsible for the most senior positions within the police department.

Respondent's Working Unit

Table 4.5 shows the respondent units of work. The results show the four most common units are general duties (29.6%), FFU (29.3%), CID (9.0%) and Dog Unit (11.1%). The other units, such as workshop and engineering, Bunge, Health, and Regional Police Office, make up a smaller percentage of the total police force.

The data reflects the different types of police work that need to be done. General duties officers are typically responsible for a wide range of tasks, such as responding

to calls for service, conducting patrols, and investigating crimes. FFU officers are typically responsible for public order duties, such as responding to protests and riots. CID officers are typically responsible for investigating serious crimes, such as homicides and robberies. Dog Unit officers are typically responsible for using dogs to assist with police work, such as tracking suspects and detecting drugs.

Table 8: Respondent's Working Unit

		Frequenc y	Per cent	Cumulative Percent
Valid	General Duties	99	29.6	29.6
	CID	30	9.0	38.6
	FFU	98	29.3	68.0
	Dog Unit	37	11.1	79.0
	workshop and engineering	42	12.6	91.6
	Bunge	16	4.8	96.4
	Health	8	2.4	98.8
	Regional Police Office	4	1.2	100.0
	Total	334	100.0	

Source: Field data (2023)

Experience working in the Police Force

Table 9 shows the experience distribution among police officers. It shows that the majority of police officers (58.1%) have between 6 and 15 years of experience. This is followed by officers with 1-5 years of experience (24.3%), 16-20 years of experience (8.4%), and above 20 years of experience (6.3%). The results suggest that the police force is relatively well-experienced. The majority of officers have at least 6 years of experience, and a significant number of officers have more than 10 years of experience. This could be due to several factors, such as the fact that the data was collected from a variety of sources, including schools and businesses.

Another possible interpretation of the data is that it represents a population of police officers who are committed to their careers. The fact that the majority of officers have at least 6 years of experience suggests that they are motivated to stay in the police force and develop their skills.

Table 9 Experience working in the Police Force

		Frequenc y	Per cent	Cumulative Percent
Valid	1-5yrs	81	24.3	24.3
	6-10yrs	113	33.8	58.1
	11-15yrs	91	27.2	85.3
	16-20yrs	28	8.4	93.7
	above 20yrs	21	6.3	100.0
	Total	334	100.0	

Source: Field data (2023)

Variable Descriptive Statistics Results

Two independent variable extrinsic on their effect on the dependent variable of police force officers' performance at Dodoma regional police office. Mediating variable knowledge and skills was used in this study. Descriptive statistics minimum, maximum, mean and standard deviations were computed. The mean score classification According to Almohtadi and Aldarabah (2021) mean score levels on a scale of 5 are classified as less than 1.5 very low, between 1.5 and 2.5 low, between 2.5 and 3.5 moderate, between 3.5 and 4.5 high and 4.5 to 5 very high.

The Effect of Extrinsic Motivation

Minimum, maximum, mean and standard deviation were computed on the scale of the effect of extrinsic motivation Table 4.7. The mean score classification According to Almohtadi and Aldarabah (2021) mean score levels on a scale of 5 are classified as less than 1.5 very low, between 1.5 and 2.5 low, between 2.5 and 3.5 moderate, between 3.5 and 4.5 high and 4.5 to 5 very high.

Police officers do receive frequent and adequate benefits received the highest score on the scale of the effect of extrinsic motivation ($M = 4.23$, $SD = .905$) followed by Police officers who are paid adequate salary ($M = 4.18$, $SD = .922$). Better pay leads to employee commitment to an organization received the lowest score on the scale of the effect of extrinsic motivation ($M = 3.94$, $SD = 1.055$) followed by Always Police officers do get paid leave without problems ($M = 4.14$, $SD = .855$).

Based on the means, all of the statements were rated favorably, with a mean score of at least 4.0 on a scale of 1 to 5. This suggests that police officers are generally satisfied with their pay, benefits, and working conditions.

Table 10 The Effect of Extrinsic Motivation

	Max	Mean	Std. Dev
Police officers are paid an adequate salary	5	4.18	.922
Police officers do receive frequent and adequate benefits	5	4.23	.905
Always Police officers do get paid leave without problems	5	4.15	.855
Better pay leads to employee commitment to an organization	5	3.94	1.055
Normally there are paid meals and other expenses by the police force	5	4.14	.864

Source: Field data (2023)

The Effect of Knowledge and Skills after Controlling Extrinsic Motivation

Minimum, maximum, mean and standard deviation were computed on the scale of the effect of extrinsic motivation Table 4.9. The mean score classification According to Almohtadi and Aldarabah (2021) mean score levels on a scale of 5 are classified as less than 1.5 very low, between 1.5 and 2.5 low, between 2.5 and 3.5 moderate, between 3.5 and 4.5 high and 4.5 to 5 very high. Every police officer who can perform any duty within the police force received the highest score on the moderating variable knowledge and skills variable (M = 3.99, SD = 1.090) followed by all police officers who are well trained (M = 3.95, SD = .970). All police officers who are well educated received the lowest score on the scale of the moderating variable knowledge and skills (M = 3.79, SD = 1.148) followed by each category of police officer receiving special training depending on their sections (3.83, SD = 1.184). Overall, the mean scores for all of the statements are relatively high, suggesting that police officers generally believe that they have adequate knowledge, skills, and training to perform their duties.

Table 11 The Effect of Knowledge and Skills after Controlling Extrinsic and Intrinsic Motivation

	Min	Max	Mean	Std. Dev
Police officer has adequate knowledge and skills to perform their duties	1	5	3.91	.971
All police officers are well-trained	1	5	3.95	.970
All police officers are well-educated	1	5	3.79	1.148
Each category of police officer does receive special training depending on their sections	1	5	3.83	1.184
Training for police force officers is offered free to all police officers	1	5	3.89	1.142
Every police officer can perform any duty within the police force	1	5	3.99	1.090

Source: Field data (2023)

Dependent Variable of Police Performance at Dodoma Regional Police

Minimum, maximum, mean and standard deviation were computed on the scale of the effect of extrinsic motivation Table 4.10. There is a Decrease in crime performance received the highest score on the scale of moderating variable knowledge and skills ($M = 3.99$, $SD = 1.045$) followed by the Application of laid down standards and procedures ($M = 3.97$, $SD = 1.076$). The police can maintain peace and security received the lowest score on a scale of moderating variable knowledge and skills ($M = 3.67$, $SD = 1.235$) followed by the police force has adequate resources to perform their duties more efficiently and effectively ($M = 3.83$, $SD = 1.182$).

The results show that police officers generally believe that they are doing a good job. The mean scores for all of the statements are relatively high, suggesting that officers are satisfied with their ability to reduce crime, maintain peace and security, and meet the needs of the community.

Table 12 Police Performance at Dodoma Regional Police

	Min	Max	Mean	Std. Dev
There is a Decrease in crime	1	5	3.99	1.045
The community are satisfied with police performance	1	5	3.92	.982
Application of laid down standards and procedures	1	5	3.97	1.076
There is a decrease in traffic offences	1	5	3.87	1.065
The police have the capacity of maintaining peace and security	1	5	3.67	1.235
The police force has adequate resources to perform their duties more efficiently and effectively	1	5	3.83	1.182

Source: Field data (2023)

Variable Correlation Analysis Results

Table 13 shows the correlation analysis results. Pearson Correlation with Extrinsic Motivation: 0.529 (significant at the 0.01 level), Pearson Correlation with Knowledge and Skills: 0.829 (significant at the 0.01 level), Interpretation: Police Officer Performance is positively correlated with Extrinsic Motivation and Knowledge and Skills. The strongest correlation is with Knowledge and Skills (0.829), indicating that officers with higher knowledge and skills tend to have better performance. Therefore, the correlation coefficients range from 0.529 to 0.829, all of which are statistically significant at the 0.01 level. This means that there is a strong and positive relationship between these variables.

Table 4.11 Variable Means and Correlation Analysis Results

EX M	Pearson Correlation	.72658	1			
INT M	Pearson Correlation	.69885	.598**	1		
KS	Pearson Correlation	.86522	.559**	.672**	1	
POP	Pearson Correlation	.92183	.529**	.614**	.829**	1
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Field data (2023)

Regression Assumptions

Figure 2 shows a histogram of the variable pop. The histogram shows the distribution of the values of the variable, with the number of observations on the y-axis and the value of the variable on the x-axis. The histogram shows that the variable pop is normally distributed, with most of the values falling between 30 and 70. There are a few outliers, but overall, the distribution is relatively symmetrical.

Regression Assumption Results

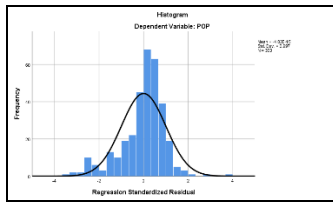


Figure 2 Histogram

Source: Data Analysis, (2023)

Figure 3 shows a normal probability plot of regression standardized residuals. This is a graphical tool used to assess the linearity of the residuals of a regression model. The normal probability plot works by plotting the standardized residuals of the regression model against the expected cumulative probabilities of a normal distribution. If the residuals are normally distributed, then the points on the plot should fall approximately along a straight line. The image shows that the points on the plot fall approximately along a straight line, with only a few outliers. This suggests that the residuals of the regression model are approximately normally distributed. This is a good thing because it means that the assumptions of the regression model are met. This means that the results of the regression model are more likely to be accurate and reliable.

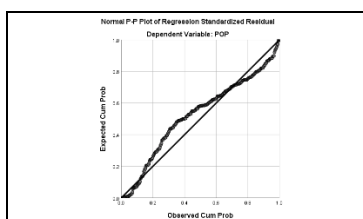


Figure 3 P – P Plot for Standardized Residuals

Source: Data Analysis, (2023)

In Figure 4, the case residual dots are distributed rectangularly about zero, indicating homoskedasticity (equality of variance). There is no justification to be concerned about heteroscedasticity (unequal variance in the data). The scatter plot shows a positive correlation between the two variables, meaning that as the number of motivations increases, the average police officer performance increases. The scatter plot also shows a linear trend, meaning that the relationship between the two variables can be approximated by a straight line. This suggests that there is a strong and direct relationship

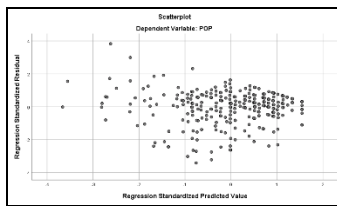


Figure 4 Scatter Pot for Standardized Residuals

Source: Data Analysis, (2023)

Regression Results Model I

Model Summary Results

Table 12 shows the results of a linear regression model. R: This is the correlation coefficient between the predicted values of POP and the actual values of POP. A value of 0.529 indicates a moderate positive correlation. R Square: This is the proportion of the variance in POP that is explained by the model. A value of 0.280 indicates that the model explains 28% of the variance in POP. Adjusted R Square: This is a modified version of R-squared that takes into account the number of

independent variables in the model. A value of 0.278 indicates that the model is not overfitting the data.

Table 12 Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 ^a	.280	.278	.78318
a. Predictors: (Constant), EXM				
b. Dependent Variable: POP				

ANOVA Results

The F-statistic of 128.953 is also very high, which further confirms the statistical significance of the model. The F-statistic is a measure of how well the model explains the variance in the dependent variable. A high F-statistic indicates that the model is a good fit for the data.

Table 13 ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.097	1	79.097	128.953	.000 ^b
	Residual	203.028	331	.613		
	Total	282.125	332			
a. Dependent Variable: POP						
b. Predictors: (Constant), EXM						

Regression Coefficient Results – Model 1

The unstandardized coefficient for EXM is (B = 0.671., P < .001). is generally considered to be statistically significant at the 5% level. The p-value for EXM is 0.000, which is highly statistically significant. This means that we can be confident that the relationship between EXM and POP is not due to chance.

Table 14 Regression Coefficient Model I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.089	.248		4.395	.000		
	EXM	.671	.059	.529	11.356	.000	1.000	1.000

a. Dependent Variable: POP

Source: Data Analysis, (2023)

Regression Results Model II

Model Summary

R, this is the correlation coefficient between the predicted values of POP and the actual values of POP. A value of 0.833 indicates a strong positive correlation. R Square: This is the proportion of the variance in POP that is explained by the model. A value of 0.693 indicates that the model explains 69.3% of the variance in POP. Adjusted R Square: This is a modified version of R-squared that takes into account the number of independent variables in the model. A value of 0.691 indicates that the model is not overfitting the data.

Therefore, after controlling extrinsic motivation Knowledge and skills has a stronger effect on police performance there is R change from 28% in model I to 69.3 %.

Table 15 Model Summary – Model II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833 ^a	.693	.691	.51276

a. Predictors: (Constant), KS, EXM

b. Dependent Variable: POP

Source: Data Analysis, (2023)

ANOVA Results – Model II

The F-statistic for the regression model is 371.940, which is highly statistically significant. This means that we can be confident that the model does explain a significant amount of the variance in the dependent variable POP.

Table 16 ANOVA Results Model II

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195.585	2	97.793	371.940	.000 ^b
	Residual	86.503	329	.263		
	Total	282.088	331			
a. Dependent Variable: POP						
b. Predictors: (Constant), KS, EXM						

Regression Coefficient Results – Model II

For the constant term, it is $b = (0.182, p < 0.001)$, For the independent variable EXM, it is $b = 0.123, p < 0,05)$ and mediating variable KS, $b = 0.825., p < 0.001)$. Both "EXM" and "KS" are statistically significant predictors of the dependent variable "POP" since their respective p-values are less than the typical significance level of 0.05. The standardized coefficients (Beta) suggest that KS has a stronger influence on POP compared to EXM.

Table 17 Regression Coefficient – Model II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.182	.168		1.086	.038		
	EXM	.123	.047	.097	2.632	.009	.687	1.456
	KS	.825	.039	.775	21.028	.000	.687	1.456
a. Dependent Variable: POP								

Source: Data Analysis, 2023

Discussion

The objective of this study was to examine the relationship effect of extrinsic motivation on Tanzania police officers in the Dodoma region with the moderating effect of knowledge and skills. The data collected was subjected to analysis using descriptive statistics, correlation, and multiple regression techniques. The subsequent discussion delves into the insights derived from this data analysis, highlighting similarities or differences between the current findings and those of prior related research. This analysis remains closely tied to the predefined study goals, clarifying the significance of each finding. As a result, it offers a comprehensive and in-depth understanding of how effects such as extrinsic and mediating variable knowledge and skills are related to Tanzania police officers' performance

This study found the mean score showed then the extrinsic motivation's mean scores were moderately high indicating a strong relationship with police officer performance. Moreover, the correlation analysis indicated extrinsic strongly and positively related to police officers' performance. Lastly, the finding showed that both regression models indicated that the independent variables extrinsic positive and significantly related to police officer performance. However, after controlling and inserting the moderating variable knowledge and skills the power of effect increased tremendously indicating that the moderating variable was as well strongly positively related to police force officers' performance.

Similarly, Anisya, Supriyanto, and Ekowati (2021) found that employee motivation has a direct and significant impact on performance. Shahid, Haq, Iqbal, and Munir (2020) also found that the motivation of the police force was significantly impacted

by the following motivating factors: working conditions, opportunities for professional development, peer/fellow relationships, salary, and organizational policies. However, it was not found to be important elements like recognition, the nature of the work, or the supervisor's function.

Gati & Atambo (2017) found that reward systems have a favourable and significant impact on an organization's employee performance. In this case police officers. The report advised firms to implement reward schemes to boost worker performance. Msirikale (2021) found that According to the study, the personnel of the Criminal Investigations Department in Dar es Salaam (CID HQ) lack motivation in terms of perceived justice, monetary motivation, and non-monetary motivation. The investigation concluded that CID HQ Dar es Salaam lacks sufficient motivation to affect employee performance. To improve working conditions, promotion opportunities, equal treatment, and the promotion process' transparency, the study advised the government and TPF management to raise employee salaries and pay as well as benefits and allowances. Williams, and Matoka. (2023) Also when examining the motivation issues among police officers at Arusha, they found that promotions are statistically significant and positively correlated with law enforcement personnel's job satisfaction. According to the study, objective promotion decisions should be made and opportunities should be presented to capable police officers at the appropriate moment to increase workplace satisfaction.

CONCLUSION AND RECOMMENDATION

The study "Effect of Motivation on Tanzania Police Force Officers' Performance at Dodoma Regional Police; The Mediating Role of Knowledge and Skills" found that motivation has a significant positive effect on police officer performance and that knowledge and skills mediate the relationship between motivation and performance. This means that motivation leads to better performance because it motivates officers to acquire the knowledge and skills, they need to do their jobs effectively. The study also found that knowledge and skills have a direct positive effect on performance, suggesting that they are important in their own right. Overall, the study provides valuable insights into the relationship between motivation, knowledge and skills, and police officer performance. The findings of the study can be used by the Tanzania Police Force to improve the performance of its officers and to provide better service to the community.

Police management and government in general should focus on motivating police officers. This can be done by providing officers with opportunities for professional development and training, by creating a positive work environment, and by rewarding and recognizing officers for their accomplishments. There is a need to invest in training police officers. This will help officers acquire the knowledge and skills they need to do their jobs effectively and perform at a high level.

CONTRIBUTION

The study on the Effect of Motivation on Tanzania Police Force Officers' Performance at Dodoma Regional Police; The Mediating Role of Knowledge and Skills makes several important contributions to the field of police performance. First, the study provides empirical evidence that motivation has a significant positive effect on police officer performance. This is consistent with previous research on motivation and performance in other occupations. However, the study's focus on police officers is particularly important, given the critical role that police play in society.

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THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF HOME AFFAIRS
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03/10/2023

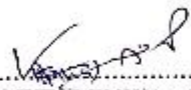
Vice Cancellor,
The Open University of Tanzania
P.O Box.....
Dodoma.

**REF: RESEARCH CLEARANCE FOR MS. SAUDA LIGHTON
MTETE. REG NO: PG202100084**

Please refer to your letter with Ref. No. OUT/PG202100084 dated 29th September, 2023 on the above subject matter.

2. The Region Police Commander has no objection for Ms Sauda Lighton Mtete who is a student of Open University of Tanzania to conduct research at Region Police Force Dodoma from 2nd September to 3rd October 2023.

3. Best Regards.


.....
A.F. MUTALEMWA - ACP
FOR REGION OF POLICE FORCE DODOMA
KINY: KAMANJA WA POLISI
MKOA WA DODOMA
DODOMA.

Cc: Ms Sauda L. Mtete