

**EFFECT OF REWARDS ON JOB SATISFACTION IN TANZANIA POLICE  
FORCE: THE CASE OF TRAFFIC POLICE OFFICERS IN ARUSHA CITY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
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**2023**

**CERTIFICATION**

The undersigned certifies that supervisor has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled, “**Effects of Monetary Rewards on Job Satisfaction in Tanzania Police Force: The Case of Traffic Police Officers in Arusha City**” In partial fulfilment of the requirements for award of the degree of Master of Human Resource Management of the Open University of Tanzania.

.....

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.....

Date

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**DECLARATION**

**I, Gloria William,** 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 fulfillment of the requirement for the degree of Master of Human Resource Management of the Open University of Tanzania.

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**Signature**

**DEDICATION**

This Dissertation is dedicated to my lovely mother, Grace Ignace Makyao and my lovely Daughter Rodrgonia Boniphace Missana, Gracious Frank Mollel and my lovely son Genesis Frank Mollel.

## **ACKNOWLEDGEMENTS**

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## ABSTRACT

This study sought to assess the effect of rewards on job satisfaction among police officers in Arusha City. The study was guided by three objectives: to determine effect of salary on job satisfaction among police officers in Arusha City, to assess effect of promotions on job satisfaction among police officers in Arusha City and to determine the effect of employee benefits on job satisfaction among police in Arusha City. The study applied quantitative approach which involved descriptive case study design. The study used 194 sample obtained from a population of 500 police officers working at Arusha Central. Simple random sampling was applied. Structured questionnaires were used to collect data. Descriptive statistics, correlation and multiple linear regression were used to analyses data. The study found that salary is statistically positively and significantly related to police officers job satisfaction. Promotion is statistically positively and significantly related to police officers job satisfaction and lastly the study found that benefit is is statistically positively and significantly related to police officers job satisfaction. The study recommends that the ministry of home affairs in Tanzania should improve on financial compensation and increase employee salary in order to boost police officers job satisfaction and enhance performance of police officers. Promotion opportunity should be carried out objectively, and offered to competent police officers at the right time as that can improve job satisfaction in the work place and lastly the Ministry of Home affairs in Tanzania and Police management should review the welfare packages types and rates for the police members of staffs, to increase their level of motivation and job satisfaction.

***Key words:*** Rewards, Salary, Promotion, Benefits and Job satisfaction

## TABLE OF CONTENTS

<b>CERTIFICATION .....</b>	<b>ii</b>
<b>COPYRIGHT .....</b>	<b>iii</b>
<b>DECLARATION.....</b>	<b>iv</b>
<b>DEDICATION.....</b>	<b>v</b>
<b>ACKNOWLEDGEMENTS.....</b>	<b>vi</b>
<b>ABSTRACT .....</b>	<b>vii</b>
<b>LIST OF TABLES .....</b>	<b>xiii</b>
<b>LIST OF FIGURES .....</b>	<b>xiv</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>x</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Overview .....	1
1.2 Background to the study.....	1
1.3 Statement of the Problem .....	5
1.4 Objectives of the Study .....	6
1.5 Research Questions .....	6
1.6 Significance of the Study .....	7
1.7 Organization of the Dissertation .....	7
<b>CHAPTER TWO .....</b>	<b>9</b>
<b>LITERATURE REVIEW.....</b>	<b>9</b>
2.1 Overview .....	9
2.2 Conceptual Definitions.....	9
2.2.1 Monetary Rewards .....	9



2.2.2	Salary.....	9
2.2.3	Promotion.....	10
2.2.4	Employee Benefits .....	10
2.2.5	The Concept of Job Satisfaction.....	11
2.3	Critical Review of Supporting Theories.....	11
2.3.1	Hierarchy of Human Needs Theory .....	12
2.3.2	Two-Factor Theory .....	13
2.3.3	Expectancy Theory.....	14
2.4	Empirical Analysis of Relevant Studies.....	15
2.4.1	Effects of Salaries on Job Satisfaction .....	15
2.4.1.1	Studies at the Global Level .....	15
2.4.1.2	Studies Done in Africa .....	16
2.4.1.3	Studies Done in Tanzania.....	17
2.4.2	Effects of Promotions on Job Satisfaction .....	19
2.4.2.1	Global Context .....	19
2.4.2.2	African context Review.....	20
2.4.2.3	Tanzania Context Review .....	22
2.4.3	Effect of employees benefit on police officers job satisfaction in Arussha .....	22
2.4.3.1	World Wide Context Review .....	22
2.4.3.2	African Context Review .....	23
2.4.3.3	Tanzania Context Review .....	25
2.5	Identification of Research Gaps .....	25
2.6	Conceptual Framework .....	27

2.7	Characteristics of Variables .....	27
2.8	Statement of Hypothesis.....	28
<b>CHAPTER THREE .....</b>		<b>29</b>
<b>RESEARCH METHODOLOGY .....</b>		<b>29</b>
3.1	Overview .....	29
3.2	Research Philosophy .....	29
3.3	Research Approach .....	29
3.4	Research Design.....	30
3.4.1	Area of Study .....	30
3.4.2	Population and Sample Size.....	31
3.4.3	Sampling Procedures.....	32
3.4	Data Collection Methods.....	32
3.5	Data Analysis .....	33
3.6	Regression Model.....	34
3.6.1	Testing Assumptions of MLR Model .....	34
3.7	Data cleaning and processing.....	35
3.7.1	Pilot Study Results .....	35
3.7.2	Error Check .....	36
3.7.3	Missing Data .....	36
3.8	Regression Assumptions .....	36
3.8.1	Linearity Assumption.....	37
3.8.2	Normality Assumption .....	37
3.8.3	Outlier Assumption .....	37
3.8.4	Homoscedasticity Assumption.....	38

3.8.5	Multicollineality Assumption .....	38
3.9	Validity.....	38
3.10	Reliability.....	39
3.7	Ethical Considerations.....	40
<b>CHAPTER FOUR.....</b>		<b>41</b>
<b>FINDINGS ANALYSIS AND DISCUSSION.....</b>		<b>41</b>
4.1	Overview .....	41
4.2	Descriptive Statistics for Sample Characteristics.....	41
4.3	Descriptive Statistics for the Variables Results .....	43
4.3.1	Descriptive Statistics for the Effects of Salary Results.....	44
4.3.2	Descriptive Statistics for the Effect of Promotion Results.....	45
4.3.3	Descriptive Statistics for the Effect of Benefit Results.....	46
4.3.4	Descriptive Statistics for the Dependent Variable Police officers Job Satisfaction Results .....	47
4.4	Variables Descriptive Statistics, Reliability and Correlation Analysis...	47
4.5	Multiple Linear Regression Analysis Results .....	49
4.6	Outliers, Normality, Linearity and Homoscedasticity Regression Assumptions Testing Results for Ethics.....	51
4.7	Discussion of the Findings .....	53
4.7.1	To determine effect of salary on job satisfaction among traffic police officers in Arusha City .....	53
4.7.2	To assess effect of promotions on job satisfaction among traffic police officers in Arusha City. ....	55

4.7.3	To determine the effect of employee benefits on job satisfaction among traffic police in Arusha City.....	56
<b>CHAPTER FIVE.....</b>		<b>58</b>
<b>SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS</b>		
.....		<b>58</b>
5.1	overview .....	58
5.2	Summary of Findings .....	58
5.3	Conclusions .....	59
5.4	Recommendations .....	60
5.5	Recommendations for Further Studies .....	61
<b>REFERENCES .....</b>		<b>58</b>
<b>APPENDICES .....</b>		<b>58</b>

## LIST OF TABLES

Table 3.1 Variable Reliability Results .....	40
Table 4.1 Descriptive Statistics for the Sample .....	43
Table 4.2 Descriptive Statistics for the Effects of Salary Results.....	44
Table 4.3 Descriptive Statistics for the Effect of Promotion Results .....	45
Table 4.4 Descriptive Statistics for the Effect of Benefit Results.....	46
Table 4.5 Descriptive Statistics for the Dependent Variable Police officers Job Satisfaction Results .....	47
Table 4.7 Descriptive Statistics Results for Reliability and Correlation Analysis ....	48
Table 4.8 Model Summary.....	49
Table 4.9 ANOVA Results .....	50
Table 4.10 Regression Coefficients .....	50

## LIST OF FIGURES

Figure 2.1 Conceptual Framework.....	27
Figure 4.1 Histogram .....	51
Figure 4.3: Scatter plot for the Standardized residual for Variables.....	52

**LIST OF ABBREVIATIONS**

COVID 19	Corina Virus Disease 2019
CHWs	Community Health Workers
EBRI	Employee Benefit Research Institute
EY	Ernest & Young
ILO	International Labour Organization
SPSS	Statistical Package for Social Sciences
USA	United States of America

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

This chapter consists of the background of the research problem, statement of the problem, general and specific objectives, research questions, the scope of the study, limitation of the study, the significance of the study, and organization of the study.

#### **1.2 Background to the study**

The general objective of Human Resource Management is to ensure that organizations are able to achieve their goals through utilization of efforts, knowledge and skills of employees (Mishra, Shukla, & Sujatha, 2021). Hence, organizational effectiveness depends on presence of highly motivated and satisfied employee. Job satisfaction is an important determinant for influencing employees' behavior at work. It helps to influence employee productivity while keeping employees engaged and motivated (Collings, Wood, & Szamosi, 2018).

Police constitute fundamental public employee in public sector organizations. The International Labour Organization (ILO) categorizes Police Force as an essential service on which life and properties of the public depend on (ILO, 2019). Police officers perform security function, which involves protection of life and properties of individuals and organizations from potential threats such as theft and violence (Andvig & Fjeldstad, 2008). Police are expected to discharge their functions in a professional manner without discriminating and favoring people on basis their social, political and economic status in the society (Tanzania Police, 2015).



Job satisfaction in police force can be achieved if police officers are adequately compensated and satisfied with their jobs (Lokesh, Patra, & Venkatesan, 2016). This is because police officers work under occupational hazards such as physical hazards, accident hazards, chemical hazards, biological hazards and psychological trauma. These hazards are encountered when police officers discharge assigned duties such as chasing and arresting alleged criminals, directing traffic, investigating cases and patrolling (ILO, 2000).

Despite their importance in promoting security, Police Force across the world face myriad of job related challenges. Police understaffing is a global challenge. In 2006, the United Nations Survey on Crime Trends and Operation of Criminal Justice Systems (UN-CTS) recommended a ratio of 300 police officers per every 100,000 people (United Nations Office of Drugs and Crime, 2010). On the contrary, in 2008 the average number of armed personnel per people served was 458: 100,000. In 2018 the average number of armed personnel per people served was 396:100,000 (Institute for Economics and Peace, 2019). This challenge also affects several countries in the world. For instance, in Canada every 185 police officers serve every 100,000 people. This implies that 1 police officer serves every 541 people. This crisis of understaffed Police Force is coupled with long working hours and inadequacy of resources as many young people are not interested to join Police because of difficult in climbing the ladder to higher ranks in promotions (D'amore, 2019).

Similarly African countries face shortage of police officers to effectively combat crimes (Owoeye, 2020). In South Africa's excessive crime rate is attributed to among other factors including shortage of police officers in the streets (Independent Online, 2019). Apart from the problem of shortage of personnel, police in African countries

also experience occupational stress because of being not promoted accordingly. A study by Jonyo (2015) shown that police officers in Kenya experience occupational distress which result from heaving workload, poor housing arrangements, lack of fairness in promotions, negative attitude from the society, frequent transfers, poor remuneration and long working hours. As a result police officers engage in mulpractices. This paper will focus on the effect of promotion towards police performance.

Furthermore, currently the world is facing the challenge of the global pandemic of COVID 19 which has not only expose police officers to the risk of severe sickness and death but also has provided potential lope holes for domestic based crimes such as child abuse and gender based violence (Interpol, 2020). Such life threatening working conditions result to negative consequences. Police officers in several countries experience mental health problems leading to suicide tendencies. In 2018, 8 police officers in Ontario, Canada committed suicide (D'amore, 2019). In United States, reports indicate that number of police officers who committed suicide exceed those who died in duty in 2019. Statistics show that while 228 police officers committed suicide, 132 died in duty in the year. This problem is attributed to working long hours in combating severe crimes (Davis, 2019). Consequently, police officers opt to leave Police Force for more rewarding and balanced careers (D'amore, 2019). Similarly, in Tanzania police officers perform their work under severe conditions. There is a challenge of understaffing. In 2013 the Deputy Minister of Home Affairs indicated that the country had a ratio of 1 police officer per 1,150 people which is contrary to the international standard of 1 police officer per 300

people (Mateja, 2014). Other challenges include inadequate equipment and insufficient training to perform their tasks effectively. For instance, a study by Lukumay *et al.* (2019) indicates that traffic police officers in Tanzania work under shortage of resources to deal with road accidents. Moreover, another study by Mateja (2014) indicates Tanzanian Police Officers face myriad of challenges in prevention of crimes. Such challenges include insufficient budget, shortage of resources, and unfair treatment from other police officers, low salaries, poor working and living conditions, poor performance appraisal systems, unfair promotion and biased employee selection methods.

Consequently, police officers in various countries experience job dissatisfaction. For instance, Miller *et al.* (2009) have shown that police officers in USA have reported lowest level of job satisfaction. Similarly, a study by Sadiq (2022) has shown that police officers in Pakistan have experienced job stress and dissatisfaction during COVID-19 pandemic.

Similarly, in a study by Lukosi (2015) has shown that police officers in Tanzania experience the problem of job dissatisfaction. Similarly, Mkenga (2020) has shown that police officers are dissatisfied about salaries and working conditions. As a result, they tend to engage in misconduct practices such as corruption, abuse of due process and favoritism (Common Wealth Human Rights Initiative, 2006). Police Department has been ranked as one of the most corrupt public service in Tanzania (US Department of State, 2013; Transparency International, 2013; Transparency International, 2019). Apart from corruption police officers tend to engage in practices such as partial absenteeism by leaving work before the required time, poor performance, frequent complaining about the job, quitting the job and low level of

commitment (Lukosi, 2015). More importantly, police officers in Arusha have expressed their dissatisfactions towards working conditions which cause others to quit (Nkwame, 2008). Moreover, junior police officers in the region live under poor housing conditions while in actual fact they play a big role in accomplishing police operations (Omar, 2018). These data suggest that junior police officers in Tanzania in general and Arusha region in particular work under dissatisfactory working conditions which do not only undermine motivation but also influence professional malpractices. Hence, there is a need to conduct a study to identify determinants of job satisfaction among traffic police officers in Arusha.

### **1.3 Statement of the Problem**

Police constitute fundamental public employees in public sector organizations. Police officers provide essential services whose life and property of the public depend on (ILO, 2019). Despite their importance, police officers in different regions of Tanzania including Arusha experience job dissatisfaction work under insufficient resources, low salaries, poor working condition while living in poor housing (Nkwame, 2008; Mateja, 2014; Omar, 2018). As a result police officers engage in unprofessional malpractices such as corruption, favouritism and obstruction of justice (US Department of State, 2013; Transparency International, 2013; Transparency International, 2019). This trend raises a question on whether or not junior police officers are satisfied with terms and conditions of employment. Therefore, there is a need for empirical inquiry to determine factors influencing job satisfaction among police officers. Previous studies by Lukosi (2015), Mkele (2016) and Lukumay et al. (2019) investigated human resource management in police force

in Tanzania. However, none of the studies analyzed determinants of job satisfaction. Hence, this study sought to fill the gap by identifying determinants of job satisfaction among junior police officers particularly in Arusha City.

#### **1.4 Objectives of the Study**

The main objective of this study was to assess the influence of monetary rewards on job satisfaction among traffic police officers in Arusha City. Four specific objectives were achieved.

- i. To determine effect of salary on job satisfaction among traffic police officers in Arusha City.
- ii. To assess effect of promotions on job satisfaction among traffic police officers in Arusha City.
- iii. To determine the effect of employee benefits on job satisfaction among traffic police in Arusha City.

#### **1.5 Research Questions**

This study has answered four research questions.

- i. What is the effect of salary on job satisfaction among traffic police officers in Arusha City?
- ii. What is the effect of promotions on job satisfaction among traffic police officers in Arusha City?
- iii. What is the effect of employee benefits on job satisfaction among traffic police in Arusha City?

### **1.6 Significance of the Study**

The study is beneficial to police department of Arusha City and the ministry responsible for managing human resources in Police Force Tanzania. The police department on Arusha City will gain understanding about factors which are necessary to motivate junior police officers to work effectively. Moreover, the Ministry responsible will gain understanding about human resource needs of police department in Arusha. Consequently, the ministry can use findings of this study to improve working conditions for junior police officers.

Secondly, the study findings also provide significance contribution to the literature of Human Resource Management in Tanzanian public service. As stated earlier, previous studies by Lukosi (2015), Mkele (2016) and Lukumay et al.(2019) investigated human resource management in police force in Tanzania. However, none of the studies identified determinants of job satisfaction. Hence, this study will add new knowledge by identifying determinants of job satisfaction among junior police officers in Arusha City.

### **1.7 Organization of the Dissertation**

This proposal was organized in five chapters. Chapter one presents introduction to the study. The chapter includes background to the study, statement of the research problem, research objectives, research questions and significance of the study. Chapter two presents literature review. The chapter includes conceptual definitions, critical review of supporting theories, empirical analysis of relevant studies, identification of research gaps, description of variables and statement of hypothesis. Chapter three presents research methodology. The chapter includes research strategy,

study population, description of study area, sampling design, and variables measurement procedures, methods of data collection and data processing and analysis.

Chapter four is about presentation and discussion of findings while chapter five is about summary of findings, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter presents literature review. The chapter includes conceptual definitions, critical review of supporting theories, empirical analysis of relevant studies, identification of research gaps, description of variables and statement of hypothesis.

#### **2.2 Conceptual Definitions**

This study was based on the concept of job satisfaction, monetary rewards and working environment.

##### **2.2.1 Monetary Rewards**

Monetary rewards include pay, bonuses, and health insurance, allowance, pension and transportation facilities. A bonus is an additional compensation which is given to an employee as a motivation after either meeting or exceeding performance targets (Zaraket & Saber, 2017). Pension is an income which is paid to employee after retirement (Zaraket & Saber, 2017). Monetary rewards are powerful mechanisms for motivation of employees in performing jobs (Aguinis, Joo, & Gottfredson, 2013). Moreover, monetary rewards influence job satisfaction (Waqas & Saleem, 2014).

##### **2.2.2 Salary**

Salary is a form of remuneration which is paid to employees in exchange for labour power rendered to an organization. Salary is paid in fixed intervals of monthly payments. Such monthly payments represent one-twelfth of the annual salary



(Agustiniingsih et al., 2016). Salary has direct relationship on employee performance and job satisfaction (Malik, Danish, & Munir, 2012). If employees feel that salary paid is not sufficient, they tend to feel negative about the job. On the other hand if employees percieve that salary paid is adquate, they tend to feel positive about the job (Malik, Danish, & Munir, 2012). This means the higher the salary the higher the job satisfaction (Naji, 2014).

### **2.2.3 Promotion**

Promotion happens when an employee within an organization advances in terms of position, pay, status, responsibilities and status. It involves improvement in job position, status and prestige as well as increase in responsibilities and pay (Mahyudi *et al.*, 2019). Promotion is done in order to motivate employees for higher performance, increase job satisfaction, attract and retain competent employees, recognize and reward efforts of employees, fill up vacancies from within an organization, promote interests in training and development (Malik *et al.*, 2012).

### **2.2.4 Employee Benefits**

Employee benefits play an increasingly important role in the lives of employees and their families and have a significant influence on job satisfaction, employee performance and organizational performance in general. Employee benefits include health insurance, pension benefits, unemployment insurance, workers' compensation, maternity allowance, and disability insurance (Hina, Zamir, & Nudrat, 2014).

Employee benefits are stimulators for job satisfaction. For instance, a survey conducted by Employee Benefit Research Institute (EBRI) in United States of

America (USA) has revealed that employers who offer benefits package are in a more competitive advantage of achieving job satisfaction and employee retention than the employers who do not prioritize benefits (EBRI, 2016).

### **2.2.5 The Concept of Job Satisfaction**

The key concept of this study was job satisfaction. The concept of job satisfaction has been widely defined in the literature of human resource management. According to Azeem (2010), job satisfaction is a positive emotional state resulting from the assessment of job experiences encountered by an employee. However, this definition does not indicate the aspects of positive emotions.

Another definition is provided by Rabbanee, Yasmin, and Al Mamun (2012) who have defined as an employee's attitude resulting from balancing and synopsis of likes and dislikes about the job. Job satisfaction is determined by factors such as job position, pay, promotions, work environment and work relationships. This definition is clearer than the previous because it mentions specific aspects for measuring job satisfaction. Hence in this study job satisfaction will be measured using five constructs. They include job position, pay, promotions, working environment and work relationships.

### **2.3 Critical Review of Supporting Theories**

This study was guided by three theories. They included hierarchy of human needs theory, two factor theory and expectancy theory.

### **2.3.1 Hierarchy of Human Needs Theory**

The study was guided by hierarchy of needs theory developed by Abraham Maslow is a published work titled *A theory of human motivation* (Maslow, 1943). The theory assumes that human beings have wide range of needs which are arranged hierarchically in five levels based on importance (Maslow, 1943). The first level includes physiological or biological needs. These are needs which come first because they are necessary for survival. Examples include food, water and air. After satisfying physiological needs, the next level includes safety needs which are important for human protection. Human beings need to be protected from danger and threats.

The following level is composed of social or belonging needs. Human beings desire to be loved socially acceptance by peers and colleagues. Next to belonging needs are esteem needs which are related to self-respect and desire to be respected, recognized and appreciated by others. The last and highest level of needs constitutes self-actualization needs which in which human beings aspire to realize individual's potential, self-development and creativity (Mosley, Mosley & Pietri, 2015).

The theory has received criticism from various scholars. King-Hill (2015) asserts that while all human beings have needs, achievement of such needs varies across age groups, societies and individuals. For instance, King-Hill (2015) provide differences between collective and individualized societies. The theory of hierarchy of human needs is more applicable in individualized societies where individuals have liberty to determine their priorities and life choices. However, the theory may not be relevance in African societies where collective needs surpass individual needs.

Despite such criticism the hierarchy of human needs theory was relevant in analysis of job satisfaction. For instance, Stawasz (2019) applied Maslow's hierarchy of needs theory to assess job satisfaction at the Cardinal Tien Hospital. Hence, this study applied the hierarchy of human needs theory to assess effects of benefits on job satisfaction. As it is asserted by Maslow (1943) physiological and security needs are the most important needs that motivate human beings. Provision of employee benefits help to achieve physiological and security needs and hence influencing job satisfaction.

### **2.3.2 Two-Factor Theory**

The second theory used in this study was two-factor theory of motivation. The theory was developed by Frederick Herzberg who conducted a research using a sample size of 200 respondents including accountants and engineers, to explore determinants of job satisfaction and motivation. The study found that employees are motivated by two sets of factors which include motivation factors and hygiene factors. Factors which cause job satisfaction are motivational factors such as work achievement, promotions, recognition and responsibility. On the other hand, hygiene factors are causes of employee dissatisfaction. They included salary, supervisors, interpersonal relations and working conditions (Frazier, 2005; Griffin , 2008). Therefore, based on this theory determinants of job satisfaction included work achievement, promotions, recognition and responsibility.

### **2.3.3 Expectancy Theory**

This study was also guided by expectancy theory developed by Vroom in 1964. It asserts that performance of an individual is motivated by three components including expectancy, instrumentality and valence. Expectancy is based on the assumption that efforts directed in performing certain action are expected to attain expected results. Instrumentality is built by the assumption that an individual will receive rewards where efforts meet performance expectations. Valence is the anticipation placed on rewards of an outcome of performance. Individuals expect to earn rewards such as salary raise, bonuses and promotions (Vroom , 1994). Expectancy theory is useful for providing understanding of job satisfaction. Job satisfaction is the difference between the performance produced by employees and rewards such as salary increase, bonus and promotions. If the rewards reflect the work performed, employees tend to be satisfied. However, if the rewards do not reflect the work performed, employees tend to be dissatisfied. Expectancy theory was applied to assess the level of job satisfaction.

Hence this study applied expectancy theory to assess the effects of promotions on job satisfaction. Employees expect to grow in the organization. One of the areas of employee growth and development is promotions. Employees are likely to be satisfied with their jobs when they receive promotions on the prescribed time. When employees have worked for a long time in organization without promotions, they tend to feel stagnant and stuck. The perception lowers job satisfaction.

## **2.4 Empirical Analysis of Relevant Studies**

This section presents an empirical review related to the proposed study. The review was done according to research objectives.

### **2.4.1 Effects of Salaries on Job Satisfaction**

The first objective of the study was to analyze the influence of monetary factors on job satisfaction among police officers in Arusha City. This sub-section presents empirical studies which have shown monetary factors influencing job satisfaction.

#### **2.4.1.1 Studies at the Global Level**

Studies done at the global level have shown the significance of monetary factors on job satisfaction. According to 2017 report on trends in global employee engagement, pay fairness of a major factor for influencing employee engagement (Aon Hewitt, 2017). These findings entail that fairly paid employees are satisfied employees. Satisfied employees are likely to actively engage in efforts towards achievement of organization's goals.

Another survey by Glassdoor Economic Research (2015) has shown that 50% of the respondents who earn more than \$120,000 per year stated that were satisfied with their job. On the contrary 15% of respondents who earn more than \$30,000 per year indicated they were not satisfied with their job. This study therefore concluded that there is significance association between high pay and job satisfaction among employees.

One limitation of the studies by Aon Hewitt, (2017) and Glassdoor Economic Research, (2015) is that they did not specify professional backgrounds of the

respondents. Hence the findings of the study are not adequate to generalize to specific professional contexts. Hence there is a need to conduct further studies on influence of monetary factors on job satisfaction in specific professions such as police force.

#### **2.4.1.2 Studies Done in Africa**

A study by Oni-Ojo, Salau, Dirisu and Waribo (2015) assessed the attitude of workers towards incentive and job satisfaction among manufacturing industry in Ikeja and Victoria Island in Lagos in Nigeria. The study used a sample size of 127 respondents and collected data using closed ended questionnaire. Data was analyzed using descriptive statistics and Pearson correlation. The study found that monetary incentives such as salary, bonuses and other entitled benefits are important for improving employee performance, influencing employee motivation and job satisfaction. In terms of strengths, this study has provided important insight on monetary factors which influence job satisfaction. These findings will guide formulation of questionnaire instrument as well as discussion of findings. Another merit of this study is found in data analysis methods. The use of descriptive statistics (especially arithmetic mean) has helped to researchers to describe monetary factors for job satisfaction. The use of Pearson correlation has helped to establish statistical correlation between monetary incentives and job satisfaction. The study by Oni-Ojo et al. (2015) has one shortcoming. It has indicated the population from which the sample size of 127 respondents was drawn.

A study by Tembur (2017) investigated factors affecting job performance in national police service in Nairobi county in Kenya. The study stated to have employed a sample size of 80 respondents who were selected from the population of 300 police officers, and collected data using questionnaire and interview. Data was analyzed using descriptive statistics including frequencies and percentages. The study found that compensation influenced job satisfaction. However the study did not identify compensation attributes that influence job satisfaction.

This review has noted two shortcomings from the study by Tembur (2017). First of all, there is a mismatch between the sample size stated in the methodology and the actual sample size presented in the findings section. While the study claimed to selected a sample size of 80 respondents, the findings section indicates a sample size of 100 respondents. The study found that compensation influence job satisfaction among police officers in Nairobi county. The second weakness of this study is that it did not present analysis and discussion of findings for interview data. Hence, this study has methodology shortfalls which can be addressed by conducting further studies on job satisfaction among police officers.

#### **2.4.1.3 Studies Done in Tanzania**

In Tanzania, studies have attempted to investigate the impact of monetary factors in job satisfaction. Mwengu(2015) investigated the impact of rewards on performance of police officers in Kondo District. The study involved a sample size of 33 respondents drawn from the population of 97 police officers working in Kondo District. The study collected data using questionnaire and analyzed data using



frequencies and percentages. The study found that rewards such as salary, bonuses and allowances are important for job satisfaction, which in turn positively influence performance of police officers. This review has noted one shortcoming from the study by Mwengu (2015). The study did not use appropriate data analysis methods. It aimed at investigating the effects of reward on performance. By nature, this study demanded correlational data analysis tools such as Pearson Correlation Coefficient or Regression Analysis. On the contrary the study only used frequencies and percentages which did not provide statistical analysis on the extent to which rewards affect performance.

In similar vein, Sikunala(2016) conducted an empirical analysis of employee perception on motivation mechanism among police force in Katavi. The study involved a sample size of 34 respondents and collected data using both questionnaire and interviews. The study revealed that salary was a major factor which affect job satisfaction among police officers. The study also revealed that improvement of salaries and allowances will result to increased job satisfaction and improvement of performance. This review acknowledges that the study by Sikunala (2016) have provided an important contribution towards understanding monetary factors which influence job satisfaction among police officer. However, the study has one shortfall. While the research stated to have used both questionnaire and interviews to collect data, the findings for interview data were not presented. Hence, the study has a mismatch between the stated and actual data collection methods.

Another study is the study by Nyamubi, (2017) who investigated determinants of job satisfaction among teachers in government schools in Kilimanjaro and Lindi

regions. The study collected data using Focus Group Discussions (FGDs). The study found that teachers stated to be satisfied with monetary incentives such as adequate salaries, transfer and leave allowances. The study has provided important insights on monetary factors that influence job satisfaction. However, the study by Nyamubi (2017) has not shown the sample size of the respondents involved in the FGDs. Hence, the sampling procedures are questionable. Moreover, the study findings do not reflect all responses from FGDs because convergence and divergence patterns of responses are not shown.

On the contrary to the above, other studies done in Tanzania have reported contrasting results. For instance a study by A study by Mpembeni, et al. (2015) assessed motivation and satisfaction among these Community Health Workers (CHWs) in Morogoro region. The study found that CHWs are not motivated by monetary incentives because they seek to serve community. They are rather motivated by working conditions. This study has provided an important insight that employees are not always motivated by monetary factors.

#### **2.4.2 Effects of Promotions on Job Satisfaction**

The second objective of this study was to assess the effects of promotions on job satisfaction.

##### **2.4.2.1 Global Context**

At the global level, studies done in various countries have investigated the effects of promotions on job satisfaction. Malik *et al.* (2012) assessed the impact of pay and promotions on job satisfaction among higher education institutions in Pakistan. The

study applied non-random sampling and stratified sampling to select 200 respondents. Data were collected by using questionnaires. Analysis of data was done through regression. The study findings indicate that promotion has significance on job satisfaction. The study by Malik *et al.* (2012) has methodological weaknesses. The first weakness is observed in sampling. While the study asserted that stratified sampling was used in selection of respondents, the researchers have not shown the starta from which respondents were selected. Secondly, Malik *et al.* (2012) have not indicated the population from which 200 respondents were selected.

Another study by Razak, Sarpan and Ramlan (2018) assessed the influence of promotions on job satisfaction in Makassar in Indonesia. The study employed cross-section design. Data were collected using interviews, observations, questionnaire and secondary sources. Findings from hypothesis testing have shown that promotion has positive influence on job satisfaction.

The study by Razak, Sarpan and Ramlan (2018) has methodological flaws. First, the researchers have not shown findings for data collected from interviews, observations and secondary sources. Secondly, the researchers have not shown the population from which the sample size was selected.

#### **2.4.2.2 Africant context Review**

Garba and Idriss ( 2021) studied on the effects of promotion on job satisfaction in tertiary institutions in Sokoto State, Nigeria. Non-probability random sampling technique and multiple regression analysis were applied and 205 questionnaires were administered to the sample respondents to collect data for the study, the questionnaire was structured based on 5-points Likert scale. A purposive selection of

two tertiary institutions was made, one federal institution and one state institution. Result shows that promotion has positive influence on job satisfaction and organizational goal attainment. The study recommends that promotion opportunity should be carried out objectively and offered to competent staff at the right time as that can improve job satisfaction in the work place

Kelechi, (2018) studied on the effect of recognition and promotion on employees' job satisfaction of Selected Outsourced Service Providers in Jos, Plateau State, Nigeria.

This research sought to examine the effect between recognition and promotion on employees' job satisfaction of selected outsourced service providers in Jos Plateau State. A survey research design was adopted. The population of the study was 541 employees which consisted of all the employees of the five (5) selected outsourced service providers in Jos, Plateau State. The sampling technique used was census. A total of 541 copies of the questionnaire were distributed; out of which a total number of 448 (82%) were properly filled and returned. Data was analyzed using simple linear regression analysis and Pearson product moment correlation test the relationship between recognition, promotion and job satisfaction. The findings of this study revealed that Recognition ( $R^2 = 0.558$ ,  $p < 0.05$ ) and Promotion ( $R^2 = 0.683$ ,  $p < 0.05$ ) have positive significant effect on employees' job satisfaction of selected outsourced service providers in Jos, Plateau State. The study concluded that recognition and promotion factors had a significant positive effect on employees' job satisfaction of the outsourced service providers in Jos, Plateau State. It is therefore recommended, that management of these outsourced companies improve on

recognition and promotion in order to reduce the level of dissatisfaction among employees.

#### **2.4.2.3 Tanzania Context Review**

Saria, (2019) studied on the role of compensation on job satisfaction: a case study of Tanzania breweries limited in Dar es Salaam, Tanzania. This study aimed at investigating the role of compensation on job satisfaction. The case of Tanzania Breweries Limited, Dar-es salaam. The sample of the study comprised of 164 respondents from two categories of employees; management and non-managerial. The case study research design was used in this study. Interview method, questioners and documentary review were use in data collection. The study revealed that compensation had influence on job satisfaction at TBL.

#### **2.4.3 Effect of employees benefit on police officers job satisfaction in Arussha**

The effect of employees benefit on police officers job satisfaction was also reviewed based on global or world wide review, african context review and tanzania context review.

##### **2.4.3.1 World Wide Context Review**

White, Kyle, & Schafer (2022) studied on Police officers' job satisfaction in USA. They examined front-line police officers' job satisfaction in mid-sized municipal departments in the Midwestern United States. They 2019 cross-sectional survey of seven police departments (N = 234) to examine the relationships between officers' job satisfaction and their public service motivations (PSM), perceptions of person-

environment fit with three referent groups – top managers, supervisors, and coworkers – and their perceptions of self-legitimacy. The results suggest that organizational fit with top managers, PSM, and officers' self-legitimacy are all positively related to job satisfaction, explaining nearly half of the variance in the sample. Using multiple regression models, we explore the potential mediating effects of fit on PSM but find little support for this proposition. Among individual-level control variables that were assessed, only tenure was significantly (negatively) related to job satisfaction.

#### **2.4.3.2 African Context Review**

Gau, (2019) studied on Assessment of the Sources of Police Job Satisfaction in USA. The study adds to this burgeoning area of research by assessing the role of internal and external dimensions of the work environment, as well as views of fairness and effectiveness, on the job satisfaction of police officers. Based on survey data from a midsized municipal police department in Florida, the multivariate analysis reveals a number of successful predictors of job satisfaction, especially for those officers with a street-level assignment. A second analysis, based on qualitative coding of open-ended survey questions, finds differences in positive and negative features of the occupation across varying levels of satisfied and dissatisfied respondents. Implications of these findings for police practitioners and researchers are discussed

Ndolo (2020) studied on the Effect of Compensation on Performance of Kenya Police Officers. This study was based on descriptive research design. Simple random sampling technique was deployed and the sample was determined to be 283 employees of the National Police Service in Nairobi. The study relied on primary

data which was gathered using a closed ended questionnaire. The study used both descriptive statistics and inferential statistics whereby descriptive statistics were used to analyze frequencies, percentages, means and standard deviations. Inferential statistics on the other hand were used to analyze correlation and regression analysis to establish the relationship among the study variables. The findings revealed that there is a significant relationship between salary and benefits and performance,  $r(0.745)$ ;  $p\text{-value} < 0.01$ . The findings revealed that there is a significant relationship between working environment and employee performance,  $r(0.875)$ ;  $p\text{-value} < 0.01$ . The findings also revealed that 76.4% of variation in employee performance is attributed by working environment. The findings revealed that there is a significant relationship between growth v opportunities and employee performance,  $r(0.842)$ ;  $p\text{-value} < 0.01$ .

Dachapalli (2016) studied on whether a relationship existed between the variables of job satisfaction and organizational commitment within the South African police services. Data were collected using questionnaires, administered to a sample of 103 respondents, received 71% response rate from a population of 140 employees and used the simple random sampling technique. Data were analyzed using both descriptive and inferential statistics. No statistically significant correlation was found between the dimensions of job satisfaction and organizational commitment. The ANOVA test showed a significant difference in normative commitment among the age, home language and ethnic groups. The ANOVA test revealed significant differences among the biographical variables and the job satisfaction dimensions. The findings of this study indicated no relationship between job satisfaction and organizational commitment

### **2.4.3.3 Tanzania Context Review**

Tindwa (2018) studied on the relationship between financial rewards and satisfaction level of employees with respect to their salary and position and to examine the importance of job satisfaction on employees. The data were collected through questionnaire, analyzed by way of descriptive analysis as the questions were distributed and analyzed through percentage. The study establish that financial rewards has a very big role to play in a job satisfactions as well as financial rewards within the force is not good, The research recommends that satisfaction of employees is essential in improving employees' work performance. Ability to perform is not enough for effective performance. Employees have to satisfy their need for them to realise their maximum potential.

### **2.5 Identification of Research Gaps**

As stated earlier, previous studies by Lukosi (2015), Sikunala (2016), Mkele (2016) and Lukumay et al. (2019) investigated human resource management in police force in Tanzania. However, none of the studies provided a comprehensive analysis on determinants of job satisfaction among police officers. Lukosi (2015) analyzed the effects of job satisfaction on performance of police officers at police headquarters in Tanzania. The study found that working environment influence performance and job satisfaction. However, the study focused on one factor for job satisfaction. Hence, there is a need to do further studies to determine not only environmental factors also monetary factors influencing job satisfaction.

In similar vein, Sikunala (2016) conducted an empirical analysis of employee perception on motivation mechanism among police force in Katavi. The study

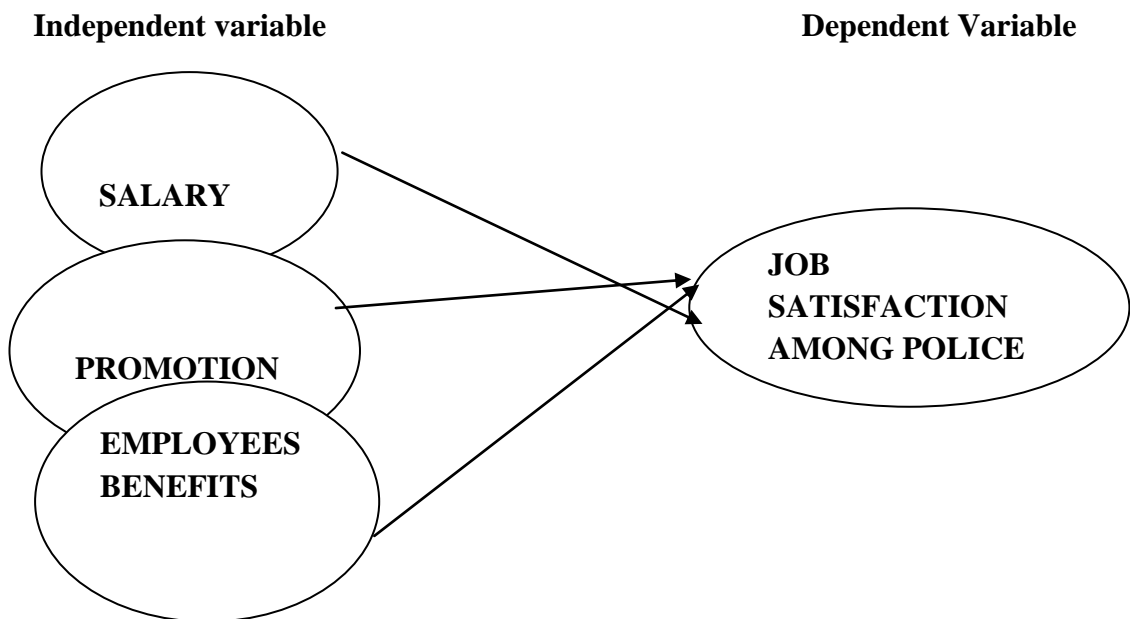


revealed that salary was a major factor which affect job satisfaction among police officers. However the study only pointed monetary factors influencing job satisfaction. Hence, it has left a gap on monetary factors influencing job satisfaction.

A study by Mkele (2016) analyzed factors contributing to labor turn-over in Tanzania Police Force in Morogoro. While the study revealed that labour turn-over is attributed to unsatisfactory compensation and work environment, this study focused in Morogoro region. Hence the findings cannot be generalized to other regions such as Arusha. A study by Lukumay et al.(2019) investigated experiences of police traffic officers in Dar es Salaam. The study found that police officers work under scarcity of facilities and resources which lower motivation. This study only provides insights into possible environmental factors that can influence job satisfaction. Moreover the study only focused on Dar es Salaam region. Hence there is a need to do further studies in other regions such as Arusha.

Therefore, on bases of the aforementioned knowledge gaps, the current study sought to analyze factors influencing job satisfaction among police officers in Arusha City. Unlike the previous studies, this study has expanded the knowledge by analyzing not only monetary factors but also environmental factors influencing job satisfaction.

## 2.6 Conceptual Framework



**Figure 2.1 Conceptual Framework**

**Source :** Researcher (2022)

## 2.7 Characteristics of Variables

From the conceptual framework, the independent variables were developed based on the theory of expectancy which asserts that employees anticipate receiving certain rewards as a result of performing assigned duties. Such rewards can be in form of salary raise, bonuses and promotions (Vroom, 1994). Hence the independent variable on monetary factors (adequate salaries, timely allowance, timely promotions and adequate budget for operations) was based on the assumption of the expectancy theory.

Dependent variable will be job satisfaction. The facets of dependent variable were adopted from the definitions provided by Rabbanee, Yasmin, and Al Mamun , (2012)

and Beehr, et al., (2006) which both define job satisfaction in five facets including work itself, supervision, coworkers, pay, and promotion opportunities.

### **2.8 Statement of Hypothesis**

H<sub>1</sub>: Salary has a positive relationship effect on job satisfaction

H<sub>2</sub>: Promotion has a positive relationship effect on job satisfaction

H<sub>3</sub>: Benefit has a positive relationship effect on job satisfaction

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter presents research methodology of the study. The chapter includes research philosophy, research approach, sampling procedures, data collection, data analysis and ethical considerations.

#### **3.2 Research Philosophy**

This study was based on positivism research philosophy which assumes that social world is understood in an objective way. Positivism seeks to establish explanatory association between variables and predict effects and outcomes. In ontology sense, philosophy is based on the assumption that a single reality exists. Researcher is required to remain objective and should not interact with research participants (Park, Konge, & Artino Jr, 2020). Positivism philosophy assumes that data is generated objectively through experiments, surveys. In order to ensure objective truth, data should be analyzed using statistical, mathematical and laboratory experiments (Park, Konge, & Artino Jr, 2020). Positivism philosophy was appropriate for this study because it guided assessment of the effects of monetary rewards on job satisfaction of traffic police officers in Arusha City. This was accomplished through application of statistical methods in testing hypothesis in order to generate the objective reality.

#### **3.3 Research Approach**

Positivism uses deductive approach which helps to test hypothesis and draw inferences. Deductive approach focuses on identification of variables and

measurement of variables through experimental methods and statistical analysis (Park *et al.*, 2020). Deductive approach uses qualitative research methods to generate knowledge. Deductive approach is based on hypothesis testing using objective methods. In this study deductive approach involved the use of random sampling to select respondents, developing hypothesis, using structured questionnaires in data collection and statistical procedures in data analysis.

### **3.4 Research Design**

This study applied descriptive case study research design. Kothari (2004) informs that descriptive research design allows a research to produce detailed understanding of the research problem. Therefore, case study design has facilitated detailed analysis of determinants of job satisfaction among traffic police officers in Arusha City. Traffic police officers are selected as a case study because Despite traffic police officers in different regions of Tanzania including Arusha engage in unprofessional malpractices such as corruption, favouritism and obstruction of justice (US Department of State, 2013; Transparency International, 2013; Transparency International, 2019). This tendency has raised question on whether or not traffic police officers are satisfied with their terms and conditions of employment. Hence, the proposed study endeavored to analyze determinants of job satisfaction among police officers in Arusha City.

#### **3.4.1 Area of Study**

This study was conducted in Arusha City. Arusha City is located in Arusha Region. Traffic police officers are selected as a case study because traffic police officers

engage in unprofessional malpractices such as corruption, favouritism and obstruction of justice (US Department of State, 2013; Transparency International, 2013; Transparency International, 2019). Hence, this study has provided understanding monetary rewards have significant effects on job satisfaction among traffic police officers working in Arusha City.

### 3.4.2 Population and Sample Size

The study was based on the population of 500 police officers working at Arusha Central Police.

A sample size of 222 respondents was derived using the formula of sample size proposed by Israel(2009)

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

Where n= sample size

N= Population which is 500 police officers at Arusha Central Police Station

e<sup>2</sup>= margin error which is 0.05 (5%)

$$n = \frac{500}{1 + 500 (0.05^2)}$$

$$n = 222.22$$

Therefore, the study involved a sample size of 222 respondents drawn from the population of 500 police officers working at Arusha Central Police. However, only 194 respondents participated in this study. The remained 28 respondents declined late to participate

### **3. 4. 3 Sampling Procedures**

Simple random sampling was used to select respondents in order to allow selection of a representative sample. Moreover, probability sampling is unbiased. Hence, it will help to create a sample size which is a precise representation of the actual population (Thompson, 2012). Specifically, simple random sampling was used to select respondents. According to Thompson (2012) simple random sampling allows every element of the population to have an equal chance of being selected in a research study. Simple random sampling will allow selection of respondents without bias.

Simple random sampling was administered by using three procedures. First of all, a sampling frame was created. The sampling frame included a list of 500 police officers in Arusha City. Then table of random numbers was used to randomly select a sample size 222 respondents from the population of 500 police officers.

### **3.4 Data Collection Methods**

Questionnaire was used to collect data from sampled traffic police officers. Questionnaire was preferred because they are not only easy to distribute to a larger sample but also they guarantee anonymity of respondents and reduce researcher's bias on data (Mitchell and Jolley, 2012; Gratton and Jones, 2010). A self-administered standardized questionnaire form was used to collect data. The questionnaire was constructed by using 5 point Likert scale which will range from Strongly Disagree, Disagree, Undecided, Agree and Strongly Agree.

The questionnaire instrument of this study was composed of four sections. The first section included questions about demographic information of respondents such as

gender, education level and year of service in police force. The second section included questions about the first research question on the extent of job satisfaction among traffic police officers. The third section included items for the second research question on monetary factors influencing job satisfaction. The fourth section will include items for the third research question on influence of working environment on job satisfaction. The questionnaire form is appended in Appendix I.

### **3.5 Data Analysis**

Data collected for research questions were analyzed by using both descriptive and inferential statistics. Initially data were analyzed using mean to indicate the level of agreement on monetary factors that affect job satisfaction. Afterwards, multiple linear regression analysis was employed to test the level of significance influence of salaries, promotions and employee benefits on job satisfaction. Regression analysis is a statistical technique which is applied to investigate relationship between variables which are represented by X and Y. Where independent variable stands for X, dependent is represented by Y. Variable X is termed as *the predictor* or *regressor* and variable Y is termed as the *response* variable. Regression analysis can be in form of either simple linear or multiple linear regression analysis. Simple linear regression analysis tests a single regressor. Multiple regression analysis tests more than one regressor (Montgomery, Peck, & Vining, 2012). Regression analysis is done by hypothesis testing of probability to determine whether there is evidence to reject null hypothesis ( $H_0$ ). The probability is interpreted by the p-value (0.05) which shows the level of statistical significance of the independent variable on dependent. If the p-value is less than 0.05 the results are considered highly statistical significance. This



means the null hypothesis is rejected and the alternative hypothesis (H1) is confirmed (Nahm, 2017). Simple linear regression analysis was used to test null hypothesis which states there is no significance relationship between monetary rewards and job satisfaction among police officers in Arusha City.

### 3.6 Regression Model

$$Y_1 = \beta_0 + \beta_1 SALARY + \beta_2 PROM + \beta_3 BENFT + \varepsilon$$

Where;

Y = dependent variable representing Job satisfaction

$\beta_1$  = salary,  $\beta_2$  = promotion  $\beta_3$  = benefits

$\beta_0$  = is the independent variable's constant value. The regression coefficients of independent variables of X in relation to Y are  $\beta_1$ ,  $\beta_2$  and  $\beta_3$

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. Kenton, Kenton, Kenton, Kenton, Kent (2019).

#### 3.6.1 Testing Assumptions of MLR Model

A single dependent variable and two or more independent variables are used in a multiple regression model. It's a statistical method for constructing a mathematical relationship between two or more independent variables at the same time, and it's calculated using the equation. It is based on the assumptions that the dependent and independent variables are linear, that the data is Multicollineality in nature, and that autocorrelation is low. The researchers employed statistical tests such as the

coefficient of multiple determinations ( $R^2$ ) and the F-test to verify the MLR model's assumption. The  $R^2$  as metric is used to assess a relationship's strength. By connecting the dependent and independent variables, you can see if the data follows the linearity assumption. It also reveals the model's actual characteristics.

The F-test is used in multiple regressions to measure the significance of partial regression coefficients; it compares linear model fits by checking multiple models at once. The explained sum of squares increases when an independent variable is added to the regression equation after all other independent variables have been taken into account, resulting in a rise in F-statistics in multiple regressions. The F-test is used to determine whether or not the population size has a normal distribution. Because the residual error is uniformly distributed, it should be in the range of zero to one. According to the authors, statistical tests are especially important in ensuring the validity of the model to be used in any study including multiple linear regressions (Gujarat, 2004). He claimed that  $R^2$  values like  $r^2$  all are between 0 and 1, suggesting that one fitted regression line explains 100% of the variation in the dependent variable and that 0 means the model does not explain any of the variation between the independent and dependent variables.

### **3.7 Data cleaning and processing**

#### **3.7.1 Pilot Study Results**

To determine how familiar the scales were with the respondents, a pilot study was required. There were 10 responses among Police officers, however they weren't included in the study itself. Each of them received a questionnaire to complete. All completed questionnaires were then examined and double-checked. Data were

entered into SPSS and run to check early findings. Results indicated the instrument was suitable. This occurred as a result of the scales being confirmed. Following the pilot study, it was suggested that demographic data be shown last to increase the likelihood that respondents would provide an accurate response before providing biographical information.

### **3.7.2 Error Check**

All information entered by survey respondents was reviewed for accuracy. Then, the correctness of the data set and the questionnaires were cross-checked by a second experienced individual to ensure that all data had been recorded correctly. Errors were discovered and fixed. In order to identify entries outside the scale response range, further descriptive statistics error checking was performed. For instance, the dependent variable scale was JOBSAT which included 5 items, whereas the independent variables SALARY had 6 items scale, PROM has 9 item scale and BENFIT has 8 item scale

### **3.7.3 Missing Data**

The missing data were located using SPSS Missing Value Analysis (MVA). Excel was used to perform the imputation because the scales of the independent and dependent variables were both less than 5%, which suggested random missing data.

## **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 in order 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 to 0 and an SD close to 1, should be seen, demonstrating a normal distribution of residuals.

### **3.8.3 Outlier Assumption**

Regression makes the assumption 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 in order to appear outlier-like. Typically, sum 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 makes the assumption 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 Multicollineality Assumption**

Multiple regressions make the assumption 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**

Face and content validity were checked to ensure the questionnaire instrument is clear and it includes questions related concepts of the research study. Initially, face

validity was done to ensure that the questionnaire has clear questions. Face validity was performed by consulting six professionals of human resource management. Then, content validity was checked by consulting seven academicians of human resource management who will be sourced from the members of academic faculty of the University of Arusha. The results of face and content validity has provided the base for refinement of the questionnaire instrument prior commencement of data collection.

### **3.10 Reliability**

Reliability is used to measure the extent to which the extent to which research instruments produce similar results even after they are replicated consistently. Reliability is ensured by repeating testing a similar study population over time. Reliability is also ensured by consistency of responses (Heale & Twycross, 2017). Reliability of the questionnaire was tested by following two procedures. The first procedure involved a pilot study which was done through administration of the questionnaire to a sample size of 30 police officers who were drawn from the population of 500 traffic police officers working in Moshi district.

Secondly, reliability of the questionnaire instrument was tested by using the Cronbach's Alpha technique by the aid of SPSS. According to Polit and Beck (2008), reliability of 0.6 is regarded as minimum and reliability score of 0.75 at least regarded as excellent (Polit & Beck, 2008). Therefore, reliability score of at least 0.75 was considered to conclude that the questionnaire instrument is reliable. Reliability results are presented in Table 3.1.

**Table 3.1 Variable Reliability Results**

<b>VARIABLE</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>	<b>Interpretation</b>
Salary	6	.847	Reliable
Promotion	9	.915	Reliable
Benefit	8	.762	Reliable
Job satisfaction	5	.883	Reliable

**Source:** Researcher (2022)

### **3.7 Ethical Considerations**

This study was conducted within the framework of research ethics of the Open University of Tanzania. First of all, the researcher guaranteed the right to informed research consent. Prior participation in this research, permission was requested from the Arusha Central Police Station head office. The researcher ensured that respondents are informed about objectives of the study prior their participation before commencement of data collection.

Secondly, the researcher study ensured confidentiality and privacy of research participants. Names of respondents were not disclosed in the dissertation report. Furthermore, respondents were not mandated to mention their names in the questionnaire forms.

## **CHAPTER FOUR**

### **FINDINGS ANALYSIS AND DISCUSSION**

#### **4.1 Overview**

The findings on the effect of rewards on job satisfaction in Tanzania police force: the case of traffic police officers in Arusha city are presented and discussed in this chapter. This study had three objectives: (i) to determine effect of salary on job satisfaction among traffic police officers in Arusha City, (ii) To assess effect of promotions on job satisfaction among traffic police officers in Arusha City and (iii) To determine the effect of employee benefits on job satisfaction among traffic police in Arusha City.

The sample characteristics are described in Section 4.2. The study variables based on indicators are described in Section 4.3. The descriptive statistics, reliability, and correlation among study constructs are shown in Section 4.4. In Section 4.5, the regression results are presented, followed by Outliers, Normality, Linearity and Homoscedasticity Regression Assumptions Testing Results for Ethics are presented 4.6 and lastly discussion of the findings in 4.7

#### **4.2 Descriptive Statistics for Sample Characteristics**

Age distribution Table 4.1 shows that majority of the respondents was middle aged employees 30 - 39 who count of almost more than 40% of all respondents. They are followed up by 20-29 years groups who count about nearly 40%. Therefore the sample reveals that majority of respondents are middle aged and young generation police officers between the ages of 20 and 39. The oldest group are less counting



just 5%. Therefore conclusively it can be said that police officers are young and middle aged generations hence still energetic for the job. But also if not satisfied are easily to leave the police force and join other economic activities.

Male participants Table 4.1 appears the majority of the sample distribution. They count above 80% of all police officers respondents in this study. Therefore the range between male and female is so big from female participants. They count less than 20%. Therefore, it reveals that police force still is male dominant force

On education category, Table 4.1 shows that majority of respondents are either secondary education leavers or certificate and diploma holders. The secondary leavers account nearly 40% while certificate and diploma holder both are just above 20%. Bachelor degree holder and master's holders altogether are less than 20%. Therefore the police force is well structured having few educated as senior leaders and majority who perform daily police duties in the field.

Experience shows that majority of respondents have been at Police force long enough. Above 10 years who account for nearly 70%.

**Table 4.1 Descriptive Statistics for the Sample**

S/N		Frequency	%	Mean	Std. Dev.
	<b>Age</b>			<b>1.8866</b>	<b>.86229</b>
1	20-29 years	74	38.1		
	30-39 years	78	40.2		
	40-49 years	32	16.5		
	50-59 years	10	5.2		
2	<b>Gender</b>			<b>1.1959</b>	<b>.39790</b>
	Male	156	80.4		
	Female	38	19.6		
	<b>Education Level</b>			<b>3.2784</b>	<b>1.25291</b>
	Secondary Education	73	37.6		
	Certificate of Technical Education	43	22.2		
	Diploma	39	20.1		
	Bachelor Degree	29	14.9		
	Master Degree	10	5.2		
	<b>Position</b>			<b>1.8763</b>	<b>.33010</b>
	Senior	24			
	Junior	170			
4	<b>Experience</b>			<b>3.6289</b>	<b>.48436</b>
	4-10 years	72	37.1		
	More than 10 years	122	62.9		

**Source:** Field Data (2022)

### 4.3 Descriptive Statistics for the Variables Results

Four three independent variables were analyzed namely incentives, effect of salary, effect of promotion and effect of benefits and job satisfaction as dependent variable.

(Means, standard deviation, maximum and minimum scores) were analyzed.

### 4.3.1 Descriptive Statistics for the Effects of Salary Results

For the effect of salary on police officers job satisfaction scale, descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed (Table 4.2). If I am paid adequate salary I will not be tempted to take bribes received the highest scores ( $M = 4.8041$ ,  $SD = .43522$ ), followed by my overall level of pay is satisfactory ( $M = 4.7990$ ,  $SD = .41450$ ). The item with the lowest score on Effects of salary was If I am paid adequate salary I will be committed to my job ( $M = 4.7474$ ,  $S.D = .44735$ ), followed by If I am paid adequate salary I will serve police force until the retirement age ( $M = 4.7526$ ,  $SD = .44445$ )

**Table 4.2 Descriptive Statistics for the Effects of Salary Results**

	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with my current salary	194	3.00	5.00	4.7680	.46960
If I am paid adequate salary I will not be tempted to take bribes	194	3.00	5.00	4.8041	.43522
If I am paid adequate salary I will be committed to my job	194	3.00	5.00	4.7474	.44735
If I am paid adequate salary I will serve police force until the retirement age	194	3.00	5.00	4.7526	.44445
My overall level of pay is satisfactory	194	3.00	5.00	4.7990	.41450
The pay raise I have typically received in the past was good	194	3.00	5.00	4.7732	.43201

**Source:** Data Analysis (2022)

### 4.3.2 Descriptive Statistics for the Effect of Promotion Results

For the effect of promotion on police officers job satisfaction scale, descriptive statistics (mean, standard deviation, minimum, and maximum scores) were generated (Table 4.3). I have been promoted timely during my stay in the police force scored the highest (M = 4.6856, SD = .46549), followed by If I am promoted on time I will love my police job (M = 4.6804, SD = .47848). I am satisfied with the overall promotion practice of the police force received the lowest score on the effect of rewards on police job satisfaction (M = 4.0309, S.D = .80095) that was followed by If I am promoted on time I will be committed to my police job (M = 4.1701, SD = .37670)

**Table 4.3 Descriptive Statistics for the Effect of Promotion Results**

	N	Min	Max	Mean	Std. Deviation
If I am promoted on time I will love my police job	194	3.00	5.00	4.6804	.47848
If I am promoted on time I will be committed to my police job	194	4.00	5.00	4.1701	.37670
If I am promoted on time I will remain working as a police officer until retirement age	194	4.00	5.00	4.1856	.38976
If I am promoted on time I will have positive relationship with my supervisors	194	4.000	5.000	4.65979	.475004
Promotion practice of the police has no impact on my motivation	194	4.00	5.00	4.1907	.39389
Promotion practice by police has no impact on my decision to stay or leave the Bank.	194	4.00	5.00	4.6340	.48295
The current promotion practice of the police secures my career development needs.	194	4.00	5.00	4.6031	.49052
I have been promoted timely during my stay in the police force	194	4.00	5.00	4.6856	.46549
I am satisfied with the overall promotion practice of the police force	194	2.00	5.00	4.0309	.80095

**Source:** Data Analysis (2021)

### 4.3.3 Descriptive Statistics for the Effect of Benefit Results

The effect of benefit on police officers job satisfaction scale was computed using descriptive statistics (mean, standard deviation, minimum, and maximum scores) (Table 4.4). I am satisfied if I am paid annual leave allowance scored the highest on the effect of benefit ( $M = 4.2756$ ,  $SD = .54839$ ), followed by I am satisfied if I receive my allowance for extra working hours on time ( $M = 4.1753$ ,  $SD = .38117$ ). I am satisfied if I receive my salary increase for promotions on time received the lowest score on effect of benefit on police officer job satisfaction ( $M = 2.2887$ ,  $S.D = 1.24225$ ) followed by I am satisfied if I receive allowance for attending advanced studies to further my career ( $M = 2.9021$ ,  $SD = 1.42723$ ).

**Table 4.4 Descriptive Statistics for the Effect of Benefit Results**

	N	Min	Max	Mean	Std. Deviation
I am satisfied if I receive my allowance for extra working hours on time	194	4.00	5.00	4.1753	.38117
I am satisfied if I am provided with adequate budget for field operations	194	3.00	5.00	4.0876	.51662
I am satisfied if I am awarded bonus for performing effectively	194	3.00	5.00	4.0361	.48151
I am satisfied if I am paid annual leave allowance	194	3.00	5.00	4.2756	.54839
I am satisfied if I am paid compensation allowance for occupational injuries	194	1.00	5.00	3.5103	1.16174
I am satisfied if I can access and use my pensionable fund whenever I want	194	1.00	5.00	3.6134	1.15621
I am satisfied if I receive allowance for attending advanced studies to further my career	194	1.00	5.00	2.9021	1.42723
I am satisfied if I receive my salary increase for promotions on time	194	1.00	5.00	2.2887	1.24225

**Source:** Data Analysis (2022)

#### 4.3.4 Descriptive Statistics for the Dependent Variable Police officers Job Satisfaction Results

For the Dependent Variable Police officers Job Satisfaction scale, descriptive statistics (mean, standard deviation, minimum, and maximum scores) were obtained (table 4.5). I like my police supervisor received the highest score (M = 3.6959, SD =.87881), followed by I like doing the things I do at work (M = 2.9175, SD =1.15323). I enjoy working with my co-police officers received the lowest score on the scale of police force job satisfaction (M = 1.9948, SD = 1.15842), followed by my police job is enjoyable (M = 2.2371, S.D = 1.31766).

**Table 4.5 Descriptive Statistics for the Dependent Variable Police officers Job Satisfaction Results**

	N	Min	Max	Mean	Std. Deviation
My police job is enjoyable	194	1.00	5.00	2.2371	1.31766
I enjoy working with my co-police officers	194	1.00	5.00	1.9948	1.15842
I like my police supervisor	194	2.00	5.00	3.6959	.87881
I feel a sense of pride in doing my police job	194	1.00	5.00	2.6856	1.15579
I like doing the things I do at work	194	1.00	5.00	2.9175	1.15323

**Source:** Data Analysis (2022)

#### 4.4 Variables Descriptive Statistics, Reliability and Correlation Analysis

Descriptive statistics were computed for reward using the cut-off points suggested in Albdour & Altaraweh (2014), adjusted to 7-point rating levels. Results (Table 4.7) indicate that salary mean score was high (M = 4.7741, S.D = .35027). Effect of effect of promotion mean score was found as well (M = 4.4267, SD = .17633).

Effect of benefit mean score was found to be moderate ( $M = 3.5986$ ,  $SD = .40643$ ). The dependent variable job satisfaction was positive and low ( $M = 2.7062$ ,  $SD = .71030$ ). Therefore salary scored highest mean score, followed by promotion while benefit was moderate and lastly the dependent variable of job satisfaction was found to have low mean score

Pearson coefficient correlation was done on the independent variables versus the dependent variable to test for connections using the original cut offs of Albdour and Altarawneh (2014). Salary was found to have positive correlated with job satisfaction ( $r = .209^{**}$ ,  $p < .01$ ). Promotion was also found to have a positive correlation with job satisfaction ( $r = .160^*$ ,  $p < .05$ ). Benefit was found to have a positive correlation with police officers job satisfaction ( $r = .474^{**}$ ,  $p < .001$ ).

Scale test for reliability analysis was carried out to determine the internal consistency of the measurements scales. Cronbach's alphas (Table 4.7) in the diagonal show good internal consistency for the salary variable (**.847**), promotion variable (**.915**), benefit variable (**.762**), and the dependent variable job satisfaction (**.883**) (George and Mallery, 2014).

**Table 4.7 Descriptive Statistics Results for Reliability and Correlation Analysis**

		MEAN	STD. DEV.				
SALARY	Pearson Correlation	4.7741	.35027	<b>.847</b>			
PROM	Pearson Correlation	4.4267	.17633	.056	<b>.915</b>		
BENFT	Pearson Correlation	3.5986	.40643	.084	.310 <sup>**</sup>	<b>.762</b>	
JOBSAT	Pearson Correlation	2.7062	.71030	.209 <sup>**</sup>	.160 <sup>*</sup>	.474 <sup>**</sup>	<b>.883</b>

<sup>\*\*</sup>. Correlation is significant at the 0.01 level (2-tailed).

<sup>\*</sup>. Correlation is significant at the 0.05 level (2-tailed).

<sup>\*</sup> $p < 0.05$  (two – tailed), <sup>\*\*</sup> $p < 0.01$  (two – tailed) <sup>\*\*\*</sup> $p < 0.001$  (two – tailed)

Note: SALARY – Employees salary, PROM – Promotions, BENFT – Benefit, JOBSAT – Job satisfaction

**Source:** Data Analysis, (2022)

#### 4.5 Multiple Linear Regression Analysis Results

The effect of Reward (independent variables) on job satisfaction was estimated using multiple regression analysis (dependent variable). Tables 4.8-4.10 present the findings.

Table 4.8 summarizes the model, with the corrected  $R^2$  statistics (.253) being of particular importance. This means that 25.3% of the difference in job satisfaction can be attributed to reward

The findings of the analysis of variance (ANOVA) are shown in Table 4.9. It's also referred to as model fit outcomes. The F-statistics and their related sig. value are of particular interest in this table. The F-statistics is 21.497 percent ( $p < 0.001$ ), according to the results. The findings support the model's prediction that "the model has power to predict job satisfaction from reward scores." As a result, it appears that the model may accurately predict job satisfaction based on reward

**Table 4.8 Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.503 <sup>a</sup>	.253	.242	.61856

a. Predictors: (Constant), BENFT, SALARY, PROM

b. Dependent Variable: JOBSAT

\* $p < 0.05$  (two – tailed), \*\* $p < 0.01$  (two – tailed) \*\*\* $p < 0.001$  (two – tailed)

Source: Data Analysis, 2022



**Table 4.9 ANOVA Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.675	3	8.225	21.497	.000 <sup>b</sup>
	Residual	72.697	190	.383		
	Total	97.373	193			

a. Dependent Variable: JOBSAT

b. Predictors: (Constant), BENFT, SALARY, PROM

**Source:** Data Analysis, 2022

The coefficients of the regression model are presented in Table 4.10. The coefficients demonstrate that salary predicts job satisfaction positively, with a standardized ( $B = .346$ ,  $p < 0.001$ ) value. The findings also suggest that promotion positively statistically and significantly has the power to affect job satisfaction ( $B = .034$ ,  $p < 0.001$ ). Benefit likewise is statistically, significantly and positively predicts job satisfaction ( $B = .798$ ,  $p < 0.001$ ).

**Table 4.10 Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.634	1.490		1.097	.000		
	SALARY	.346	.128	.170	2.708	.000	.992	1.008
	PROM	.034	.266	.008	.129	.000	.903	1.107
	BENFT	.798	.116	.457	6.912	.000	.900	1.112

a. Dependent Variable: JOBSAT

\* $p < 0.05$  (two – tailed), \*\* $p < 0.01$  (two – tailed) \*\*\* $p < 0.001$  (two – tailed)

**TRANSF** = Transformational Leadership, **TRANS** = Transactional Leadership, **LSZF** = Liaises faire Leadership **AUTO** = Autocratic Leadership and **EP** = Employees Performance

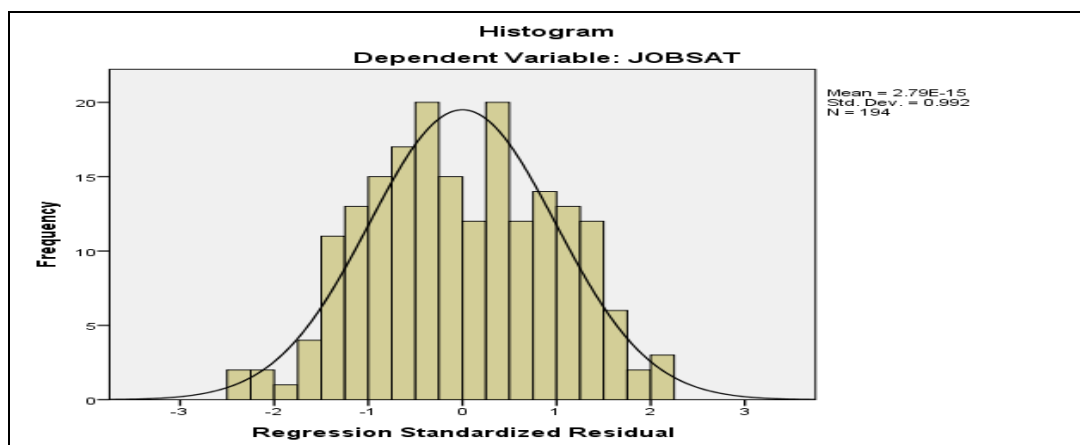
**Source:** Data Analysis, 2022

#### 4.6 Outliers, Normality, Linearity and Homoscedasticity Regression Assumptions Testing Results for Ethics

The distribution of residuals is represented by a bell-shaped curve in the histogram (figure 4.1). (Mean is close to 0 and SD close to 1, evidencing of a normal distribution of residuals). In addition, residuals plot along the diagonal line, as seen in Figure 4.2. As a result, there isn't much departure from the usual. The histogram (Figure 4.1) reveals that some of the residual values are within the 3 cutoff, indicating that there are no outliers. Any value outside the cutoff of  $|3|$ , according to Tabachnick and Fidell (2007), is an anomaly.

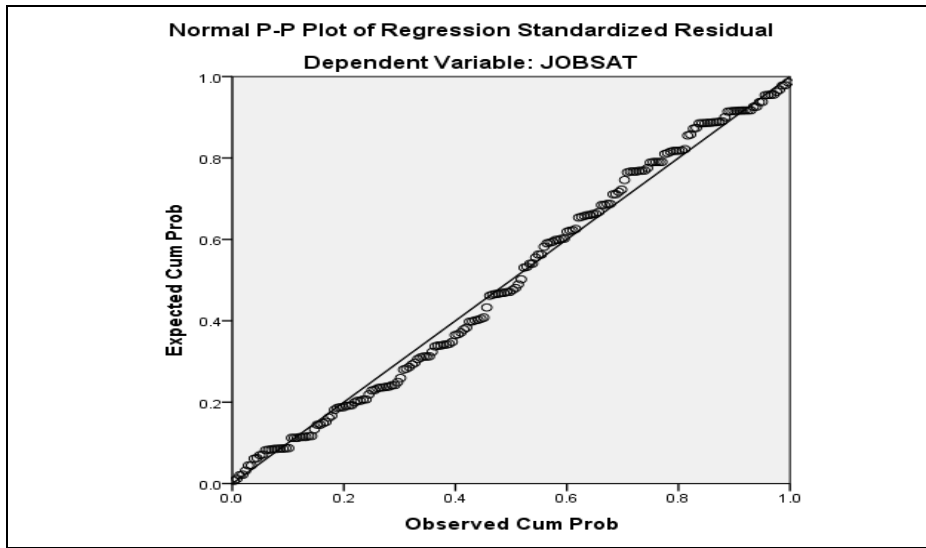
The diagonal dots in Figure 4.3 are speeded up along the diagonal line, indicating that the data is linear.

The case residual dots are dispersed rectangularly about zero (0) in Figure 4.3, implying homoscedasticity (equality of variance). As a result, there is no reason to suspect heteroscedasticity (unequal variance in the data).

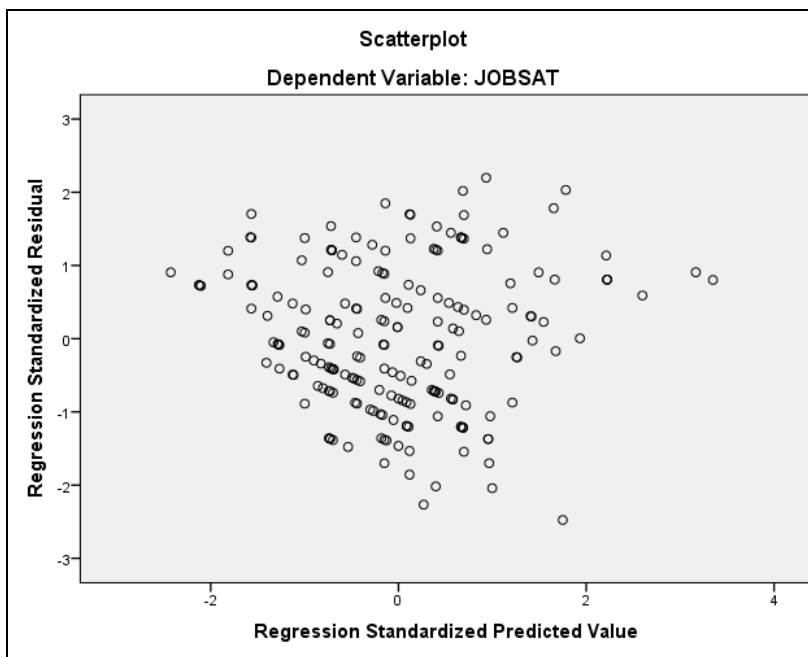


**Figure 4.1 Histogram**

**Source:** Data Analysis (2022)



**Figure 4.2 Normal P-Plots for the Standardized Residual Variables**  
Source: Data Analysis (2022)



**Figure 4.3: Scatter plot for the Standardized residual for Variables**  
Source: Data Analysis (2022)

## **4.7 Discussion of the Findings**

The goal of the study was to examine on the effect of rewards on police force job satisfaction at Arusha. Data were analyzed using descriptive statistics, as well as correlation and multiple regression analysis. The discussion elaborates the findings information as created by data analysis and compares or contrasts the current findings with what has been discovered in prior relevant studies, all while focusing on the study objectives. Each finding's contribution is displayed. As a result, it facilitates a clear and in-depth knowledge of the effect of rewards such as salary, promotion and benefit on police force job satisfaction

### **4.7.1 To determine effect of salary on job satisfaction among traffic police officers in Arusha City**

The study found that salary is statistically positively and significantly related to police officers job satisfaction. This study found that most of the respondents said that salary can enhance job satisfaction of traffic police officers in Arusha. These findings are consistent with previous findings by Mwengu (2015) investigated the impact of rewards on performance of police officers in Kondo District and found that rewards such as salary are important for job satisfaction, which in turn positively influence performance of police officers.

This study also found that adequate salary can enhance job satisfaction through improvement of loyalty of traffic police. These findings are in agreement with previous study by Sutawijaya and Pertiwi, (2017) who also found that payment of adequate salaries can influence employee loyalty towards their jobs. Glassdoor

Economic Research (2015) also found that that 50% of the respondents who earn more than \$120,000 per year stated that were satisfied with their job. On the contrary 15% of respondents who earn more than \$30,000 per year indicated they were not satisfied with their job. This study therefore concluded that there is significance association between high pay and job satisfaction among employees.

This study also found that adequate salary can enhance job satisfaction through improvement of retention of traffic police officers. These findings are in line with previous findings by Schuck and Rabe-Hemp (2018) who found increasing salaries of police officers is associated with improvement of retention of police officers in police forces in the United States of America. However Oni-Ojo, Salau, Dirisu and Waribo (2015), Mwengu(2015) and Tembur (2017) found that monetary incentives such as salary, bonuses and other entitled benefits are important for improving employee performance, influencing employee motivation and job satisfaction. In terms of strengths, this study has provided important insight on monetary factors which influence job satisfaction. Moreover Sikunala(2016) revealed that salary was a major factor which affect job satisfaction among police officers. The study also revealed that improvement of salaries and allowances will result to increased job satisfaction and improvement of performance. Also Nyamubi, (2017) upported the finding of this study by showing that teachers stated to be satisfied with monetary incentives such as adequate salaries, transfer and leave allowances. The study has provided important insights on monetary factors that influence job satisfaction.

Contrary to the above finding and other supported scholars yet researcher like Mpembeni, et al. (2015) found that that CHWs are not motivated by monetary

incentives because they seek to serve community. They are rather motivated by working conditions. Therefore from the above findings salary seem to be one of the best and attractive tool for motivation and subsequently job satisfaction. Although it should be taken as only salary can achieve job satisfaction rather there should be a combination of multiple reward strategies.

#### **4.7.2 To assess effect of promotions on job satisfaction among traffic police officers in Arusha City**

This study found that promotion is statistically positively and significantly related to police officers job satisfaction. This study found that promotions have effect on job satisfaction of traffic police officers through job commitment, loyalty, and cultivating working relationships. These findings are similar to previous and supported by Lukosi (2015) who found that police officers in Tanzania are motivated by promotions. Timely promotions result to increase in salary and enhance job satisfaction. Supporting these findings Malik *et al.* (2012) , Razak, Sarpan and Ramlan (2018) and Garba and Idriss (2021) found that promotion has significance on job satisfaction. Tindwa (2018) also found that financial rewards has a very big role to play in a job satisfactions as well as financial rewards within the force is not good, The research recommends that satisfaction of employees is essential in improving employees' work performance. Ability to perform is not enough for effective performance. Employees have to satisfy their need for them to realise their maximum potential.

However Over the past five years, offering timely promotions of police officers has been a challenge in Tanzania. As it is shown by (Elwini, 2019) despite the fact that guidelines require promotion of police officers after every three years, implementation of such guidelines has not been consistent. Adding to that , Ndolo (2020) also insisted most on working condition to have the most effect on job satisfaction over promotion. Findings revealed that there is a significant relationship between salary and benefits and performance, the findings also revealed that there is a significant relationship between working environment and employee job satisfaction.

#### **4.7.3 To determine the effect of employee benefits on job satisfaction among traffic police in Arusha City**

This study found that benefit is is statistiscally postively and significantly related to police officers job satisfaction. Supporting this finding Donohue and Heywood (2016) report positively significant estimates for such variables as paid vacation and sick pay but no significance for any of the remaining benefits: child care, pension, profit sharing, employer provided training/education and health insurance. Uppal (2018) uses a measure comprised of the number of fringe benefits employees receive and finds that this is positively related to job satisfaction.

Adding to that Abdelmoula and Boudabbous (2019) in their study project on fringe benefits and employees job satisfaction in Nigerian port authority, found that a correlation exists between perceived fringe benefits, motivation, job satisfaction, and commitment. The correlation that exists in this study among perceived workers motivation, job satisfaction, and organizational commitment corresponds.

Satisfaction might be found in "sacrificial labor," otherwise referred to as labor of love. Uppermost in our minds should be the quest for self-actualization described by Maslow. In reference to the research study on fringe benefits and employees job satisfaction in the public sector, there is need for further review of different types of fringe benefits as practiced in both private and public sector, the management should also review the welfare package of the members of staffs, to increase their level of motivation and job satisfaction.

However, Heywood et al. (2016) use the 1991 – 1994 waves of the British Household Panel Study finding that pensions negatively impact job satisfaction in cross section estimates. Finally, Luchak and Gellatly (2002) study the impact of pension accrual on job satisfaction using a dedicated sample of 429 employees in a large, unionized public utility company in Canada. They posit that as employees' pensions increase in value over their job tenure, workers may feel more vulnerable to job loss since firms may opportunistically lay off employees to reduce pension liabilities. The authors use this hypothesis to explain their result that pension accrual decreases job satisfaction.



## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 overview**

This chapter provides summary of findings, conclusions and recommendations.

#### **5.2 Summary of Findings**

The main objective of this study was to assess the influence of rewards on job satisfaction among police officers in Arusha City. At the end of the study, three specific objectives were achieved. They include to determine to determine effects of salary on job satisfaction among police officers in Arusha City, to assess effects of promotions on job satisfaction among police officers in Arusha City, and to determine the effects of employee benefits on job satisfaction among police in Arusha City.

Salary was found to be the most effective on police job satisfaction scoring high mean score and also regression coefficient results. Participants expressed that salary is more effective however still not absolutely effective. They indicated in a very low score that If I am paid adequate salary I will be committed to my job and If I am paid adequate salary I will serve police force until the retirement age. It means although salary has a strong relationship with job satisfaction still not adequately provided to police officers.

Promotion also was found to have a positive, statistically and significantly relationship with job satisfaction of police officers. Police officers based on their performance and good conduct are due to promotion after three working years like

any other civil servants in Tanzania. Yes, promotion has shown a positive relationship with job satisfaction however the study revealed that majority are not promoted on time.

Benefits as a variable of rewards was found to have a positive, statistically and significantly related to police officers job satisfaction. Benefits like pension, free uniform, paid utility bills, certification pay are termed to attract police officers to have morale and eventually job satisfaction. However the study found that although benefit was positively , statistically and significantly related to police officers job satisfaction still those benefits were not paid on time and still they are too low.

### **5.3 Conclusions**

On basis of findings of the first reward variable of salary, this study concludes that monetary rewards through adequate salary have effects on improvement of level of job satisfaction among police officers working at Arusha Central Police. Furthermore, improvement of salary can enhance retention of police officers working at Arusha City.

On basis of findings of the second variable promotion, this study concludes that promotion opportunities have significant effect on improvement of job satisfaction of traffic police officers working at Arusha City. Furthermore, this study concludes that timely and fair promotions can cultivate healthy relationship between subordinate traffic police officers and supervisors.

On basis of third reward variable benefit, this study concludes that employee benefits can potentially play a crucial role on improving job satisfaction among police officers at Arusha City.

Based on findings this study concludes that police officers in Arusha Central Police have low level of job satisfaction which is evident in lack of satisfaction with salaries, promotions, working environments, relationships with supervisors and allowances although they were found literary to have a positive effect only when they are executed.

#### **5.4 Recommendations**

Salary plays an important role in the job satisfaction of the employees. For them, the service quality, organizational performance and job satisfaction can all be increased if police officers are given good salaries, which are a great motivator as well as employee job satisfaction. The study recommended that the ministry of home affairs in Tanzania should improve on financial compensation and increase employee salary in order to boost police officers job satisfaction and enhance performance of police officers

Having received a promotion in the past 3 years leads to increased job satisfaction, even while controlling for the worker's current wage, wage rank within her peer group, and wage growth. Police officers who believe a promotion is possible in the next 3 years is highly to show job satisfaction. Therefore this study recommends that promotion opportunity should be carried out objectively and offered to competent police officers at the right time as that can improve job satisfaction in the work place. The inverse relationship between benefits and job satisfaction cannot be overlooked. The results indicated a positive and significant relationship between fringe benefits and job satisfaction. In reference to this research study finding, fringe benefits and employees job satisfaction in the public sector need further review of different types

of fringe benefits as practiced in public sector especially with police force, the ministry of Home affairs in Tanzania and Police management should review the welfare packages types and rates for the police members of staffs, to increase their level of motivation and job satisfaction.

### **5.5 Recommendations for Further Studies**

The study only looked at effect rewards on police officers job satisfaction. Therefore this study suggests a further comparative research on reward management in other home affairs apparatuses in Tanzania like prison, immigrations and rescue and fire brigades forces. This will enable to attain a comprehensive reward packages that is attractive to effect highly job satisfaction

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE

My name is Gloria William. I am a student from the Open University of Tanzania. Currently I am collecting data for my research which aims to determine factors influencing job satisfaction among police officers in Arusha City. Being a police officer, your opinion is important to provide reliable data for this research. Kindly fill the form by putting a tick (√) in the bracket to indicate the best response that applies to your opinion for each question.

#### SECTION ONE: PROFILE OF THE RESPONDENT

**What is your gender?**

1: Male [    ]    2: Female [    ]

**How old are you?**

1: 18-24 years [    ]                      2: 25-35 years [    ]

3: 36-50 years [    ]                      4: 51-60 years [    ]

**How many years have you been serving as a traffic police?**

1: Less than 1 year [    ]    2: 1-3 years [    ]    3: More than 3 years [    ]

**What is your education Level?**

1: Primary Education [    ]                      2: Secondary Education [    ]

3: Professional Certificate [    ]                      4: Diploma Education [    ]

5: Bachelor Degree [    ]                      6: Master Degree [    ]

#### SECTION TWO: RESEARCH QUESTIONS

Research Question 1: What is the effect of salary on satisfaction with your job  
(Please circle tick the response that applies to your opinion)

	SALARY ITEMS SCALE	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	I am satisfied with my current salary					
2	If I am paid adequate salary I will not be tempted to take bribes					
3	If I am paid adequate salary I will be committed to my job					
4	If I am paid adequate salary I will serve police force until the retirement age					
5	My overall level of pay is satisfactory					
6	The pay raise I have typically received in the past was good					

Research question 2: What is the effect of promotion on satisfaction with your job?

**(Please circle tick the response that applies to your opinion)**

	<b>PROMOTION ITE SCALE</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	If I am promoted on time I will love my police job					
2	If I am promoted on time I will be committed to my police job					
3	If I am promoted on time I will remain working as a police officer until retirement age					
4	If I am promoted on time I will have positive relationship with my supervisors					
5	Promotion practice of the police has no impact on my motivation					
6	Promotion practice by police has no impact on my decision to stay or leave the Bank.					
7	The current promotion practice of the police secures my career development needs.					
8	I have been promoted timely during my stay in the police force					
9	I am satisfied with the overall promotion practice of the police force					

Research question 3: What is the effect of employee benefits on satisfaction with your job? **(Please circle tick the response that applies to your opinion)**

	<b>BENEFIT Items scale</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I am satisfied if I receive my allowance for extra working hours on time					
2	I am satisfied if I am provided with adequate budget for field operations					
3	I am satisfied if I am awarded bonus for performing effectively					
4	I am satisfied if I am paid annual leave allowance					
5	I am satisfied if I am paid compensation allowance for occupational injuries					
6	I am satisfied if I can access and use my pensionable fund whenever I want					
7	I am satisfied if I receive allowance for					

	attending advanced studies to further my career					
8	I am satisfied if I receive my salary increase for promotions on time					

	<b>POLICE JOB SATISFACTION</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	My police job is enjoyable					
2	I enjoy working with my co-police officers					
3	I like my police supervisor					
4	I feel a sense of pride in doing my police job					
5	I like doing the things I do at work					

# THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT/ PG202087130

26<sup>th</sup> October, 2022

Regional Administrative Secretary,  
Arusha Region,  
P.O Box 3050,  
**ARUSHA.**

Dear Regional Administrative Secretary,

**RE: RESEARCH CLEARANCE FOR MS GLORIA WILLIAMS, REG NO: PG202087130**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> 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 1<sup>st</sup> 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. Gloria William, Reg. No: PG202087130** pursuing **Masters of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled **"Effects of Monetary Rewards on Job Satisfaction of Traffic Police Officers in Arusha City"**. She will collect her data at Police Office in Arusha Region from 27<sup>th</sup> October to 27<sup>th</sup> November, 2022.

UNITED REPUBLIC OF  
AIRS  
**TANZANIA POLICE FORCE**

Telephone 2548673,  
Telefax,2544782  
As you answer please  
Mention Ref. No.....  
Email Address  
rpc.arusha@tpf.go.tz



The office of:  
Regional Police Commander,  
Arusha Regional,  
Box 3011  
**ARUSHA.**

ARR/A.23/8/VOL.III/92

27.10.2023

The Open University of Tanzania,  
P.O Box 23409,  
**DAR ES SALAAM.**

**RE: REQUEST FOR DATA COLLECTION FOR MISS GLORIA WILLIAM**

Refer the heading above and your letter with reference No. OUT/PG202087130 dated 26th October, 2022

2.Permission has been granted to Miss Gloria William to undertake Data Collection in Arusha Regional Police Commander Office as you applied.

*J. B. BUZUKA - ASP*

J. B. BUZUKA - ASP

For: ARUSHA REGIONAL POLICE COMMANDER

KNY. KAMANDA WA POLISI

MILWA WA ARUSHA

COPY:

OCD Arusha - Assist Him