
Motivation and Performance Management of Police Officers in Tanzania: A Case of Dar es Salaam Zone

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Abstract:

Purpose: This study investigates the relationship between motivation and performance management in the Tanzania Police Force, with a focus on the Dar es Salaam Zone.

Design/Methodology/Approach: A cross-sectional research design with mixed methods was applied. Both probability and non-probability sampling techniques were used. Slovine's formula was employed to determine a sample of 246 respondents from a target population of 675. Data were collected using questionnaires and interviews.

Findings: The results indicate that, apart from job security, working conditions and salary allowances were key motivating factors. Senior NCOs rated working conditions significantly higher than junior NCOs (mean score 4.9; $p = 0.002$). Salary and allowances were stronger motivators for both junior and senior NCOs (average score 4.5) compared to police officers (average score 1.5). Overall, officers expressed dissatisfaction with lack of accommodation, limited recognition, and delayed promotions—some extending up to 18 years, particularly among NCOs. Community members across the three regions also reported poor police performance. The study concludes that rewards strongly influence job performance, and structured reward systems that align individual achievements with organizational goals foster accountability and high performance.

Practical Implications: The study recommends that the Tanzania Police Force Commission Board establish transparent promotion procedures and standardized performance appraisal systems to ensure fairness, recognition, and timely career advancement.

Originality/Value: Employee motivation remains a critical issue in policing. This study highlights persistent structural challenges in the Tanzania Police Force and emphasizes the importance of reward systems in shaping performance. The findings contribute to ongoing debates on workforce motivation, with relevance extending beyond policing to broader public sector management.

Keywords: Motivation, Performance Management, Police Officers.

JEL Classification: J53, J45, M54, H83, O15.

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1. Introduction

Globally, the police force plays a vital role in every country and society, as it guarantees the security of individuals and their property while operating in accordance with established laws and safeguarding individual rights. The police are tasked with managing and retaining resources within the force, formulating policies and regulations on public safety and security, and overseeing their implementation.

They liaise with local institutions and international organizations on policing matters, prepare budgets with short-, medium-, and long-term development plans to combat criminal activity, collaborate with communities to develop crime-prevention strategies, and coordinate police activities across the United Republic of Tanzania.

Employee motivation has gained prominence in recent years due to its strong impact on job performance (Bashir *et al.*, 2020). Academically, motivation has received growing attention from management scholars because it is a critical factor influencing employee productivity and efficiency. Recruiting and retaining efficient employees is essential for organizations to achieve their objectives and sustain their vision. To maintain such efficiency, employers must continuously motivate employees to increase their productivity, effort, and achievements (Noorzad, 2024).

Performance, in any context, is evaluated through outcomes that reflect how effectively an employee has completed assigned tasks. To achieve high performance, managers must recognize that employees need ability, motivation, and adequate opportunities to reach organizational goals. When performance is unsatisfactory, management must adopt strategies to improve it and achieve desirable outcomes (Al-Hawary and Banat, 2017).

Evidence from different contexts demonstrates the role of motivation in police performance. In the United States, studies highlight the importance of both intrinsic and extrinsic motivation. Intrinsic factors such as duty, community service, and job satisfaction are linked with stronger commitment, job engagement, and proactive problem-solving. Intrinsically motivated officers are more likely to engage in community-oriented practices, build public trust, and employ de-escalation tactics (Todak, 2017).

In China, motivation is shaped by cultural values of collectivism and social harmony. Police officers often respond positively to collective incentives, team-based motivation, and organizational commitment (Zhang *et al.*, 2020). They also place high value on extrinsic motivators such as supervisory praise, career advancement, and organizational recognition, in line with the cultural emphasis on hierarchy and duty.

In African countries, police forces also face motivational challenges. For example, the South African Police Service (SAPS) has been hampered by low salaries, limited

resources, and poor working conditions, which have reduced job satisfaction, organizational commitment, and service delivery quality (Nkosi, 2019; Assefa, 2019). Similarly, in Tanzania, evidence shows that most police officers are dissatisfied with their motivational schemes, including salaries, housing, workload, and social status.

Poor working conditions have eroded morale and contributed to unethical behaviors such as corruption. Low salaries, in particular, drive officers to engage in such practices, as their earnings are insufficient to meet their families' basic needs (Singh, 2022).

The mission of the Tanzania Police Force is to enforce laws, maintain peace, prevent and detect crime, protect life and property, and apprehend offenders. However, crime rates, insecurity, and public mistrust have been increasing. Challenges include rising road accidents, corruption, fraud, violence, terrorism, and drug trafficking. These issues highlight the urgent need for reforms, with a particular focus on enhancing human resource motivation (Msirikale, 2021).

The effectiveness of reforms in the Tanzania Police Force depends largely on strong oversight of corruption and adequate compensation to curb unethical practices. Human resource management plays a central role in implementing these changes. Despite government efforts, de-motivation remains a persistent challenge within the force. This underscores the importance of studying the effect of motivation on the performance of public employees in the Tanzania Police Force, particularly in the Dar es Salaam Zone.

1.1 Statement of the Problem

Motivation is a critical factor in determining the performance of public employees. However, studies have shown low levels of motivation among public sector workers in Tanzania. For instance, a 2021 survey of the Tanzania Police Force in Ilala District found that only 42% of officers reported feeling highly motivated in their jobs (Mtweve and Sawe, 2021). This is concerning, as low motivation has been linked to decreased productivity, absenteeism, and higher turnover rates among public employees (Widambe, 2024).

The Tanzania Police Force, which is a unionized institution, was initially under the Ministry of Home Affairs. Challenges such as inadequate accommodation, poor working conditions, lack of a structured career development plan, insufficient transport, and job insecurity may contribute to poor performance among police officers.

Even after independence, the Tanzania Police Force has faced persistent challenges, including a shortage of officers and low salaries, leading to community dissatisfaction and reduced performance. Sensitive public institutions such as the

police often lack comprehensive studies, partly due to their closed-system policies and limited public access. As an insider, the researcher seeks to address this knowledge gap by investigating the effect of motivation on the performance of public employees, focusing on the Tanzania Police Force in the Dar es Salaam Zone.

1.2 Objective of the Study

The study aims to assess the relationship between motivation and performance management in the Tanzania Police Force, with a focus on the Dar es Salaam Zone.

2. Literature Review

The following literature is presented in line with the study objectives:

Salah (2016) conducted a study on the influence of rewards on employee performance. The study revealed that motivation is the act of inspiring employees to work hard to achieve organizational goals. Employee motivation requires a deep understanding of both management and employee perspectives.

Salah argued that the best way to understand employees' attitudes toward rewards and performance is to consider the social meaning of work. Short- and long-term goals of employees and employers can differently affect both performance and productivity. For employees to give their best effort, they must be appropriately rewarded. Rewards are regarded as an effective method for achieving this.

According to Salah, rewards are essential elements to encourage employees to contribute their best efforts, generate innovative ideas, and improve organizational performance both financially and non-financially.

Iqbal (2017) conducted a study on the effects of organizational culture, benefits, and salary on job satisfaction and employee retention. The study revealed that employees motivated by rewards offered by the organization are more likely to remain with the organization long-term. In recent years, rewards have gained increased importance due to the economic conditions affecting both employees and organizations.

Rewards are crucial for retaining employees and enhancing job satisfaction. These rewards can be internal or external, such as cash bonuses, recognition programs like "Employee of the Month," or other incentive schemes. Viable compensation and benefits packages—including salary, bonuses, stock options, health insurance, and retirement plans—serve as tools to retain employees. Carefully designed bonus or profit-sharing programs provide goal-oriented incentives for employees to strive for higher performance.

Riasat *et al.* (2016) conducted a study on whether intrinsic and extrinsic rewards influence job satisfaction and job performance, examining the mediating role of the

reward system. Their study revealed that no organization can achieve its planned goals without a fair and balanced reward system. Firm rewards must be reliable and provided periodically. Motivated employees produce higher-quality output compared to non-motivated employees.

An effective incentive system fosters a sense of encouragement in employees, making them more dedicated, energetic, and committed. Firms today face many challenges, one of the most important being how to satisfy employees by understanding their individual preferences and needs, which in turn generates higher performance.

Mamun and Khan (2020) conducted a theoretical study on factors influencing employee performance, rewards, and motivation within organizations. Their study revealed that implementing a proper performance-based reward system is one of the most effective ways to enhance performance. Such a system typically relies on three factors: ability, motivation, and resources. For optimal work performance, all three factors must be sufficiently developed.

Organizational rewards should be directly linked to work performance to achieve improved organizational results, provided that the organization has adequate resources and employees are adequately trained.

Rewards are a significant lever to guide employees toward achieving organizational goals, which may include higher profits, improved customer service, increased market share, competitive advantage, and overall organizational success. With rapid technological advancement, organizations increasingly focus on knowledge-based workers to meet the dynamic needs of society.

3. Methodology

The study adopted a cross-sectional research design using mixed methods (both qualitative and quantitative approaches). Slovene's formula was used to determine a sample size of 246 respondents from a target population of 675. Data were collected through interviews, questionnaires with closed-ended questions, and documentary reviews to obtain the necessary information.

4. Findings, Presentation, and Discussion

The study presents findings on the assessment of the relationship between motivation and performance management in the Tanzania Police Force, focusing on the Dar es Salaam Zone. Table 1 provides a summary of the results. The statement, "Employee rewards have a positive impact on job performance," revealed that 133 respondents strongly agreed, 89 agreed, 13 disagreed, and 11 were undecided. Respondents reported a high mean value of 1.6098 with a standard deviation of 0.80442.

Table 1. *Effects of the employee rewards on job performance*

ITEMS	1	2	3	4	5	Mean	Std. Dev.
1. Employee rewards have a positive impact on job performance	133	89	11	13	0	1.6098	.80442
2. Rewards program positively influence employee morale and job satisfaction	100	113	8	25	0	1.8293	.90538
3. Employees who received rewards demonstrate higher levels of job performance compared to those who did not receive rewards	106	105	9	19	7	1.8455	1.00637
4. Employees in TPF perceive the rewards program to have a positive influence on their job performance	92	89	20	23	22	2.1626	1.27054
5. There is a correlation between the level of employee rewards and the overall job performance	112	89	20	18	7	1.8577	1.03415

Source: *Field Data, 2024.*

This indicates that the majority strongly agreed that rewards positively impact job performance. Rewards serve as incentives that recognize and appreciate employees' efforts and achievements. Tangible rewards, such as bonuses, promotions, or public recognition, validate employees' hard work and encourage them to maintain or exceed performance levels.

This acknowledgment fosters a sense of value and belonging, motivating employees to contribute more effectively. These findings align with Bai and Liu (2020), who noted that effective reward systems enhance intrinsic motivation and sustain high levels of job performance.

Regarding the statement, "Rewards programs positively influence employee morale and job satisfaction," 113 respondents agreed, 100 strongly agreed, 25 disagreed, and 8 were undecided. The mean value was 1.8293 with a standard deviation of 0.90538. The majority agreed that rewards programs enhance morale and job satisfaction by recognizing the hard work and dedication of officers.

Recognition fosters a sense of belonging and validation, boosting morale and reinforcing commitment. These findings align with Smith and Jones (2021), who reported that structured recognition programs in law enforcement significantly improve morale, job satisfaction, and team cohesion.

For the statement, "Employees who receive rewards demonstrate higher levels of job performance compared to those who do not," 106 respondents strongly agreed, 105 agreed, 19 disagreed, 9 were undecided, and 7 strongly disagreed. The mean value was 1.8455 with a standard deviation of 1.00637. The results indicate that rewards foster a culture of excellence. Public acknowledgment of high-performing

individuals sets benchmarks, creates a motivating environment, and encourages collective commitment to organizational goals. Alianny et al. (2024) found that robust rewards programs increase productivity, as recognized employees are more likely to engage in proactive behaviors, improving overall performance.

Finally, the statement, “Employees in TPF perceive the rewards program to have a positive influence on their job performance,” showed that 92 respondents strongly agreed, 89 agreed, 23 disagreed, 22 strongly disagreed, and 20 were undecided. The mean value was 2.1626 with a standard deviation of 1.27054.

The majority agreed that the rewards program positively influences job performance by fostering a competitive spirit. Knowing that exceptional performance will be rewarded encourages officers to strive for excellence, improving productivity and effectiveness. Johnson and Taylor (2021) noted that rewards programs cultivate a competitive atmosphere, motivating employees to exceed standard expectations and enhancing overall job outcomes.

Another finding of the study, based on the statement “*There is a correlation between the level of employee rewards and overall job performance*,” revealed that 112 respondents strongly agreed, 89 agreed, 20 were undecided, 18 disagreed, and 7 strongly disagreed. Respondents reported a mean value of 1.8577 with a standard deviation of 1.03415.

This indicates that the majority agreed that employee rewards—such as financial compensation, bonuses, and non-monetary incentives like recognition and career development opportunities—serve as powerful motivators. Adequately rewarded employees are more likely to be engaged and committed to their work, which often translates into improved performance through greater effort, creativity, and excellence.

These findings are consistent with Park *et al.* (2022), who emphasized the importance of non-monetary incentives. Their study revealed that recognition programs and opportunities for career advancement significantly enhance employee engagement, motivating individuals to invest more in their roles and improving overall performance outcomes. This highlights the multifaceted nature of rewards and their influence on employee motivation.

Additionally, interviews were conducted with top management of the Tanzania Police Force in Ilala Municipality, including the Director of Human Resources, Public Relations Officer, Regional Police Commanders, Training and Development Officers, and the Employee Welfare Officer, to examine the effects of motivation on employee performance.

One informant stated: “*Well-structured reward systems can align individual goals with the organization’s objectives. When officers understand that their performance*

directly impacts the rewards they receive, they are more likely to strive for excellence. This alignment encourages a culture of accountability and high performance, ultimately benefiting the entire police force."

These findings indicate that well-structured reward systems are critical in aligning individual goals with broader organizational objectives. In law enforcement, when officers understand the direct connection between performance and rewards, they are more motivated to excel. This aligns with Tran and Smith (2020), who found that clearly linking performance to rewards significantly boosts employee motivation, fosters ownership and accountability, and enhances commitment to organizational goals.

Informants also highlighted potential challenges associated with reward systems, such as the need for fairness and transparency. Ensuring that all officers perceive the system as equitable is crucial for maintaining morale and avoiding negative consequences from perceived favoritism or bias. Regional Police Commanders emphasized that effective reward systems must address these challenges to be successful.

Garcia *et al.* (2023) similarly noted that perceived inequities can lead to dissatisfaction and reduced motivation. If officers believe rewards are distributed arbitrarily or based on favoritism, it can foster resentment and reduce commitment. Therefore, establishing clear, objective criteria for performance evaluation and reward allocation is essential.

5. Summary Conclusion and Recommendations

5.1 Summary

The findings reveal a strong correlation between reward systems and enhanced employee performance. A significant majority of respondents indicated that rewards serve as powerful motivational tools, leading to increased job satisfaction and higher productivity. The study highlights that well-structured reward programs not only recognize employee efforts but also foster a positive organizational culture, encouraging individuals to excel in their roles.

Employee rewards—including bonuses, promotions, and public recognition—serve as significant motivators. Tangible rewards validate employees' hard work and encourage them to maintain or enhance their performance levels. This recognition fosters a sense of value and belonging, contributing to increased job satisfaction and overall morale.

The implementation of rewards must be approached carefully. Perceptions of fairness and transparency are crucial; if employees perceive the rewards system as inequitable, it can lead to dissatisfaction and reduced morale. Additionally,

employees respond differently to various types of rewards, highlighting the need for a tailored approach that considers the diverse motivations of staff.

5.2 Conclusion

The study concludes that employee rewards positively influence job performance. The majority of respondents acknowledged that inadequate incentives, particularly limited promotions and rewards, reduce morale and can lead to unethical behaviors among police officers. The data suggest that structured reward systems that align individual achievements with organizational goals foster a culture of accountability and high performance. Such alignment not only acknowledges individual contributions but also cultivates an environment conducive to excellence.

5.3 Recommendations

Develop a structured and transparent rewards system: The Tanzania Police Force should implement a reward framework that employees perceive as fair and equitable. The study indicates that employees respond positively to transparent and well-structured reward programs.

Establish clear criteria for reward allocation: Clear guidelines for distributing rewards can help mitigate perceptions of favoritism and ensure that all officers feel valued for their contributions. Regular communication about the rewards system will further enhance transparency, trust, and employee engagement.

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