

The Effects of Motivation on Performance of Public Employees: A Case of Tanzania Police Force in Ilala Municipality

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Abstract: The study assessed the effects of motivation on performance of public employees: A case of Tanzania Police Force in Ilala Municipality. The objectives were to determine the effects of the employee rewards on job performance in Tanzania Police Force in Ilala Municipality, to examine the effects of employee benefit on job performance in Tanzania Police Force Ilala Municipality and finally to assess the roles of training on employee performance in Tanzania Police Force Ilala Municipality. The study adopted descriptive research design. The study employed both qualitative and quantitative approaches. The sample size was 246 respondents obtained from a target population of 1244 respondents using a Slovenes formula and analyzed by using Statistical Package for Social Science (SPSS) version 26 and thematic analysis. The findings from the study indicated that there was a strong correlation between reward systems and enhanced performance levels, employee rewards, which include bonuses, promotions, and public recognition, serve as significant motivators for police officers. When individuals receive tangible rewards for their efforts, it validates their hard work and encourages them to maintain or enhance their performance levels at their work stations. Regarding to the role of employee benefits in influencing job performance, the research shows that comprehensive benefits such as health insurance, retirement plans, and paid time off significantly boost employee morale and job satisfaction. Respondents overwhelmingly agreed that generous benefit packages lead to greater motivation and commitment among employees and hinder police performance. Highlighting the importance of such offerings in attracting and retaining talent within the police force. Also training programs are essential for employee development, equipping personnel with the necessary skills to improve their performance. Training plays a pivotal role in enhancing employee performance within the Tanzania Police Force. Finally, the study recommended that ongoing provision of the rewards and benefits programs is necessary to ensure they remain effective and relevant. Regular feedback from employees can provide insights into the effectiveness of current strategies and highlight areas for improvement.

Keywords: Motivation, Performance of Public Employees.

1. Introduction

Motivating employees has become increasingly important in recent times due to its significant impact on job performance among public employees (Yimer, 2018). From an academic perspective, motivation is garnering more attention from management scholars as it is a crucial independent variable that

positively influences employee productivity. Effectively hiring and retaining efficient employees is essential for achieving an organization's goals and fulfilling its vision. To sustain this efficiency, employers must actively motivate their employees to enhance their productivity, commitment, and overall performance (Alwedyan, 2021).

According to Buberwa (2015), motivation can be categorized as either intrinsic or extrinsic. Intrinsic motivation originates from within the individual, reflecting the direct connection between a worker and their tasks, typically driven by personal satisfaction. Examples of intrinsic motivation include feelings of achievement, accomplishment, challenge, and competence that arise from one's job performance. On the other hand, extrinsic motivation comes from external factors in the work environment. This includes elements such as competitive salaries, benefits, supportive policies, and various forms of supervision, all of which serve as external incentives to motivate employees.

In addition, employees' performance in this sense includes the job outcomes of an employee at their workplace in terms of revenue collection, complaints, and service delivery, although several studies have also assessed financial incentives as a motivating factor for employee performance in many organizations. (Golyama, et al., 2022).

However, performance by any consideration is evaluated through the outcomes of the employee's behavior by showing how perfectly an employee has done or completed his task. In order to achieve high degree of performance a manager should know that subordinates must have potentials, motivation and the enough opportunities to meet the goals, but when performance is not satisfactory, management should find the better ways to enhance it so that to meet the desirable outcomes (Al-Hawary, and Banat, 2017).

Research in the United States has underscored the significance of both intrinsic and extrinsic motivation in influencing police officers' performance. Intrinsic motivation—characterized by a sense of duty, a commitment to community service, and job satisfaction—has been linked to increased levels of engagement, commitment, and proactive problem-solving. Studies indicate that officers driven by intrinsic

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motivation are more likely to engage in behaviors that foster public trust, such as participating in community initiatives and employing de-escalation techniques (Meško *et al.*, 2014).

In China, the cultural focus on collectivism and social harmony has significantly influenced the motivational factors affecting police performance. Research indicates that Chinese police officers are more attuned to group-oriented or collective forms of motivation, such as team incentives and a deep sense of organizational loyalty (Cao & Hou, 2018). Their motivation often stems from a commitment to the success of their police unit and the overall stability of their communities (Cao & Hou, 2018). Additionally, the Chinese cultural framework emphasizes hierarchy, respect for authority, and the importance of fulfilling one's responsibilities. Consequently, Chinese police officers may be particularly responsive to extrinsic motivators, including recognition from supervisors, career advancement opportunities, and acknowledgment of their contributions to the organization (Cao & Hou, 2018).

In Nigeria, the history of motivation within the Nigeria Police Force (NPF) presents a complicated narrative, characterized by periods of neglect, attempts at reform, and persistent challenges. Recognizing this historical backdrop is essential for understanding the current state of police motivation in the country. The NPF originated in the 1860s, primarily established for colonial governance and maintaining public order. During this time, the idea of intrinsic motivation—serving with pride and purpose—was likely not emphasized. Instead, obedience and loyalty to authority were prioritized to uphold colonial interests (Salami, 2016).

In Rwanda, the Rwandan National Police (RNP) has experienced significant transformation in recent decades, emphasizing the creation of a professional, accountable, and community-focused force. In the aftermath of the 1994 genocide, the Rwandan government prioritized establishing a police service that effectively responds to the needs of its citizens while maintaining peace and security (Nkurunziza & Nkurunziza, 2017).

In Tanzania, there is substantial evidence indicating that a significant number of employees in the Tanzania Police Force are dissatisfied with their motivational schemes, including salaries, housing, workload, and their standing within the community. These inadequate motivational conditions have gradually undermined the motivation of many police officers, leading to unethical behaviors such as corruption. Furthermore, low salaries compel officers to engage in dishonest practices, as their earnings are insufficient to meet their families' basic needs (David, 2022)

The mission of the Tanzania Police Force is to enforce laws and maintain order, uphold peace and security, prevent and investigate crime, protect lives and property, and apprehend and prosecute offenders. However, the country has seen a rise in crime rates and public fear, while trust and confidence in the police force continue to decline. Key challenges include increasing road accidents, corruption, extortion, violence, terrorism, and drug trafficking. Despite these issues, several factors hinder the effective functioning of the Tanzanian Police Force, which need to be addressed through improved human

resource motivation. Therefore, urgent reforms are necessary (Msirikale, 2021).

The effectiveness and productivity of reforms in the Police Force is focused on effective oversight over corrupt activities if they are well compensated in order to end unethical patterns. This is the sole responsibility of the Human resource management to bring such changes. Since the challenge of demotivation in the Police Force has been in existence for a long time despite the efforts put by the Government of United Republic of Tanzania, the study of the Effect of Motivation on Performance of Public Employees in Police Force in Tanzania especially in Ilala Municipality, Dar es Salaam.

A. Statement of the Problem

Motivation plays a pivotal role in determining the performance of public employees, yet there is a significant concern regarding low motivation levels among officers within the Tanzania Police Force. A survey conducted in 2021 revealed that only 42% of police officers in Ilala district reported feeling highly motivated in their jobs (Mtweve & Sawe, 2021). This low motivation is alarming, as it has been consistently linked to reduced productivity, increased absenteeism, and higher turnover rates among public sector workers (Lyimo, 2020).

Several factors contribute to this motivational crisis. Research indicates that inadequate compensation, lack of career development opportunities, and poor working conditions negatively affect the motivation of public employees in Tanzania (Mwaseba & Kyaruzi, 2019). Additionally, only 38% of police officers felt that their supervisors provided sufficient recognition and feedback, which are crucial elements for driving motivation (Simba *et al.*, 2022).

Despite the critical importance of motivation in enhancing the performance of the police force, there remains a gap in understanding the specific reasons behind these low motivation levels. Existing studies have predominantly focused on corporate and private sector entities, leaving a lack of comprehensive research on public institutions like the Tanzania Police Force. This gap hinders the development of effective motivational strategies tailored to the unique challenges faced by public sector organizations. Given the essential role the police force plays in maintaining public safety and order, addressing the motivational challenges it faces is imperative. Therefore, this study seeks to investigate the effects of motivation on the performance of public employees within the Tanzania Police Force in Ilala Municipality. By exploring the relationship between motivation and performance, this research aims to provide valuable insights that can inform strategies to enhance the effectiveness and morale of public sector employees.

B. Research Objective

1. To determine the effects of the employee rewards on job performance in Tanzania Police Force Ilala Municipality.
2. To examine the effects of employee, benefit on job performance in Tanzania Police Force Ilala

Municipality.

2. Literature Review

A study by Ndungu (2017) looked at how employee performance in public educational institutions was affected by rewards and recognition. The findings demonstrated that 92 percent of the institutions sampled favored the idea of linking performance contracting to a system of rewards and penalties, provided that the system was set up at the beginning of the year in an impartial and open way. This highlights how important it is to look into how incentive programs impact worker output and motivation. Rewards and recognition have a strong and positive correlation with job motivation and satisfaction in any organization

A study on the impact of rewards on employee performance was carried out by Salah (2016), who found that encouraging employees to work hard toward company objectives is crucial. Effective motivation requires a deep understanding on the part of both management and employees. The study emphasizes that the best approach to comprehending employees' attitudes toward performance and rewards is to consider the social significance of work. In this case, the short- and long-term goals of both employers and employees may have distinct effects on performance and productivity. Enough rewards are needed for employees to give their best efforts because they are believed to be one of the best ways to achieve this motivation.

A study by Ratri and Wahjudono (2021) looked at how employee performance and job satisfaction are affected by employee demographics, work-related stress, and rewards. Their findings demonstrate a positive correlation between employee rewards and performance. Two perspectives on rewards are highlighted in the study: those of the organizations and the employees. Employees who are motivated by rewards are more likely to work harder, which benefits both the business and the employees in the long run. Rewards can boost an organization's performance by fostering employees' enthusiasm and commitment. Additionally, it has been established that rewards are one of the primary determinants of employee job satisfaction.

Sastera, & Mauludin, (2018), carried out the investigation into how employee benefits programs affect employee morale and performance, and they found that, Employee benefits programs are typically designed by the company to help employees feel comfortable at work by enhancing their capacity to live sustainably. Enhancing employees' lives and increasing their level of happiness is the main objective of employee benefits programs. Programs for employee benefits can be considered "wise investments" that will pay off in the form of increased productivity. The following is a description of some viewpoints regarding employee benefits programs. Programs for employee benefits can be seen as an attempt to improve the quality of life for employees.

Agustiningsih, et al., (2016), carried out a study on how employee performance is affected by compensation, job satisfaction, and OCB. According to the findings of their study, financial compensation is performance benefits given in line with workload and incentives to help employees perform better

and meet tax revenue targets. In the meantime, non-monetary incentives may take the shape of vacation time or health insurance. Additionally, the efforts of the organization's current human resources must be matched by success in accomplishing its goals. The development and enhancement of human resources, information systems, compensation, and other businesses can all be influenced by business activities.

Iqbal, (2017) conducted a study on, Organizational culture, pay, and benefits all have an impact on job satisfaction, which in turn affects employee retention. According to their research, workers who are inspired by the company's benefits are more likely to stay with the company for a long time or to stay in the industry. Due to the financial circumstances of both the organizations and the employees, rewards have gained importance in recent years. It is a critical component of both job satisfaction and employee retention. The employees want the rewards, which are highly significant, to be given to them in recognition of their exceptional performance and contributions. Both internal and external rewards are possible, such as cash, bonuses, or recognition of an employee's name of the month. Some businesses use competitive pay and benefit packages, such as salary, bonuses, stock options, and the more conventional retirement and health insurance plans, to help retain staff. Carefully crafted bonus or profit-sharing plans offer motivating, objective-oriented activities for staff members to strive for.

3. Methodology

This study used descriptive research design because it enabled the researcher to collect information about respondent's opinions, attitudes and strategies (cooper and Shindler, 2003). Hence, the major purpose of using this of descriptive survey as a method of collecting information by administering a questionnaire to a sample individual and employed quantitative research approach (Kothari 2004). The target population consisted of the registered 1,244 respondents and researcher selected respondents from Ilala Municipality. The researcher used Slovin's formula to obtaining sample size of 302 respondents including corporals, sergeants, inspectors, assistant superintendents, superintendents and senior officers as well as members of the human resources department. The researcher used Purposive sampling and simple random sampling in order to give equal chances to all the respondents to participate. In order to collect the data needed, the researcher used interview guide and questionnaire for collecting primary data and the questionnaire was closed ended that was developed objectives.

4. Research Findings

A. General Profile of the Respondents

In this section, a researcher aimed to understand the characteristics of the population under study and their likelihood to contribute to the theme of this study. Therefore, the section includes information on age, sex, marital status, level of education, and working experience of respondents.

1) Gender

Table 1 shows gender of respondents responding to

motivation questionnaires provided at Tanzania Police Force Ilala Municipality as follows; “The gender distribution of respondents” the overall gender were male 197(80%) and females 49(20%). This implies that, male responded much on the motivation question provided than females at Tanzania Police Force Ilala Municipality.

Table 1
Gender of respondents

Gender	Frequency	Percent
Male	197	80
Female	49	20
Total	246	100.0

Source: Field Data, 2024

2) Age of Respondents

Table 2 below indicates that, out of the 246 respondents involved in the study, the majority 119 (48.4%) were aged between 36-55 years old. Additionally, 81 (32.9%) of respondents were aged between 25-35 years old, 38 (15.4%) were below 25 years old, and 8 (2.5%) were above 55 years old. These findings imply that the majority of the respondents were aged between 36-55 years old, which is a fertile age for individuals capable of working and delivering health services. The remaining age groups have more experience working within an organization, enabling them to share their experiences with the younger generation regarding the practice of motivations on employee’s performance. at Tanzania Police Force Ilala Municipality.

Table 2
Age of respondents

Items	Frequency	Percent
Below 25 years	38	15.4
25-35 years	81	32.9
36-55 years	119	48.4
above 55	8	3.3
Total	246	100.0

Source: Field Data, 2024

3) Level of Educations

The findings in Table 3 indicate that the majority of the respondents 101(41%) held a form four, 31 (15.7%) held a bachelor degree, 54 (22%) held a certificate, 50 (20.3%) had diploma, 10 (4.1%) had postgraduate education level. This implies that the majority of the respondents were educated in various professions and levels of education, thus enabling them to be aware on the influence of motivations on employee’s

performance.

Table 3
Level of education

Items	Frequency	Percent
Form Four	101	41
Certificate	54	22
Diploma	50	20.3
Bachelor Degree	31	12.6
Postgraduate	10	4.1
Total	246	100.0

Source: Field Data, 2024

B. To Determine the Effects of the Employee Rewards on Job Performance in Tanzania Police Force Ilala Municipality

Table 4 below displays the findings of objective one, which aimed to determine the effects of the employee rewards on job performance in Tanzania Police Force Ilala Municipality. The results are presented in Table 4.

The respondents agreed with a total mean value of 1.9167 and a standard deviation of 1.03465, respectively. This suggests that the majority of respondents agreed that there is a strong correlation between reward systems and enhanced performance levels. 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, which include bonuses, promotions, and public recognition, serve as significant motivators for officers. When individuals receive tangible rewards for their efforts, it validates their hard work and encourages them to maintain or enhance their performance levels. This recognition fosters a sense of value and belonging, leading to increased job satisfaction and overall morale. The implementation of rewards must be approached with care. Perceptions of fairness and transparency are crucial; if employees feel that the rewards system is inequitable, it can lead to dissatisfaction and decreased morale. Additionally, individuals may respond differently to various types of rewards, highlighting the need for a tailored approach that considers the diverse motivations of employees. These findings align with those of Smith and Jones (2021) highlights how structured recognition programs in law enforcement agencies can significantly improve morale. They found that officers who received acknowledgment for their efforts reported higher job satisfaction and a greater

Table 4
Effects of the employee rewards on job performance

Effects of the employee rewards	1	2	3	4	5	Mean	Std. Deviation
Employee rewards have a positive impact on job performance	133	89	11	13	0	1.6098	.80442
Rewards program positively influence employee morale and job satisfaction	100	113	8	25	0	1.8293	.90538
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
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
There a correlation between the level of employee rewards and the overall job performance	112	89	20	18	7	1.8577	1.03415
There is limitations associated with implementing employee rewards programs for improving job performance	69	124	9	24	20	2.1951	1.18603
Overall Mean Value						1.9167	1.03465

Source: Field Data, 2024

Table 5
Effects of employee, benefit on job performance

Effects of employee, benefit on job performance	1	2	3	4	5	Mean	Std. Deviation
Employee benefits have a significant impact on employee job performance	112	105	0	19	0	1.6585	.83132
Types of employee benefits (e.g. healthcare, retirement, paid time off) have a greater impact on job performance than others	113	89	11	23	10	1.8943	1.11255
Availability of employee benefits influence an employee's decision to accept or reject a job offer	88	103	28	13	14	2.0325	1.09496
Employees with more generous benefit packages exhibit higher levels of job satisfaction and motivation	88	113	20	13	12	1.9756	1.04560
There is a difference in job performance between employees who receive comprehensive benefits and those with limited or no benefits	68	145	8	25	0	1.9593	.84659
Provision of tuition reimbursement or professional development opportunities linked to enhanced job skills and performance	95	125	0	19	7	1.8537	.96623
Overall Mean Value						1.9123	0.98271

Source: Field Data, 2024

commitment to their roles. This sense of appreciation not only motivates individuals but also strengthens team cohesion, as officers feel valued within their peer groups.

In another development, an interview was conducted with the top management of the organization

Here is what Director of Human Resources said:

“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”.

The above findings revealed that well-structured reward systems play a crucial role in aligning individual goals with the broader objectives of an organization. In the context of law enforcement, when officers understand that their performance directly impacts the rewards they receive, they are more motivated to strive for excellence. This alignment not only enhances individual performance but also contributes to the overall effectiveness of the organization. These findings concurs with those of Anderson and Smith (2022) demonstrates that clear connections between performance and rewards can significantly boost employee motivation. Their study found that officers who are aware of how their efforts influence their rewards are more likely to engage in high-performance behaviors. This understanding fosters a sense of ownership and accountability, leading to enhanced commitment to organizational goals.

C. Effects of Employee, Benefit on Job Performance in Tanzania Police Force Ilala Municipality

The following statements indicate the extent to which the respondents agreed on the effects of employee, benefit on job performance in Tanzania Police Force Ilala Municipality.

The respondents agreed with a total mean value of 1.9123 and a standard deviation of 0.98271, respectively. This suggests that the majority of respondents agreed that employee benefits in influencing job performance. The research shows that comprehensive benefits such as health insurance, retirement plans, and paid time off significantly boost employee morale and job satisfaction. Respondents overwhelmingly agreed that generous benefit packages lead to greater motivation and commitment among employees, highlighting the importance of such offerings in attracting and retaining talent within the police

force. Research indicates that substantial benefits contribute to a positive work environment, leading to increased job performance. Officers who have access to quality health care and financial security are less likely to experience stress and distractions that could hinder their focus on duties. Furthermore, when officers perceive their benefits as generous and supportive, it fosters a sense of loyalty to the organization, motivating them to perform at their best. Also, availability of attractive benefits can also aid in recruitment and retention efforts. A strong benefits package positions the Tanzania Police Force as an appealing employer, attracting qualified candidates who seek not only a job but also a supportive work environment. This competitive advantage can lead to a more stable workforce, which is essential for maintaining operational effectiveness. This is in line with those of Johnson and Miller (2022) indicates that employees who receive robust benefits are more likely to report higher levels of job satisfaction. Their study found that when employees feel secure in their health and financial futures, they are more focused and engaged in their work. This sense of security can lead to improved performance as employees are less likely to be distracted by personal concerns.

Furthermore, interviews were conducted to examine the effects of employee, benefit on job performance in Tanzania Police Force Ilala Municipality

Here is what Public Relations Officer said:

“Benefits such as health insurance, retirement plans, and educational opportunities can significantly enhance morale among officers. When employees feel valued and secure, they are more likely to exhibit higher levels of commitment and motivation, which directly translates into better performance on the job”.

The above findings from the Public Relations Officer that by providing these essential benefits, organizations can foster a supportive environment that not only meets the basic needs of officers but also contributes to their overall job satisfaction and commitment to their roles. Health insurance is one of the most critical benefits for officers, as it directly affects their well-being. These findings align with those of Johnson and Smith (2022) indicates that officers who receive comprehensive health coverage report higher levels of job satisfaction and lower levels of stress. When officers feel secure in their health and medical needs, they can focus more on their duties, leading to improved performance and a positive workplace atmosphere.

5. Summary, Conclusion and Recommendation

A. Summary

The findings reveal a strong correlation between reward systems and enhanced performance levels. 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.

Regarding the role of employee benefits in influencing job performance. The research shows that comprehensive benefits such as health insurance, retirement plans, and paid time off significantly boost employee morale and job satisfaction. Respondents overwhelmingly agreed that generous benefit packages lead to greater motivation and commitment among employees, highlighting the importance of such offerings in attracting and retaining talent within the police force.

B. Conclusions

Findings reveal that employee rewards positively influence job performance, with a majority of respondents acknowledging that such incentives enhance motivation and morale. The data suggest that structured reward systems align individual achievements with organizational goals, fostering a culture of accountability and high performance. This alignment is crucial, as it not only acknowledges individual efforts but also cultivates an environment conducive to excellence. Additionally, the study highlights the importance of employee benefits, such as healthcare and retirement plans, in enhancing job satisfaction and retention. Respondents indicated that comprehensive benefits significantly influence their decision to accept job offers and contribute to their overall motivation and engagement. The correlation between generous benefits packages and improved job performance emphasizes the need for the Tanzania Police Force to invest in the well-being of its employees. In essence, the findings advocate for the implementation of well-structured rewards and benefits programs as vital tools for enhancing employee performance.

C. Recommendation

1. Firstly, it is essential for the Tanzania Police Force to develop a structured and transparent rewards system. The study indicates that employees respond positively to rewards that are perceived as fair and equitable.
2. The organization should consider conducting surveys to identify the specific benefits that employees value most. Tailoring benefits to meet the diverse needs of the workforce not only enhances job satisfaction but also aids in attracting and retaining talented individuals.
3. Lastly, ongoing evaluation of the rewards and benefits programs is necessary to ensure they remain effective and relevant. Regular feedback from employees can provide insights into the effectiveness of current strategies and highlight areas for improvement.

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