

**THE IMPACT OF REWARDS ON POLICE OFFICERS'
PERFORMANCE:
A CASE OF KONDOA DISTRICT**

**THE IMPACT OF REWARDS ON POLICE OFFICERS'
PERFORMANCE:
A CASE OF KONDOA DISTRICT**

By

Greyson I. Mwengu

**A Dissertation Submitted in Fulfilment of the Requirements for the Degree of
Master of Science in Human Resource Management (MSc.HRM) of
Mzumbe University
2015**

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **The Impact of Rewards on Police Officers Performance: The Case of Kondoa District**, in partial fulfillment of the requirement for award of the degree of Master of Science in Human Resource Management of Mzumbe University.

Major Supervisor

Internal Examiner

External Examiner

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DEDICATION

This work is dedicated to my sons, Alexander and Collins and to all those who are struggling to realise their dreams.

LIST OF ABBREVIATIONS

CID	:	Crime Investigation Department
DTO	:	District Traffic Officer
FFU	:	Field Force Unit
GD	:	General Duty
OCD	:	Officer Commanding District
OCS	:	Officer Commanding Station
OC-CID	:	Officer Commanding Crime Investigation Department
OC-FFU	:	Officer Commanding Field Force Unit
PGO	:	Police General Orders
RPC	:	Regional Police Commander
SPSS	:	Statistical Package for Social Sciences

ABSTRACT

The researcher's concern in this study was to investigate the impact of rewards on Police officers Performance in Kondo District. Specifically the study explored the following; types of rewards available in the Police, the criteria used to reward Police officers, the timing of rewards in the Police force, the reward system in the Police force and lastly the impact of rewards on Police officers' performance. The study employed a case study design, qualitative and quantitative techniques of data collection were used. The data collection methods were the questionnaires, interviews and documentary reviews. The population of the study comprised of 97 Police officers in Kondo District, from which the sample size was 33 respondents by using purposive and stratified random sampling. The data collected were analysed using percentages, bar graphs and frequency distribution tables with the aid of SPSS.

The results of the study showed that the Police force offers the following rewards; promotion, recognition, money (Pay package), praise, demotion, salary deduction, extra grill, firing one from work, scholarships. Also the study revealed that these rewards are not timely provided, in addition it was discovered that the rewarding criteria is not clear and reward system in the Police force doesn't work properly, also the study revealed that most of the juniour Police officers are not satisfied with the rewards that are offered in the Police force. It was concluded that rewards have a great role to play in the performance of Police officers if well managed.

The study recommended that the rewards in the Police force should be provided on time and the rewarding criteria in the Police force should be made clear to the members of the force. On top of that, the reward system in the Police force has to be reviewed in such a way that it will work properly and minimise discontents from members of the force. Furthermore, this study recommended that there should be congruence between the rewards that are offered in the Police force and the tasks that are performed.

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CHAPTER ONE

PROBLEM SETTING

1.1 Introduction

This chapter covers different areas of the study; it exposes the background to the study where several issues are discussed, also it portrays the Statement of the problem. It is in this chapter also that the general purpose of the study is stated as well as the specific objectives, research questions, rationale and scope of the study, delimitation and limitations of the study.

1.2 Background to the study

The reward is a vital instrument in employee performance. Employees are more likely to be motivated to perform when they perceive there is a strong link between their performance and the reward they receive (Medonca, 2002). In addition, Guest (2002) is of the opinion that reward is one of the keys that motivate employees. Therefore, an Organisation will be effective only if its members are motivated to work and perform at a high level, even if it has the best strategy in place and appropriate organizational structure motivation cannot be substituted. There are two types of rewards as Luthans (2002) mentions, financial (extrinsic) and non-financial (intrinsic), both can be utilized positively to influence employee performance. Financial or monetary rewards means pay for performance and it includes bonus, promotion, commission, tips, gratuities and gifts. Non-financial rewards or non-cash/monetary includes social recognition, praise and genuine appreciation. Therefore, both intrinsic and extrinsic rewards are very important in motivating employees to work.

Employees at workplaces are important because of being the ones who interpret and implement organization objectives. In this regard, the achievement of organization objectives depends much on the efforts of each individual employee in an Organisation. Organization therefore needs to take initiatives to make sure that it motivates its employees to do what it wants them to. By so doing, it will assure

attainment of the achievement in terms of Performance. From this perspective, we are currently used to thinking of ongoing performance management for employees, for example, setting goals, monitoring the employee's achievement of those goals, sharing feedback with the employee, evaluating the employee's performance, rewarding performance or firing the employee.

Many organizations have been trying to find different ways to motivate their staff in order that they can concentrate and put all of their efforts in their work that will yield more products and therefore marking the raising performance of those organizations. When employees are rewarded, they get work done. Employers get more of the behaviour they reward, not what they assume they will automatically get from employees. Thus, when employees surpass their target or exceed their standard they should be rewarded immediately as a way of motivating them. By doing this, employees directly connect the reward with behaviour and higher performance they have attained. Effective reward system should always focus on the positive reinforcement. Positive reinforcement encourages the desired behaviour in the organizations. This encourages employees to take positive actions leading to rewards. Reward programmes should be properly designed into the organization so as to reinforce positive behaviour which leads to performance (Torrington & Hall, 2006).

Performance is concerned with results and therefore it asks questions did you get the job done? (DeCenzo & Robbins, 1998). Performance management applies to organizations and it includes recurring activities to establish organizational goals, monitor progress towards the goals, and make adjustments to achieve those goals more effectively and efficiently. Reward system illustrates the exchange relationship between the organization and the employee. It defines the contribution from the employees and the responses an individual can expect to receive from an organization as a return for their performance (Kerr & Slocum, 2005).

The desired performance can only be achieved efficiently and effectively if employees get a sense of mutual gain of the organisation as well as of himself, with

the attainment of that defined target or goal (Aktar et.al, 2012). Top management in Organisations should put into considerations the welfare and well being of their employees by making sure that there is goal congruence between the organization and individual employees so that the organization benefits from an employee and the employee benefits from the organization.

Successful organisations have managed to reach where they are depending on the quality of its human resources both skilled and unskilled. Machinery and financing cannot bring changes without work force. In today's competitive business environment, success is increasingly a function of effective human resources management (Ahindo, 2008). Therefore, it is very important for an organization to have a well rewarding system for its employees if it aims at achieving its intended goals. Management bodies in different organizations should consider and give the issue of motivation to workers a great importance for their organizations to reach where they intend.

In the Asian context, particularly Punjab in India, the reward is used as a motivator to motivate Police officers. Therefore, in order to motivate employee performance in the Police force, rewards are given to employees with outstanding performance so that they will keep on working hard as much as their efforts are recognized for what they deliver. It is stated in Punjab Police rules (2008) that rewards to subordinate Police officers should not be given to proper performance of ordinary routine duties, but for special merit in any branch of Police activities.

In African Context Particularly in Tanzania, most of the employees have been lamenting on the reward system offered. There are employees whose promotions are delayed for a long time, but also there are those whose performance is not recognised. The same case applies to Tanzania Police force where you find some junior officers who are to get promoted to the next rank are still in the same rank for many years. This situation in one way or another can affect the performance of the force.

As stated earlier employees feel motivated to work when they feel that their contributions are recognised and being honoured, and this has always been done through rewards and has proved to be true. However, rewards in Tanzania including the Police force are delayed or not offered on time. Why this happens in the Police force? May be it is because of lack of resources or lack of expertise in personnel who are competent in human resources management, who are responsible in managing work force or shortage of resources, especially when an organization thinks of rewarding its employees extrinsically or the society doesn't know the essence of rewarding employees. What if recognition is not there, it is obvious that employee will be de-motivated.

Different literatures have shown that when employees are recognized for what they deliver through rewards, they become motivated and there is a tendency of increasing performance, and when no rewards are offered literatures has shown low performance. Therefore, it is obvious that there is a relationship between rewards and performance, where the presence or absence of rewards has an impact on Performance either positively or negatively.

Even though Police officers in Tanzania are working in a risky environment, for example escorting billions of money from one point to another, ensuring security around bank areas, combating criminal offenders and the like but yet they are not rewarded in a promising way. For example, there is a delay in promotion for those who are to be promoted, but also little or no recognition for those who are to be recognized for their performance. Apart from the salaries and allowances, the rewards they get, especially the junior officers, seem not matching with the risk they take during their day-to-day operations. Due to this there is a need to see if there is any correlation between rewards that are offered in the force and performance.

1.3 Statement of the problem

Reward management is one of the strategies used in organizations to improve organisational performance, and that there is a direct positive link between rewards and organisational performance (Njanja et.al, 2013). Organisations are competing

and struggling to acquire competent personnel to increase performance, but the problem is to get organisational members who can go to work willingly and enthusiastically (Flippo, 1984). Motivation for workers is inevitable and cannot be substituted with anything, and therefore organisations need to have strategies to motivate employees to work for their organizations, happily and willingly and one of the strategies is motivation through rewards.

An employee has to be recognised or praised whenever he makes an outstanding performance in his work. This has to be done through a letter of appreciation, promotion, gifts, raising salaries, etc. This would motivate him to put much of his efforts to work, by putting much of his efforts to work, it is likely that the performance would not remain the same it would change by adding something to the performance.

Despite different Organisations including the Tanzania Police force, having a tendency of rewarding its employees, still the rewards that are offered seems not promising and does not match with the services that they deliver and the risk of life they take during their day-to-day operations. That is to say, there is little or sometimes no recognition at all, not only that, but also sometimes delays in offering those rewards on time, for example promotion, recognition for outstanding performance etc have been a normal practice. This situation might not motivate employees to perform and meet the targets of the organization. It was in the light of this that the researcher prompted to investigate the impact of rewards on employee performance in the Tanzania Police force.

1.4 Purpose of the study

The purpose of the study was to investigate the impact of rewards on the Performance of Police Officers.

1.5 Specific Objectives

The specific objectives of this study were the following,

- i. To investigate the types of rewards provided by the Police force
- ii. To explore the criteria for rewarding employees
- iii. To explore if rewards are timely provided in the Police force
- iv. To investigate the reward system in the Police force
- v. To explore the impact of rewards to Police officers' performance

1.6 Research questions

This research focused to answer the following questions

- i. What types of rewards are provided by the Police force?
- ii. What are the criteria used to reward someone in the Police force?
- iii. Are the rewards in the Police force timely provided?
- iv. Is the reward system effective in the Police force?
- v. What is the impact of rewards to Police officers' performance?

1.7 Rationale for the study

This study will enable different organizations including the Police force itself, local Governments, Government parastatals, institutions and other private organisations while dealing with Human Resources Management to clearly recognise and understand the essence of rewards in improving employee Performance. This will be revealed after this study and enable those organizations to align reward system with the policies and strategies of their Organisations towards the targeted performance for the sustainable development.

1.8 Scope and delimitation of the study

The study focused on how rewards influence employee performance in the Police Force in Kondo District. The Police force covers the whole of the country and this study could be conducted all over Tanzania but it was not easy to do that due to many factors, including limited time provided in conducting this study, limited financial resources and the like.

1.9 Limitations of the study

In conducting this study, the researcher was constrained with the reluctance of some respondents to provide information due to different reasons, fear to reveal information for the reason of losing the job and other unknown reasons.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews different literatures related to the study of the relationship between rewards and performance of Tanzania Police officers, with a view to understand the state of knowledge concerned with the problem under investigation. The review of literature covers the concepts, basic theories and empirical studies.

2.2 Concepts of Rewards and Performance

2.2.1 Reward Management

A reward is defined as anything that extrinsically or intrinsically reinforced, maintain and improve employees' behaviour in an organization (Goodale, et. al 1997). It is a compensation, which an employee receives from an organization for exchanging of the service offered by an employee or as the return for work done (Zhou, et. al 2009). In this regard salaries, bonuses, and commissions, recognitions, appreciation, etc. are the rewards offered to an employee for the work done.

Armstrong (2007), defines reward management as it deals with the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non-financial means. It is about the design, implementation and maintenance of reward systems (reward processes, practices and procedures), which aim to meet the needs of both the organization and its stakeholders. He puts furthermore, that the overall objective is to reward people fairly, equitably and consistently in accordance with their value to the organization in order to further the achievement of the organization's strategic goals. Reward management is not just about pay and employee benefits. He lasts, say that the reward is equally concerned with non-financial rewards such as recognition, learning and development opportunities and increased job responsibility.

The aims of reward management are to reward people, according to the value they create; align reward practices with business goals and with employee values and

needs; reward the right things to convey the right message about what is important in terms of behaviours and outcomes; help to attract and retain the high-quality people the organization needs; motivate people and obtain their engagement and commitment; develop a high-performance culture.

2.2.2 Performance Management

According to Armstrong (2006) performance is concerned with how well, something is done and reward is how people should be recognized for doing it. Performance was regarded by Bernardin et al (1995) and Kane (1996) as quoted by Armstrong (2006) as simply the outcomes of work: a record of person's accomplishment. He continued arguing that performance could be seen as the behaviour, the ways in which organizations, teams and individuals get the work done (Campbell 1990).

According to Agarwala (2009), performance management is an integrated process that consolidates goal setting, employee development, performance appraisal and rewarding performance into a single common system. He continues to argue that the aim of performance management is to ensure that employee performance supports the strategic goals of the organisation. Thus, performance management includes practices through which managers work with their employees to define the goals of the latter, develop employee capabilities through training, measure and review employee performance in order to reward performance.

Organisations should apply performance management programmes, which assist in planning, employee performance, monitor performance by affecting proper measuring tools. Rewards should be used as a tool for strengthening good behaviours among employees as well as rising production. Reward system should focus on reinforcing positive behaviour.

Employees could be awarded for working over time, taking initiative, teamwork, reliability, exceptional performance, meeting deadlines, productivity, etc. Employers and Managers should design or come with a system to measure or quantify all these aspects so that rewards are given accordingly (Njanja 2013).

2.2.3 Types of rewards

The rewards can be categorized into two groups, namely, the intrinsic and extrinsic. Extrinsic rewards are usually financial or tangible rewards. Edirisooriya, (2014) as quoted Ajila (1997) puts that intrinsic rewards are inherent in the job itself and which the individual enjoys as a result of successful completion of the task and attaining his goal. He continued explaining the extrinsic rewards as those external to the task of the job such as pay, fringe benefits, working conditions, security, promotion, contract of service, and the work environment.

2.2.3.1 Extrinsic rewards

Extrinsic rewards are those rewards that are tangible. Are usually referred to the monetary rewards that are provided by an organization through a person who has a high position in the organization (Beardwel & Holden, 1994). Extrinsic rewards are offered directly to an employee as monthly salary and other incentives or indirectly through contribution to employee benefit plan such as medical insurance, life insurance etc.

Researchers have proven rewards to have strongly associated with continuous commitment of employees to the organization (O'Reilly, 1986). The external rewards triggers off employees to perform value added tasks to the organisations they serve. Thus, extrinsic rewards will motivate individuals to spend more time and efforts on tasks and ultimately improve their task performance (Clein et. Al 1997).

2.2.3.1.1 Basic pay

According to Armstrong (2009) basic pay is the amount of pay (the fixed salary or wage) that constitutes the rate for the job. It may be varied according to the grade of the job or for annual workers, the level of skills required. Also Aktar, et al (2012) puts that basic pay is a highly significant factor that affects employee performance than performance bonus though she continued arguing that both basic pay and performance bonus are the positive factors which affects employees' performance.

2.2.3.1.2 Cash bonus

This is an extra money paid to an employee for better performance. Is another form of reward that organizations use to reward employees for excellent performance if they have performed higher or exceed their set targets, this makes them eligible (Finkle, 2011). The amount of cash that is offered to an employee is determined by how high the employee has exceeded the targeted goals, but also can be based on ranks of employees. Performance bonuses are now on the rise in many organisations because managers want to link performance to reward (Block & Lagasse 1997).

2.2.3.1.3 Promotion

Promotion is the form of appreciation for employees who make an important and effective contribution to the organization. The promotion gives the employee enhanced management role in the organization. A promotion is a powerful communication tool about what is being valued in the organization. Promotions must be available to that employee who plays some role in the contribution of work value in the organization (Wald & Check 1985). Moreover, every promotion is accompanied with added responsibilities and additions in either monthly salaries or other benefits. It in this situation an employee tends to work hard so as to get promoted, he will make sure that he meets deadlines in his work or set targets that will comply with the objectives of his organization and reach to the desired performance.

2.2.3.1.4 Gratuities

A support or gift, usually in the form of money, given in return for service being offered. When an employee works for a company or any institution knowing that at the end of his contract he will earn something as an appreciation for the service he has offered so long they tend to work hard and improve performance.

2.2.3.1.5 Gifts

A gift is something that is bestowed freely and without compensation. The gift includes, but not limited to meals, refreshments, entertainments, travel,

accommodation, cash, vouchers. An employee is appreciated for his work through, gifts this tends to make others work hard so as to reach to the level of being recognized for what he has delivered to the organization. During May day every year in Tanzania for instance Gifts has been a way of appreciating employees, especially good performers in order to encourage them to perform more and let others learn from them. During this day, good performers are rewarded with cash; some go out for meals and other refreshments, etc. So this is a good way that can motivate the employees' performance

2.2.3.2 Intrinsic rewards

People are intrinsically motivated when they experience satisfaction, interest, pleasure and enjoyment in performing an activity and therefore an intrinsic motivation exists in an activity itself without giving any apparent reward to an employee. Some organizations believe that non monetary rewards are easier to implement than monetary rewards and useful for company success (Gross, 1995). Intrinsic rewards may be just as important as extrinsic rewards in motivating employees to have a better performance (Harpaz, 1990). An organisation has to apply both intrinsic and extrinsic rewards to its employee simply because people are not motivated the same all over but rather they are motivated differently. Zhou et.al, (2009) argues that people are no longer working simply for pay, they pay attention on personal growth, such as improvement of capabilities, acquirement of new knowledge and valuable skills. In addition, Eisenberger & Cameron (1996) puts that non-financial rewards such as support and recognition given by leaders are important to motivate organisational members.

According to Romzek, (1985), recognition of employees' efforts and performance has positive impact on employees' commitment, job satisfaction and organisational involvement. The other writer puts that implementation of reward system which emphasises on intrinsic motivation leads to a higher job satisfaction and efficiency levels of employees (Hertzberg, 1985). Rewards system should focus on the major areas like compensation, benefits, recognition and appreciation (Sarvad, 2010).

Benefits such as house loans, life insurance and company transport are the rewards that motivate employees to join and work with one organization and leave the other which does not offer all those.

2.2.3.2.1 Recognition and appreciation

To recognise is to acknowledge someone for outstanding performance or for accomplishments achieved, this can be done before their peers, showing a positive attitude to the outcomes. Appreciation centres on showing gratitude to an employee for his or her action. Such rewards help employees to gauge their performance and know whether they are doing good or bad (Sarvadi, 2010). Baron (1983) argues that when we recognize and acknowledge the employees in terms of their identification, their working capacity and performance is very high.

According to Show & Show (1995) employees, who are able to receive and experience, recognition for their work are also able to have a better perception of their work, their workplace and the people they work for. Thus, there is a need for an employer to really make an effort to show the employee that his well being and the contribution he makes is highly appreciated and highly valued by the organization. The recognition is very important as it makes an employee know how well he has achieved his objectives and whether his achievements is appreciated. Buchanan, (1974) adds that the recognition of contribution towards an organization has a positive relationship towards increasing commitment of the employee towards the organization and its objectives. Deeprase (1994) argues that the motivation of employees and their productivity can be enhanced through providing them effective recognition, which ultimately results in improved performance of the organisation. Bhaghat, (2014) expresses the importance of recognizing employee by saying that If you tell your reporting employees that you value them and their contribution, you are on the right path to motivate employees. Employees appreciate your positive recognition in any form. In fact, make sure that the majority of your interactions with employees is positive and appreciative.

2.2.3.2.2 Praise

According to 21st Chambers dictionary to Praise is to express admiration or approval of someone or something, another meaning in the same dictionary is to worship or glorify (God) with hymns or thanksgiving etc. The former definition is concerned with this aspect. In a study conducted by Sajuyigbe (2013), the researcher quoted Nelson (2004) that praise and recognition are the most efficient intrinsic rewards that enhance employee performance. When an employee is praised for his performance, he tends to put more efforts in his work so as to maintain the respect he has gained. By so doing, he assures performance in his organization. Praise could be done through organisational newsletter or in meetings. When managers take time to meet and recognize employees who have performed well, it plays a big role in enhancing employees' performance (Torrington & Hall, 2006).

2.3 Criteria for awarding employees

Organisations must set the criteria for awarding employees, this will reduce biases and nepotism in providing those rewards. These criteria should be agreed upon the management and the employees; therefore, criteria should be made from members of an organization. Criteria for awarding someone should be clear and known to every member of an organization in other words transparent should prevail, because unclear criteria will lead to employee de-motivation. Armstrong (2007), puts that Transparency exists when people understand how reward processes function and how they are affected by them. The reasons for pay decisions are explained at the time they are made. Employees have a voice in the development of reward policies and practices.

Some of the criteria are for awarding employees are outstanding performance, those who performs more than normal should be awarded in order to motivate them towards high performance. In India, for example, it is stated in Punjab Police rules (2008) that rewards to subordinate Police officers should not be given to proper performance of ordinary routine duties, but for special merit in any branch of Police activities. Armstrong (2012) says there should be a clear line between efforts and

rewards meaning that when an employee has put his efforts to a certain extent that has raised performance then he should be awarded. An employee should accurately, consistently and fairly assessed for performance before being awarded. Pay differences should be related to performance or contribution differences, in this aspect the one who contribute or performs higher is expected to highly be rewarded than the one who contributes or performs lower. Line managers should have the necessary skills and commitment, these are the ones who deal with Human resources and therefore have no or little knowledge can be an obstacle in implementation of reward policies. Rewards should be given when an employee exceeds organisation's expectations. The “If – Then” Principle puts that reward should be delivered if an employee meets or exceeds the expectation of the organization.

Another criteria for rewarding an employee may base on the length of service someone has provided to the organisation, be it public or private as Gupta, (2006) argues that promotion can be made on the basis of seniority or merit or a combination of both. Seniority according to him implies the relative length of service in the same organization. Seniority is suggested as the criteria for promotion on the plea that there is a positive correlation between length of service and talent.

2.4 Timing of rewards

The rewards have to be provided on time in order to improve the working morale and performance of employees, this will also easily link Performance and rewards offered. For a long time there have been complaints among employees in the public sector, including the Police force, of the delayed rewards including promotions, salary increment etc., this has made some of the employees to underperform because they think their contributions to their organizations are of less value. Organisations should reward their employees' time after time. This improves performance compared to having the rewards offered after many years has passed. This is for the reason that frequent rewards are easily connected to the performance (Thomson & Rampton 2003). It is argued in the law literatures that the right delayed is the right denied the same applies to rewards when someone has to be rewarded, but he is not

rewarded in time the value of the reward diminishes. The ASAP principle puts that the employee should be given the reward as soon as possible after the performance has occurred. This will enable an employee to give meaning to the reward offered to him by easily linking it with performance and therefore encouraging him for more performance. The delayed rewards usually demoralise employees.

2.5 Reward System

Reward system is consisting of all organizations components including people, process, rules and procedures decision-making involved in the allocation of compensation benefits to employees in the organization (Moorhead, 1995). Armstrong, (2002) defines a reward system as the one that consists of an organisation's integrated policies and practices for rewarding its employees in relation to their contribution, skills and competence of their market work.

Rewarding employees in an organization are very important in order to tap their commitment to work. Nevertheless, it is not easy to reward employee effectively if there is no effective rewarding system. A reward system is crucial for attracting and retaining employees with competence, knowledge and skills in order to achieve organizations strategic goals and create a supportive culture (Galbraith, 1973). An organization therefore needs to have a well-known rewarding system and by being known it will attract employees to join an organization. Many organization fail to realise the relationship between reward system and organizational performance (Ong & Teh 2012).

When an organization is formulating or revising a rewarding system, it should participate the stakeholders to whom the rewards are designed for. This will create a sense of ownership by the members of an organization instead of the top management being the only ones who revise and restructure the reward system for better outcome.

...the reward system is designed by the top management. They design the rewards based on their own perception without consulting employees at the lower level. Rewards and recognition designed may not be able to satisfy employee's needs and expectation. Thus, employees are not willing to change their behaviour because they feel that their contributions are not well recognized by the organization. As a result the reward system is not able to influence employee behaviour in a better way and it fails to encourage them to achieve a higher performance... (Ong & Teh 2012).

A good rewarding system will serve as a driving force for employees' performance, hence end up with accomplishing the organizational goals and objectives. An effective reward system may have three components, which are immediate, short term and long term. This means short term rewards for performance could be offered monthly or quarterly and long-term rewards are given for showing loyalty over the years (Schoeffler, 2005). Immediate rewards are given to employees repetitively so that they can be aware of their outstanding performance. Immediate rewards include being praised by the immediate supervisor or it could be a tangible reward. Short-term rewards are made either on monthly or quarterly basis depending on the performance (Njanja 2013). Long-term rewards are awarded to employees who have been performing well. Such an employee will become loyal to his organization and it reduces employee turnover. Long-term rewards include being made a partner, or cash benefits that mature after many years of service or at retirement. These rewards are very strategic for retaining the best human resources (Yokohama, 2010).

2.5.1 Components of reward system

The reward system covers all forms of financial and nonfinancial rewards. The Business strategy, reward strategy and policy, Total rewards, Basic pay, Employee benefits, Contingent pay, Pay determination, Performance management, total reward, total remuneration, allowances, total earnings, Market rate analysis, grade and pay structure, performance, non-financial rewards and job evaluation are inclusive.

2.5.1.1 Business strategy

According to Armstrong, (2007) this is a starting point of the reward system of the organization. It identifies the business drivers and sets out the business goals. The drivers are unique to any organisation, but will often include items such as high performance, profitability, productivity, innovation, customer service, quality, price/cost leadership and the need to satisfy stakeholders-investors, shareholders, and employees and, in local authorities, elected representatives.

2.5.1.2 Reward strategy and policy

Armstrong, (2007) puts that reward strategy flows from an analysis of the business drivers. The reward strategy will define longer-term intentions in such areas as pay structures, contingent pay, employee benefits, steps to increase engagement and commitment and adopting a total reward approach. Reward policy will cover such matters as levels of pay, achieving equal pay, approaches to contingent pay, the use of job evaluation and market surveys and flexing benefits.

2.5.1.3 Total reward

Armstrong (2007) defines total reward as a combination of financial and non-financial rewards available to employees. Non-financial rewards do not involve any direct payments and often arise from the work itself, for example achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities and high-quality leadership. Financial rewards consist of job-based pay, which provides pay related to the value of the job and person based pay, which provides rewards that recognize the individual's contribution, competence or skill. They also include employee benefits, pensions and financial recognition schemes.

2.5.1.4 Base or basic pay

Kaswathappa (2013) terms the basic pay as salary and he puts that salary refers to the monthly pay, irrespective of the number of hours put in by the employee. He continues adding that wages and salaries are subject to annual increments. He continues to argue that salary differs from employee to employee and depends upon

the nature of job, type of industry, seniority, and merit. According to Armstrong (2007) the base pay is the amount of pay (the fixed salary or wage) that constitutes the rate for the job. It may be varied according to the grade of the job or, for shop floor workers, the level of skill required. Base pay will be influenced by internal and external relativities. The internal relativities may be measured by some form of job evaluation. External relativities (going rates) are assessed by tracking market rates. Alternatively, levels of pay may be agreed through collective bargaining with trade unions or by reaching individual agreements. Base pay may be expressed as an annual, weekly or hourly rate. This is sometimes referred to as a time rate system of payment.

2.5.1.5 Contingent pay

Cole, (1997) terms contingent pay as a skill based pay as he says skill based payment links pay with the acquisition of skills and knowledge and this is applicable where flexible working involving multi-skilling are operated. He continues to argue that employees under this system are more likely to be seen as performing a role that involves a range of jobs and tasks. According to Armstrong, (2012) contingent pay is related to performance, contribution, competence or skill. He puts that contingent pay may be consolidated into base pay in a pay progression system or it may be paid as an unconsolidated lump sum in a form of bonus (cash or shares. In the latter case it is sometimes known as variable pay. Armstrong lastly puts that contingent pay can be based on individual, team or organizational performance.

2.5.1.6 Employee benefits

Employee benefits include any benefit that the employee receives in addition to direct remuneration (Kathwassappa 2010). It includes various types of non-wage compensation provided to employees in addition to their normal wages or salaries. In instances where an employee exchanges (cash) wages for some other form of benefit is generally referred to as a 'salary packaging' or 'salary exchange' arrangement. In most countries, most kinds of employee benefits are taxable to at least some degree. Examples of these benefits include: housing (employer-provided or employer-paid),

group insurance (health, dental, life etc.), disability income protection, retirement benefit daycare, tuition reimbursement, sick leave, vacation (paid and non-paid), social security, profit sharing, funding of education, and other specialized benefits. (www.wikipedia.com). Armstrong, (2007) adds that these benefits include such things like pensions, sick pay, insurance cover, company cars etc. They consist of elements of remuneration additional to the various forms of cash payments and include provisions for employees that are not strictly remuneration, such as annual holidays.

Noe et al (2009), looks at the importance of benefits, he puts that benefits contributes to attracting, retaining and motivating employees. The variety of possible benefits helps employers tailor their compensation to the kinds of employees they need as different employees look for different types of benefits. He continues to argue that benefits help employees maintain their economic security. He says social security contributions, pensions and retirement savings plans help employee prepare for retirement. Insurance plans help employee to protect employees from unexpected costs such as hospital bills.

2.5.1.7 Allowances

An allowance is an amount of money given or allotted usually at regular intervals for a specific purpose. The person making the allowance usually specifies the purpose and may put controls in place to make sure that the money is spent for that purpose only. A company employee may be given an allowance or per diem to provide for meals and travel when working away from home and may then be required to provide receipts as proof. Alternatively, they are provided with specific non-money, tokens or vouchers that can be used only for a specific purpose such as a meal voucher. (www.wikipedia.com).

Armstrong, (2007) says that allowances are paid in addition to basic pay for special circumstances. They may be determined by the organisation, but they are often the subject of negotiation. He gives the main types of allowances as location allowances, overtime payments, shift payments, working conditions, allowances and stand-by or

call-out allowances made to those who have to be available to come in to work when required.

2.5.1.8 Total remuneration

According to Kaswathappa (2010) an average employee in an organized sector is entitled to several benefits, both financial and non-financial benefits. He continues to argue that typical remuneration of an employee includes wages and salary, incentives, fringe benefits, perquisites and non-monetary benefits. Armstrong (2007) expresses the concept of total remuneration as it consists of the financial rewards represented by total earnings plus the value of the benefits received by employees.

2.5.1.9 Job evaluation

Graham & Bennet, (1998) define Job evaluation as the process of placing jobs in order of their relative worth so that an employee may be paid fairly. They continue arguing that job evaluation is concerned with the demands and conditions of the job and not with the job qualities of the individual who is occupying the job. A job consists of a whole series of tasks, responsibilities and obligations, including the skills, knowledge and mental agility required, qualities of initiative, reliability, ability to withstand stress; capacity for planning, controlling others, coordinating the nature of the environment in which the work is completed. They conclude by saying that jobs should be ranked according to objective criteria known and understood by all who work in the organization. On the other hand, Armstrong, (2007) says Job evaluation is a systematic process for defining the relative worth or size of jobs within an organization in order to establish internal relativities and provide the basis for designing an equitable grade structure, grading jobs in the structure and managing relativities. He adds that job evaluation does not determine the level of pay directly. Job evaluation can be analytical or non-analytical. It is based on the analysis of jobs or roles, which leads to the production of job descriptions or role profiles.

2.5.1.10 Market rate analysis

Market rate analysis is the process of identifying the rates of pay in the labour market for comparable jobs to inform decisions on levels of pay within the organization and on pay structures. A policy decision may be made on how internal rates of pay should compare with external rates – an organization's market stance

2.5.1.11 Grade and pay structures

Jobs may be placed in a graded structure according to their relative size. In such a structure, pay is influenced by market rates, and the pay ranges attached to grades provide scope for pay progression based on performance, competence, contribution or service. Alternatively, a 'spot rate' structure may be used for all or some jobs in which no provision is made for pay progression in a job. Pay Structure consists of pay ranges , brackets or scales that are attached to each grade, band or level in a grade structure. Pay structures are defined by a number of grades they contain, especially in a narrow or broad graded structures, the span or width of the pay ranges attached to each grade (Armstrong, 2012). Noe at al, (2009) puts that a pay structure represents the organizations policy, but what the organizations actually does may be different. He continue arguing that as part of its management responsibility, the HR department therefore should compare actual pay to the pay structure making sure that policies and practices match.

2.5.1.12 Performance management

Performance management processes define individual performance and contribution expectations, assess performance against those expectations, provide for regular constructive feedback, and result in agreed plans for performance improvement, learning and personal development. They are a means of providing non-financial motivation and may inform contingent pay decisions (Armstrong, 2007).

Bhatia (2008) explains the aims of performance management that it aims at creating alignment of individual goals with those of the company and to enable an individual to effectively manage the performance for himself and his team. Performance

management embraces both planning and executing. He further argues that the major focus of performance management is on the development of the employee and his competencies for improving his performance and relationships. According to him Performance management is all about translating plans into results and so he says performance management is the process of managing organizations' strategy. Effective performance management can tell top performers that they are valued it can also encourage communication between managers and their employees, establish uniform standards for evaluating employees and help the organization to identify its strongest and weakest performers(Noe, et al. 2009).

2.5.1.13 Impact of rewards on performance

Literatures show that there is a tendency of increasing performance when rewards are offered to employees. Rewards do motivate an employee, when the employee is motivated he becomes satisfied with the job and finally leads to employee performance. Allen and Kilmann (2001), says reward practices play a vital role in improving employee performance and to achieve organizational goals.

Armstrong (2012), argues that rewards make a positive impact on performance when it contributes to the development of high performance culture, one in which the values, norms and HR practices of an organization combine to create a climate in which the achievement of high levels of performance is a way of life. He continues arguing that rewards have impacts on individual and organizational performance by focusing attention on the values of the organization for high performance and the behaviours required to achieve it, not only that but also rewards ensure that performance expectations are defined and understood. He ends by saying that Rewards provide a means to encourage and recognize high performance, enhance engagement and promote the positive discretionary effort.

2.6. Relationship between rewards and performance

The relationship that exists between rewards and performance is that the two variables are depending on each other, this means if an organization wants to

improve the performance of its employees then it has to reward them fairly and equitably. The rewards are used to get better performance by setting targets in relation to the work given. When employees surpass their target, they can be given an additional amount to their salary, this will make them strive to achieve more (Maund, 2001). Studies show that when employees are appreciated and praised for the good job done, they tend to increase their performance. This is another way organizations can take into consideration to reward employees so as to improve performance..

There are many theories that attempt to explain about the concept of motivating employees through rewards, which is the focus of this study. Mullins (2010), explains that motivation theories are divided into two contrasting factors/approaches: content theories and process theories. These theories therefore, may be partially true and help to explain the behaviour of certain people at certain times.

2.7 Theories that support the study

2.7.1 The reward philosophy

The reward philosophy recognizes that, if human resource management (HRM) is about investing in human capital from which a reasonable return is required, then it is proper to reward people differently according to their contribution (i.e. The return on investment they generate).

The philosophy of reward management also recognizes that it must be strategic in the sense that it addresses long-term issues relating to how people should be valued for what they do and what they achieve. Reward strategies and the processes that are required to implement them have to flow from the business strategy. Reward management adopts a ‘total reward’ approach, which emphasizes the importance of considering all aspects of reward as a coherent whole that is linked to other HR initiatives designed to achieve the motivation, commitment, engagement and development of employees. This requires the integration of reward strategies with other HRM strategies, including talent management and human resource development. Reward management is an integral part of an HRM approach to managing people (Armstrong, 2007).

The compensation system contributes to performance by linking the interests of employees to those of organizations, reaching at this point, we may put that goal congruence between the employee and the organisation is very important in motivating employees to work and raise performance.

2.7.2 Expectancy theory

This study applies Vrooms's expectancy theory because reward and compensation systems are largely based on this theory, the theory suggests that employees are more likely to be motivated to perform when they perceive that there is a strong link between their performance and the reward they receive, (Guest 2002: Mendonca 2002).

Expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there is relationships between the effort they put forth at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance. In other words, people will be motivated if they believe that strong effort will lead to good performance and good performance will lead to desired rewards. Vroom (1964) was the first to develop an expectancy theory with direct application to work settings, which was later expanded and refined by Porter and Lawler (1968) and others (Pinder, 1987).

Expectancy theory is based on four assumptions (Vroom, 1964). One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual's behaviour is a result of conscious choice. That is, people are free to choose those behaviours suggested by their own expectancy calculations. A third assumption is that people want different things from the organization (e.g., good salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally. The expectancy theory based on these assumptions has three key elements: expectancy, instrumentality, and valence. A person is

motivated to the degree that he or she believes that (a) effort will lead to acceptable performance (expectancy), (b) performance will be rewarded (instrumentality), and (c) the value of the rewards is highly positive (valence) (Lunenburg, 2011).

2.7.3 Equity Theory

According to J. Stacy Adams, people can only be motivated when they are treated in an equitable manner. If employees feel that their inputs are fairly rewarded they would be happier or not dissatisfied. If they feel unfairly rewarded, they would become dissatisfied with their job and employer. It is important to note that the degree of dissatisfaction depends on the degree of perceived disparity in the reward-to-effort ratio. For some people, any smallest indication of negative disparity is enough to cause massive disappointment and a feeling of considerable injustice, others may reduce effort and become inwardly disgruntled, or outwardly difficult, recalcitrant or even disruptive, yet others may seek to improve their output by making claims or demands for more reward or seeking an alternative job. Therefore, people have a tendency to use subjective judgment to balance the outcomes and inputs in the relationship for comparisons between different individuals. As per the equity theory of J. Stacey Adams, people are motivated by their beliefs about the reward structure as being fair or unfair, relative to the inputs. Equity is achieved when people are rewarded appropriately in relation to others within the organization. Equitable reward processes ensure that relativities between jobs are measured as objectively as possible and that equal pay is provided for work of equal value (Armstrong, 2007).

2.7.4 Inventory theory

The theory states that incentive and reward are the driving forces behind people's choice and behaviours. People become motivated and activate specific behaviour in order to receive positive incentives and rewards. The theory further states that people restrain from specific behaviour that has negative consequences. It goes beyond by stating that incentives become strong motivators only when the individual places the

highest value of the incentive and is willing to take action to obtain the reward. (Wong, 2008).

2.7.5 The Cognitive Evaluation Theory

This theory predicts about the effects of rewards on intrinsic rewards and argues that tangible rewards like praises, medals, awards etc elicit the strongest perceptions of external control. It continues putting that tangible rewards are so harmful when they are expected, that is offered to the individual prior to their engagement in activities. Furthermore, this theory stipulates four (4) types of expected tangible rewards, which are task-non-tangible rewards, completion contingent rewards and performance – contingent rewards. Task-non-contingent rewards are those rewards offered regardless of any involvement in an activity. Engagement-content rewards are those rewards offered for doing a task without a requirement to complete it. Completion-contingent rewards are those rewards that are offered for doing and completing an assigned task. Performance-contingent rewards are those rewards offered for performing well. (Cameron, 2006).

2.7.6 Theory of Fairness

A fair reward system is one that operates in accordance with the principles of distributive and procedural justice. It also conforms to the ‘felt-fair’ principle formulated by Eliot Jaques. This states that pay systems will be fair if they are felt to be fair. The assumptions underpinning the theory are that: there is an unrecognized standard of fair payment for any level of work; unconscious knowledge of the standard is shared among the population at work; pay must match the level of work and the capacity of the individual to do it; people should not receive less pay than they deserve by comparison with their fellow workers. The felt-fair principle has passed into the common language of those who are involved in reward management. It is sometimes used as the final arbiter of how a job should be graded, possibly overriding the conclusions reached by an analytical job evaluation exercise (the so-called ‘felt-fair test’). Such tests are in danger of simply reproducing existing prejudices about relative job values (Armstrong, 2007).

2.7.7 Theory of Distributive justice

Armstrong (2007) as quoted Leventhal(1980), defines distributive justice that it refers to how rewards are provided to people. They will feel that they have been treated justly if they believe that the rewards have been distributed in accordance with the value of their contribution, that they receive what was promised to them and that they get what they need.

2.7.8 Contextual and Culture fit

The design of reward processes should be governed by the context (the characteristics of the organization, its business strategy and the type of employees) and the organization's culture (its values and behavioural norms). Account should be taken of good practice elsewhere, but this should not be regarded as best practice, is universally applicable. The best fit is more important than best practice.

2.7.8 Fit for Purpose Theory

The formulation of reward strategy and the design of the reward system should be based on an understanding of the objectives of reward management and should be developed to achieve that purpose (Armstrong, 2007).

2.7.9 Consistency

A consistent approach to reward management means that decisions on pay do not vary arbitrarily without due cause – between different people or at different times. They do not deviate irrationally from what would generally be regarded as fair and equitable (Armstrong, 2007).

On top of different theories and literatures that have provided an insight into this study, there are also practical researches that have been conducted to prove those theories and literatures. These give real picture of what is happening in the field.

A study conducted by Edirisoriya (2014), was looking on the impact of rewards on employee performance with special reference to ElctriCo in Srilanka, in this study

questionnaires were designed to test each variable. Quantitative research design was carried out under the Deductive approach. Self designed questionnaires were used as the primary data collection method and secondary data collection methods were organization's annual reports, books, journal articles and online references. The aim of that research was to identify the impact of extrinsic and intrinsic reward on employee performance in a public sector organization. The representative sample of 100 employees was selected from a population of 1075 employees in the Electro Co. Stratified random sampling method was used to select balance representation of employees. When extrinsic rewards were tested, it was found that there is a strong relationship between pay and employee performance. Also the research proved that most of the employees in ElectriCo highly preferred monetary rewards irrespective their positions. The researcher believed that money is important to employees because it satisfies a number of their most important needs and a highly tangible way of recognizing employee contribution and their worth. Also, when intrinsic rewards were tested, it proved that there were strong relationship between recognition and employee performance. He revealed that intrinsic reward plays a significant role in employee performance. Finally the study concluded that intrinsic and extrinsic rewards had significant impact on employee performance.

Another study was conducted by Aktar (2012), the study was investigating about the impact of rewards on employee performance in commercial banks of Bangladesh. This was an empirical study, based on the primary data. A combination of a structured questionnaire was used in order to collect relevant information from a sample of 180 commercial bank employees. A total number of 180 employees were randomly selected from a listed 12 commercial banks in Bangladesh where 2 government commercial banks, 10 non- government commercial banks. The survey was done from executive level and above. The number of questionnaires distributed to the respondents was 200. The number of return was 189 and the number of questionnaire that is useable was 180. Both primary and secondary data were used for the study. Primary data collected through the questionnaire with the case study method, which was designed based on objectives and hypotheses. The questionnaire

consisted of four sections, demographic profile, intrinsic reward, extrinsic reward and the employee's performance. Descriptive and Pearson correlation analysis was used for data analysis. SPSS (Statistical Package for Social Sciences) version 16.0 was used in order to analyse data. One of the specific objectives of this study was to find out the effects of intrinsic and extrinsic rewards on employee performance. The independent variables were intrinsic and extrinsic rewards while the dependent variable was the employee performance.

In this study, the research results showed that employees' performance depended on the recognition, challenging work and basic pay compared to other variables like learning opportunity, challenging work and career advancement.

Njanja et al (2013) as quoted Axelsson & Bokedal (2009), who did a study on rewards – motivating different generations at a Volvo car corporation. The thesis was based on a case study of Volvo Car Corporation in Goteborg. Where empirical data were based on twenty interviews with managers at the company. Major findings showed that challenging work and non-monetary (intrinsic) rewards motivate managers, bonuses and shares are not very motivating. Titles are not motivational at all. They continued arguing that the opportunities for growth are motivating for both generations. Therefore they concluded that there exists a generational difference. However, both generations considered salary as important and non-monetary rewards to be of great importance.

Another study was conducted by Sajuyigbe et al (2013). This study examined the impact of reward on employees' performance with special reference to selected manufacturing companies in Ibadan, Oyo State, Nigeria. The objective of that study was to examine the impact of reward dimensions on employees' performance with special reference to selected manufacturing companies. Structured questionnaires were used to collect data from one hundred (100) participants through purposive sampling method and data were analyzed by multiple regression analysis with the aid of statistical package for social science (SPSS) version 16. The result of this study showed that reward dimensions jointly predict employees' performance, which

accounted for 71% variance of performance. Consequently, recommendations were made to the management of organizations that they should build up the commitment among employees by rewards and achieve both individual and Organizational objectives.

A study conducted by Agwu (2013), on the impact of the fair reward system on employee job performance. The purpose of this research was to ascertain the impact of the fair reward system on employees' job performance in Nigerian Agip Oil Company Limited in Port-Harcourt. The research question addressed the extent at which improved employee job performance/reduced rate of industrial action is influenced by the implementation of the fair reward system in Nigerian Agip oil company limited Port-Harcourt. The core aspect of the study was the use of cross-sectional survey research design in generating the required primary data. The place of study is the Nigerian Agip Oil Company limited Port Harcourt, while the duration of study is between October 2011 and September 2012. A sample of 396 (34 managers, 97 supervisors and 259 workmen) respondents determined at 5% level of significance for sample error, using Yamane's formula, was selected from a population of 40,568 employees using stratified random sampling method for the purpose of questionnaire administration. The results of this study indicated that implementation of the fair reward system in Nigerian Agip oil company limited Port-Harcourt to a large extent influenced improved employees' job performance (82.05% response rate) and reduced rate of industrial action (80.77% response rate). It therefore recommended among others: regular review of the organizational reward system to ensure fairness, maintenance of competitive rates of pay, flexibility in rewards administration and rewarding people for the value they create.

The study conducted by Njanja et al (2013) on the effect of rewards on employee performance, a case study of Kenya power and lighting company Ltd Nakuru Kenya, aimed at determining the effect of reward on employee performance at KPLC. Specifically the study sought to determine the effect of cash bonus on employee performance. The research adopted correlation research design. 68 management

employees responded. Data was collected using questionnaires. Descriptive statistics (frequency tables, percentages) were used to present data. Inferential statistics (chi-square) was used to analyse the relationship between cash bonuses and employee performance. Data was analysed with the help of the Statistical Package for Social Sciences (SPSS) computer programme. The findings of the study showed that cash bonus have no effect on employee performance ($p=0.8$). This is because those who received cash bonuses and those who did not all agree that the cash bonus affects their performance the same. They recommended that organizations should focus on changing the intrinsic nature and content of jobs. This will increase employee motivation, as employees will get more autonomy more challenging job assignments and responsibilities. They concluded that further research can be done to find out impact of other rewards on performance e.g. owning equity. Research can also be done to identify other factors which may affect performance. Such findings can enhance the management of performance.

2.7.10. Synthesis of the study

Having passed through various literatures concerning the relationship between rewards and performance, it has been discovered that many of the researches that has been conducted, investigated about the impact of rewards in other public sectors like education, health, electric companies just to mention a few, but very few on the forces including the Police force. This has created a tiny source of information that could be used when the government and other stakeholders wants to revise the rewards system in the forces. Therefore, there is a need to conduct more research about rewards and performance in the Police force.

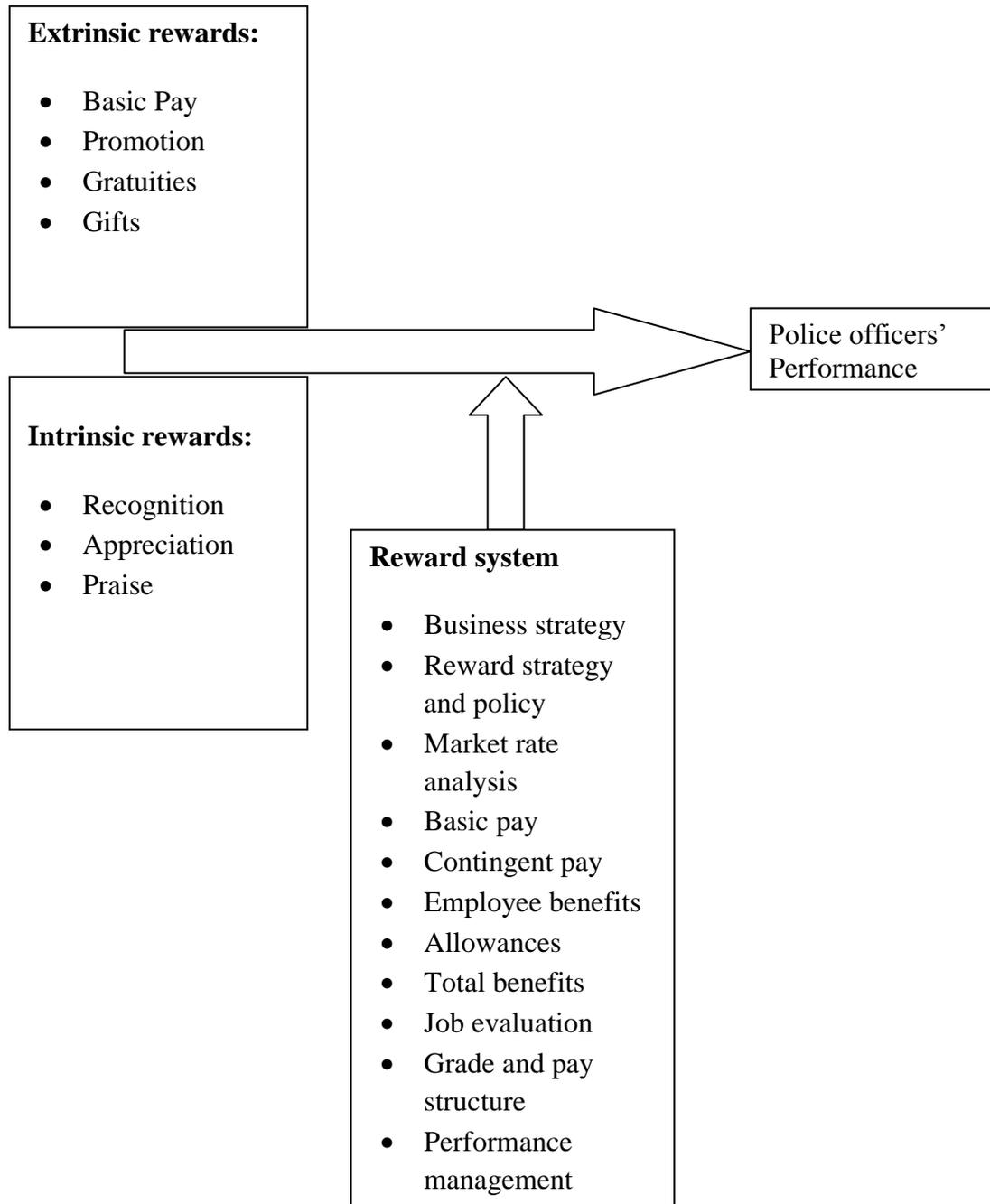
2.8 Conceptual framework

This study examines the impact of rewards (extrinsic and intrinsic) on employee performance in the Police force. Police officers' performance will be taken as dependent variable, intrinsic and extrinsic rewards are taken as independent variables while the reward system as an intermediate variable. The performance of Police officers so to speak will depend on the rewards offered to them, but this will be

determined by the effectiveness of the reward system of the Police force. Luthans, (2002) mentions that extrinsic and intrinsic rewards can be utilized positively to influence employee performance. Extrinsic rewards include basic pay (salary), cash bonus, promotion, praise, gratuities and gifts. Intrinsic rewards or non-cash include social recognition, praise, and genuine appreciation. When these factors are used, they will increase the performance of Police officers. These factors will be used to link the relationship between rewards and performance in the Police force in Kondoa District.

Figure 2.1: Conceptual Model

Independent variables Intermediate variables Dependent variable



Source: Modified by the Researcher from Edirisooriya (2014).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the following areas of study; the research design, population of study, sampling procedures, methods of data collection and data analysis technique.

3.2 Research Design

According to Kothari (2004), a research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.” In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. As such the design includes an outline of what the researcher will do from writing the research questions and its operational implications for the final analysis of data.

This study was conducted by using a case study design. The reason for using this design was limited time given to the researcher to conduct the study. Also, using case study design allowed flexibility and depth investigation of the study problem this being a part of conserving time.

3.3 Area of Study

Figure 3.1 : Area of Study



A map of Tanzania showing Kondoa district, Dodoma region in which the study was conducted .

Source: www.orsam.org.tr

Kondoa is one of the old districts in Tanzania; it is located in Dodoma region. To the North it is bordered with Babati district of Manyara region, to the west by Singida

district, to the east by Kiteto district and to the south by Chemba district. The study was conducted in Kondoa District in Dodoma region. The area of study was chosen to be the study area on the basis of being the old districts in Tanzania in which the Police force is operating but also on the basis of the researcher's familiarity with the environment that would create an easy collection of data related to rewards and performance.

3.4 Study Population

Population is a group of individuals who have one or more characteristics in common (Kothari, 2005). The population for this study on the impact of rewards on employee performance was all the police officers found in Kondoa district, which comprised of 97 members. The target population, therefore comprised the senior and junior Police officers from all departments.

3.5 Sample and Sampling Techniques

3.5.1 Sample size

A sample of 33 respondents was involved from the target population. This sample included 1 senior officer (the OCD), 4 heads of department, including the 1 from CID, 1 from Traffic, 1 from FFU and 1 from GD. The sample also included 28 junior officers 7 from each department. Sanders et al (2007) argues that a sample size of 30 or more will usually result into a sampling distribution that is very close to the normal distribution and the larger the absolute size of a sample the closer its distribution will be to the normal.

3.5.2 Sampling technique

Sampling technique is the way through which individuals who have to be involved in the study are selected from the entire population. Bulmer & Warwick (1983) argue that the sampling techniques refer to the selections of individuals (or other units) who are to be those studied in a particular investigation.

In this study Probability and non-probability sampling techniques specifically simple random sampling and purposive sampling was used to get those 33 respondents from different departments.

3.5.3 Selection of respondents

3.5.2.1 Stratified random Sampling

In this study, the researcher divided the Police force into four (4) departments, namely the CID, Traffic, FFU and the GD. By using this technique, the researcher selected randomly 7 respondents from each department by using a lottery, where the total of 28 respondents was picked and included in the study. The reason for using this technique was that it was a simple way of selecting respondents, but also provided an equal chance to all respondents to be included in the study. On top of that, the researcher believed that the mixture of officers with different seniorities from different departments would provide different experiences that would lead to collection of reliable information to this study.

3.5.2.2 Purposive Sampling

According to Kothari (2004), it is a non-probability sampling technique, which is also known by different names such as deliberate sampling and judgment sampling. In this type of sampling, items in the sample are selected deliberately by the researcher; his choice concerning the items remains supreme. In other words, the organisers of the inquiry purposefully choose the particular units of the universe for constituting a sample on the basis that the small mass that they so select out of a huge one will be typical or representative of the whole.

In this study the technique was used based on researcher's own judgment on the basis of the likeliness of the respondents to produce information in line for the purpose of the study. Therefore, the OCD and the other 4 heads of department were selected by using this technique as well as the 5 middle officers. The reason for using this technique was that the targeted persons had information that could not be obtained from other respondents if these were kept aside.

3.6 Data Collection Methods and Instrumentation

Variety of data collection methods were employed; this included interviews and documentary review and questionnaires.

3.6.1 Primary data collection

3.6.2 Questionnaire method

Questionnaires were the major instrument that was used in data collection. Both closed and open ended questionnaires were used in the data collection process. Questionnaires were used to collect data from junior Police officers, because they would cover a large part of the day to day operation in the field and therefore a lot of information was expected to be gathered from them. Questionnaires allowed respondents to select questions and also to have the opportunity to express themselves in all matters related to the relationship between rewards and their Performance.

3.7 Interviews

The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method can be used through personal interviews and, if possible, through telephone interviews (Kothari C. R. 1990). The interview method was used to collect data from the OCD and the other 4 heads of department (HODs) in the Police force in Kondoa District. The interview guide was prepared to guide researcher in collecting data from specific respondents. The interview method was used in order to give respondents a wide range to explain about matters concerning rewards and performance of police officers since the respondents concerned had more information because they were mainly dealing with matters. Reasons for using interviews was that it required simple facilities such as papers and pens and it is built on the conversational skills. Data collected from interviews could be checked for accuracy and relevance as they were collected.

3.7.1 Secondary data

3.7.2 Documentary Review

These documents provide a secondary source of data, which is available in a form that can be checked. Different documents were reviewed during the study. Information from these documents helped the researcher to link information obtained from the interviews. Secondary data were obtained through documentary method, from those data, which seemed to be relevant to the study. The documentary sources included relevant books, journals, articles, related research reports and official documents.

3.7.3 Data analysis Plan

The obtained data were organized as per research questions and both qualitative and quantitative methods of data analysis were applied according to the nature of data obtained preferably the analysis was done by using Statistical Package for Social Science (SPSS). The analysis was done quantitatively and qualitatively. The Quantitative data analysis included tabulation and percentage. On the other side qualitative data analysis included explanations and comparison of data and information.

3.7.4 Ethical consideration

All ethical issues regarding conduction of the study were considered and worked upon. The researcher secured a research permit from Mzumbe University, which explain the purpose of conducting the study before the beginning of the study. Seek research permission from the authority where the data was going to be collected. The highest level of confidentiality was observed as respondent's names and the information provided by them was not revealed. Earlier, before the start of the study respondents were informed about the purpose of the study and their right to agree to participate or withdraw at any time they wished.

CHAPTER FOUR

DISCUSSION AND PRESENTATION OF FINDINGS

4.1 Introduction

This chapter presents and analyses findings on the impact of rewards on Police officers' performance: a case of Kondo District in Dodoma Region. Specifically the study aimed at exploring the types of rewards provided in the police force, exploring the criteria to reward officers in the Police force, investigating the impact of rewards on the performance of police officers, exploring the timing of rewards in the Police force and exploring the reward system in the police force. A sample size of 33 respondents was covered out of 97 of the total population from the Police force in Kondo District. This sample was selected because it was manageable in terms of data collection and because it could consume much of the time to collect data from the whole population. Data collection methods involved interviews, questionnaires and documentary reviews. Therefore, a total number of 28 respondents were supplied with questionnaires and answered them while 5 respondents were interviewed. The same set of questions was provided to both respondents.

4.2 Response rate

This study intended to cover a total number of 33 respondents from which 28 were junior Police officers from all departments and 5 senior Police officers. 28 junior Police officers were supplied with questionnaires to fill them, and the 5 senior Police officers (The OCD and the other 4 heads of department) were interviewed through face-to-face interview. All the 28 respondents (84.8%) who were intended to participate in this study through questionnaires, responded positively and the 5 interviewed respondents (15.1%) fully participated and therefore making a 100% response rate.

4.3 Respondents profile

The researcher considered the background factors as essential to the understanding of respondents' views with regard to the impact of rewards on Police officers' performance. The study examined the following factors; Gender (sex), working experience, education qualification and department in which the respondent works.

4.3.1 Gender of respondents

The study involved both males and females. The purpose for covering gender of respondents in this study was first the Police force is not a unisex organization as it comprises both males and females, but secondly it was important to know if there were any variations in levels of satisfaction between these two different sexes in relation to the rewards offered by the Police force. It was found in this study that neither of the two sexes was more satisfied than the other. The distribution of respondents basing on their sexes indicates that male respondents were 19 (67.9%) while female respondents were 9 (32.1%).

Table 4.1 shows the distribution of respondents by sex

Description	Frequency	Percent
Male	19	67.9
Female	9	32.1
Total	28	100.0

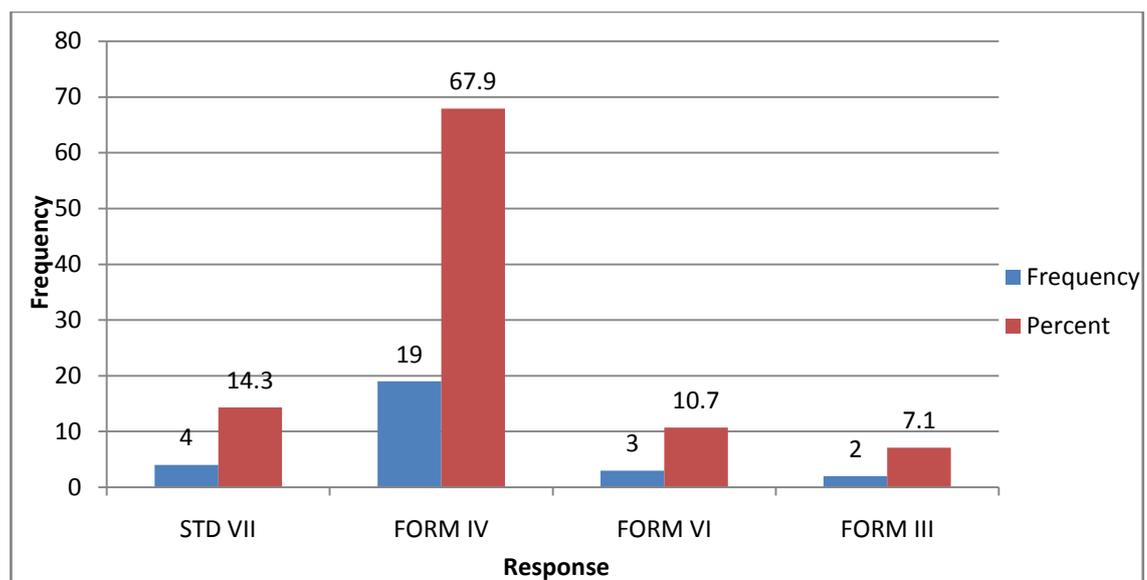
Source: Field data, 2015

4.3.2 Education qualification

Respondents were asked to mention their levels of education they attained at school. To know the respondents' levels of education was important because some of

rewards are offered based on ones level of education. For instance, in the Police force, the officer who joins the force direct from University, works for three years as a junior officer, the period during which he is paid higher salary compared to his colleagues of the same seniority, and then after three years, he is promoted to the Assistant inspectorate position. The results abridged in Figure 4.1 below shows that a great number of respondents were Form IV leavers having 19 respondents (67.9%) followed by Standard VII leavers 4 respondents (14.3%), Form six leavers 3 respondents (10.7%) and those who started but did not complete secondary education having 2 respondents (7.1%).

Figure 4.1 Shows the distribution of respondents by their level of education



Source: Field data, 2015

The results in figure 4.1 above show that respondents whose level of education was Form Four were the majority of this study compared to others. Most of the respondents with this level of education and below were of the junior rank in the Police force, this group seemed not satisfied with how rewards are offered in the Police force, in terms of the timing of reward and showed dissatisfaction on how the reward system operates in the Police force as one of the Respondents lamented.

We who have low levels of education when comes to promotions, we are not considered the same way as those who have earned their degrees. Those with degrees are paid more than us, basing on their levels of education, and they are considered in promotions than us. When we seek permissions so as to join higher learning institutions we are told that officers are few to execute daily activities and therefore they don't allow us until you lobby is when you get a chance and move.

The above findings show that the level of education in the Police force determines the provision of some of the rewards like promotions and highest pay to an individual employee.

4.3.3 Working experience

The researcher needed to know the working experience of each individual respondent in relation to rewards provided in the Police force, this was important because in many organizations work experience is one of the criteria to reward an employee. In this case, the Police force has the PGO that provides directives to the Police force to promote its officers after every three years. In terms of salary, it is expected that a long in service Police officer will be highly paid compared to newly employed Police officer as per PGO. Table 4.3 below shows the working experience of respondents.

Table 4.2 Respondents working experience

Description	Frequency	Percent
0- 5yrs	17	60.7
6-10 yrs	4	14.3
11 > yrs	7	25.0
Total	28	100.0

Source: Field data, 2015

The findings shows that 17 respondents (60.7%) were the respondents having an experience of between 0 to 5 years on job, this group forms majority of respondents who were involved in this study followed by 7 respondents (25%) those who have worked for more than 11 years and lastly were 4 respondents (14.3%) who have worked between 6 – 10 years.

4.4 Findings of the study

The findings of this study are presented based on the information gathered from respondents who provided primary information in the field as well as other information collected from secondary sources. The gathered information was essentially utilised to fulfil the objectives of the study that were covered. The objectives of this study included exploration of the types of rewards provided by the Police force, investigation of the criteria for rewarding employees, exploration of the impact of rewards to Police officers' performance, investigation of the timing of rewards in the Police force and exploration of the reward system in the Police force. These findings are covered hereunder:

4.4.1 Types of rewards provided by the Police force

The first objective of the study aimed at exploring the types of rewards provided by the Police force to its officers in Kondoa District. The purpose was to discover how many types of rewards are offered to Police officers in Kondoa District. The

investigation of this objective also involved knowing respondents' awareness of the presence of rewards in the Police force.

The researcher wanted to know if there are rewards offered in the Police force. Table 4.3 below shows 17 respondents (60.7%) agreed that there are rewards offered in the Police force while 8 respondents (28.6%) said they did not know and 3 respondents (10.7%) said there are no any reward offered in force. This finding shows that the reward system in the Police force is not clearly known to nearly 40% of its officers. Some respondents argued that though the reward system is there but it does not work properly as it works based mostly on nepotism. A great number of respondents argued that there are so many officers who had to be promoted, but their promotion have been delayed for some many years.

Table 4.3 Presence of rewards in the Police force

Response	Frequency	Percent
Yes	17	60.7
No	3	10.7
I don't know	8	28.6
Total	28	100

Source: Field data, 2015

When respondents were asked to mention types of rewards that are offered in the police force, 21 respondents (75%) mentioned promotion, 21 respondents (75%) mentioned Praise, 1 respondent (3.6%) mentioned recognition and 1 respondent (3.6%) mentioned pay package as table 4.4 below shows. Though 21 respondents (75%) responded that there are promotion and praise they said it takes longer time for one to be 1promoted than the time taken for one to be praised. The reason they gave is that for a person to be promoted, it involves certain procedures while for the one to be praised for a job well done only OCD can decide without any consultation from top officials.

Table 4.4 shows rewards offered in the Police force

Response	Frequency	Percent
Recognition	1	3.6
Promotion	21	75
Money (Pay package)	1	3.6
Praise	21	75

Source: Field data, 2015

On the other side the OCD responded to this question that the rewards offered in the Police force are Promotion, demotion, salary deduction, extra grill, firing one from work; Also the OCS mentioned Scholarships, cash rewards, working abroad in UN missions etc. The OC CID mentioned Promotion and demotion as part of Punishment are one of rewards offered in the Police force. The DTO mentioned Meal allowance and Duty free drinks.

The research findings show that there are rewards that are offered in the Police force as mentioned by all the respondents. The only problem is that there are delays in promoting these officers from one rank to the next, but praise are timely rewarded because they are costless compared to promotions which need procedures to be followed involving committees.

Based on what has been said in the findings of this study, the Police force does offer rewards to its officers. The findings show that the Promotion and praise are the leading known rewards in the Police force in Kondo district followed by recognition and Money. Different literatures do recognize promotion, praise, cash money and recognition as types of rewards. Promotions must be available to that employee who plays some role in the contribution of work value in the organization (Wald & Check 1985). In a study conducted by Sajuyigbe (2013), the researcher quoted Nelson (2004) that praise and recognition are the most efficient intrinsic rewards that enhance employee performance. Finkle, (2011) puts that cash bonus is another form of reward that organizations use to reward employees for excellent performance if they have performed higher or exceed their set targets, this makes them eligible. Therefore, for the Police force having those types of rewards as supported by

different writers was expected to have a high working morale among its officers if the rewards are properly administered.

4.4.2 Criteria for rewarding Police officers

This section addresses the second research objective, which aimed at investigating the criteria used to reward Police officers in Kondo District. When an organization wants to reward its employees properly and fairly it has to set criteria that should be used to reward its employees. Because Police officers have been lamenting on the provision of rewards in the Police force, therefore this objective was to be covered in order to discover if the Police force has set certain criteria in rewarding its officers or not.

Basing on the data gathered through questionnaires, it was discovered that 14 respondents (50%) agreed that there are criteria in rewarding Police officers while the remaining 14 respondents (50%) denied. In addition to that, both the respondents who were interviewed, the OCD, the OCS, the OC-CID and the DTO agreed that the Police force have criteria to reward its officers. The findings show that 50% of respondents who answered this question through questionnaire do not know the criteria that are used by the Police force to reward its officers. Table 4.5 below shows responses on the presence of reward criteria in the police force.

Table 4.5 Presence of reward criteria in the Police Force

Response	Frequency	Percent
Yes	14	50.0
No	14	50.0
Total	28	100.0

Source: Field data, 2015

The researcher investigated criteria that are used to reward Police officers. Table 4.6 below shows the criteria that are used to reward Police officers. 14 respondents (50%) said the level of education is considered in rewarding officers, 12 respondents (42.9%) said an individual performance is considered, 8 respondents (28.6%) said

one has to be rewarded as per PGO directives, 2 respondents (7.1%) said there is no criteria in rewarding Police officers 1 respondent (3.6%) said the criteria is for one to work for three years in order to be rewarded while 1 respondent (3.6%) said for one to be rewarded has to behave in a good manner. Responding to this question through interviews the OCD said criteria are denying bribe, combating and disarm robbers, effectiveness and efficiency of the officer. The OCS said that a committee should sit and discuss the nominee if deserves or not. The OC-CID, said the criteria are good performance of the officer and good manner at work. The DTO said criteria are faithful, trustworthy and loyalty.

Table 4.6 shows the criteria for rewarding Police officers

Response	Frequency	Percent
Level of education	14	50
The PGO	8	28.6
One has to work for 3 years to be promoted	1	3.6
Performance	12	42.9
A good manner	1	3.6
No criteria	2	7.1

Source: Field data, 2015

Basing on the findings presented above the Police force has shown to have the reward criteria that is not known to every Police officer as 14 respondents (50%) agreed that the Police force has rewarding criteria while 14 respondents (50%) denied. This finding shows that the levels of understanding the criteria to reward officers in the Police force are not known to every Police officer in the force. Furthermore the OCD commented that sometimes rewarding someone in the Police force depends on the view of the officer in charge. Officers may perform the same but awarded differently. Literatures show that organizations should set rewarding criteria to their employees, this will reduce biases and nepotism in providing those rewards. The Police force should make sure that every officer knows these criteria to

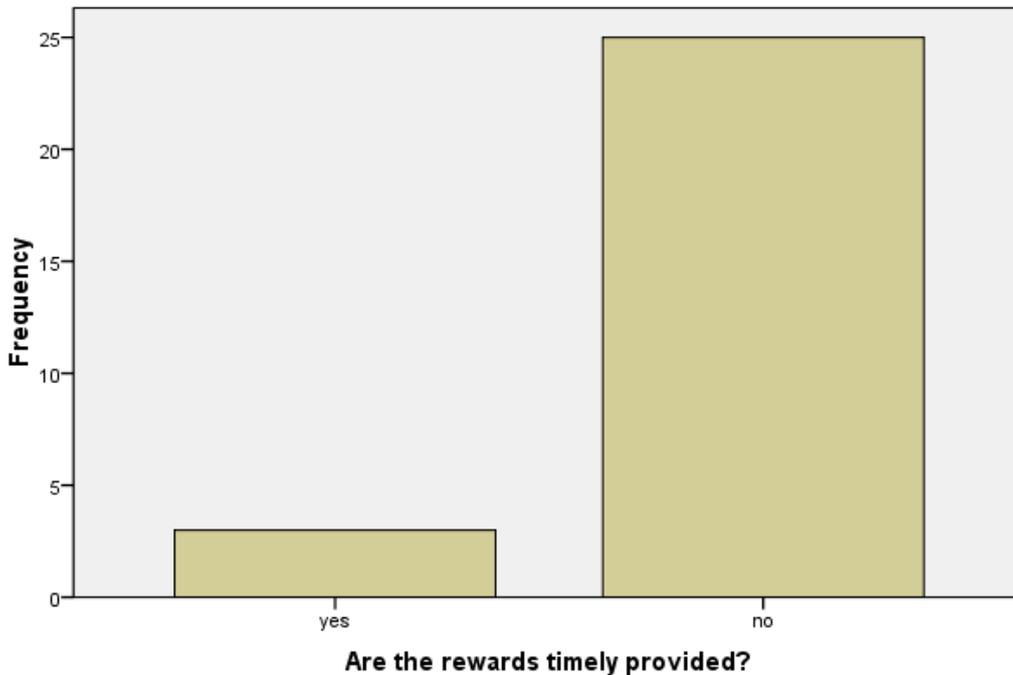
avoid biases that would prevail in offering any reward to an employee and therefore demoralizing work morale of an individual employee.

On the other hand, respondents who agreed, mentioned the criteria that are used to reward employees in the Police force. 14 respondents (50%) said ones level of education is a criteria, 12 respondents said performance is a criteria to reward someone in the Police force, 8 respondents (28.6%) said one has to be rewarded as per PGO directives, 1 respondent (3.6%) said good manner is considered and 1 respondent (3.6%) said one has to work for three years in order to be promoted. It is something of great value to an organization if every member of the organization understands the rewarding criteria in his organization, this will reduce biases and discontent in rewarding employees. Armstrong (2007) puts that transparency exists when people understand how reward processes function and how they are affected by them. The rewards that have been mentioned by respondents to be provided in the Police force are few and during the interview some of respondents lamented on this, the Police force has to design more rewards apart from those mentioned in order to increase motivation to its officers.

4.4.3 The timing of rewards in the Police force

The third objective of the study aimed to investigate the timing of rewards in the Police force. This objective was important to be covered because when employees are rewarded on time, there is a tendency of improving performance than when rewards are delayed or not offered on time. Thomson & Rampton, (2003) argue that organizations should reward their employees' time after time. This improves performance compared to having the rewards offered after many years has passed. This is for the reason that frequent rewards are easily connected to the performance.

Figure 4.2 shows the timing of rewards in the Police force



Source: Field data, 2015

Figure 4.2 above shows responses on timing of rewards. Respondents were asked if the rewards in the Police force are timely provided, 3 respondents (10.7%) agreed while the remaining 25 respondents (89.3%) denied. The research found that large percent of Police officers those who are rewarded are not rewarded in time and therefore there in delay in rewarding Police officers.

Furthermore 16 respondents (57.1%) of respondents elaborated that there is a problem with the reward system, 6 respondents (21.4%) lamented on the delaying promotions, 2 respondents (7.1%) said there is budget constraints in providing rewards, 1 respondent (3.6%) said motivations area not planned while 3 respondents (10.7%) said they do not know anything about timing of rewards.

When responded to this question through interview the OCD said some of the rewards like promotions and cash rewards are offered to Police officers with prior approval of the IGP, but some that doesn't need any approval from the IGP are offered at the District level these are like praise. The OCS responded to this question by saying that rewards are quarterly and yearly, he continued arguing that they are

timely. The OC-CID, said without specifying that rewards are timely provided. The DTO when responded to this question he said the rewards are not timely provided due to budget constraints.

The researcher also investigated the frequency of rewards offered to Police officers Table 4.7 below shows the frequency of rewards offered per each officer. 14 respondents (50%) responded that they have been rewarded once, 1 respondent (3.6%) responded that have been rewarded several times and the remaining 13 respondents (46.4%) said they have never been rewarded. It was discovered in this study that the frequency of rewards in the Police force, especially monetary rewards is very few especially for junior rank officers.

Table 4.7 shows the frequency of rewards in the Police force

Response	Frequency	Percent
Once	14	50.0
Several times	1	3.6
Never	13	46.4
Total	28	100.0

Source: Field data, 2015

The findings on the timing of rewards in the Police force revealed that rewards in the Police force are not frequent and not timely provided. A total of 25 respondents (89.3%) showed discontent on the timing of rewards by responding that rewards in the Police force are not timely provided. 14 respondents (50%) showed that were rewarded once and 13 respondents (46.4%) had never been rewarded and only 1 respondent (3.6%) claimed to be rewarded several times. Different literatures show that rewards have to be provided on time in order to improve working morale and performance of employees. Delayed rewards make some employees feel less valued and underperform. Organisations should reward their employees' time after time. This improves performance compared to having the rewards offered after many years has passed. This is for the reason that frequent rewards are easily connected to the

performance (Thomson & Rampton, 2003). Therefore the findings show that the Police force deviates from literatures on the timing of rewards to its officers. As a measure to improve officers' performance in the Police force, much pressure should be exerted in making sure that the rewards that are offered in the Police force are timely to junior officers who are the victims of the delayed rewards compared to senior officers.

4.4.4 Investigating the Reward system in the Police Force

The fourth objective of the study aimed to investigate the reward system in the Police force. The reward system is consisting of all organizations components, including people, process, rules and procedures, decision-making involved in the allocation of compensation benefits to employees in the organization (Moorhead, 1995). It was seen important to investigate the reward system in the Police force because the presence of the reward system could ensure constant and timely provision of rewards to Police officers. A good rewarding system will serve as a driving force for employees' performance, hence end up with accomplishing the organizational goals and objectives (Schoeffler, 2005).

Respondents were asked on the presence of reward system in the Police force. The findings revealed that a total number of 17 respondents (60.7%) who were supplied with questionnaires did not agree that there is a reward system in the Police force while 11 respondents (39.3%) agreed. Respondents who did not agree that there is a reward system in the Police force elaborated that there is no constant provision of those rewards and not timely, therefore they do not think that the system is there and if it is there does not work properly. When the OCD responded to this question through interview agreed that the Police force have a reward system. The OCS, OC-CID and the DTO both agreed that there is a reward system in the Police force.

Table 4.8 shows responses on presence of reward system in the Police force

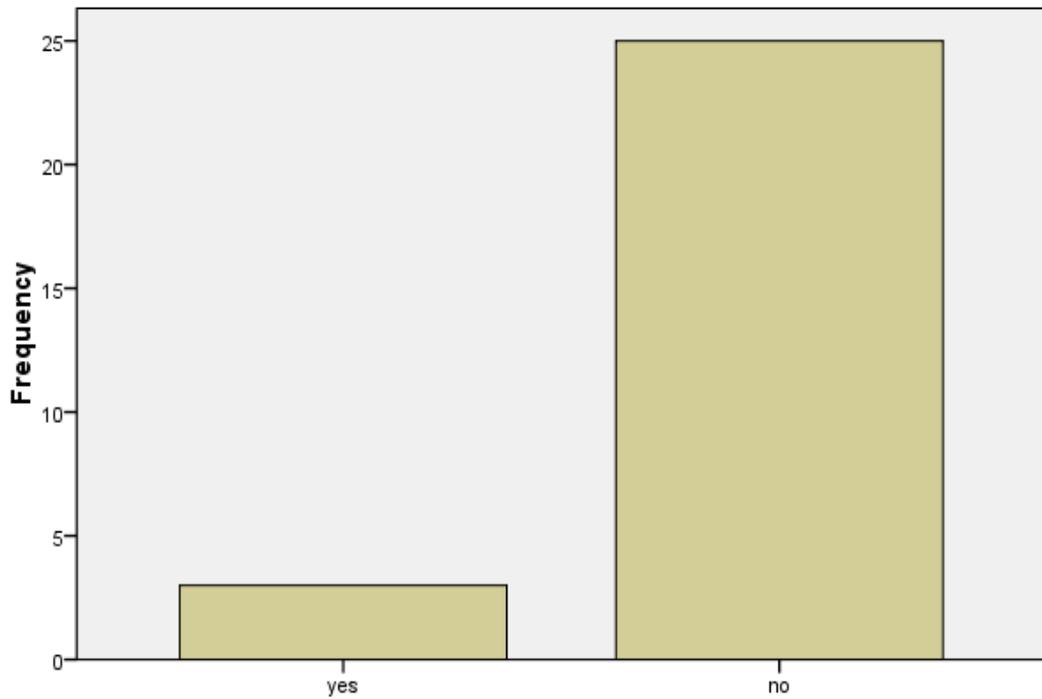
Response	Frequency	Percent
Yes	11	39.3
No	17	60.7
Total	28	100.0

Source: Field data, 2015

The researcher also aimed to know the understanding of respondents on components of a reward system in the Police force. The findings show that 9 respondents (32.1%) said the level of education and 1 respondent (3.6%) mentioned salary, 1 respondent (3.6%) mentioned Promotion, 1 respondents (3.6%) mentioned Gift, 1 respondent (3.6%) said he doesn't know. This research has found that most of Police officers are not conversant with the components of reward system in the Police force because most of Respondents who attempted to answer this question went astray.

Findings on the effectiveness of the reward system in the Police force, 25 respondents (89.3%) denied that the reward system in the Police force is effective, 3 respondents (10.7%) responded that the system is effective. Respondents gave more elaboration where 11 respondents (39.3%) argued that there is nepotism in rewarding officers, 9 respondents (32.1%) elaborated that the reward system in the Police force does not work properly, 4 respondents (14.3%) argued that the reward system is not clear to Police officers, 2 respondents (7.1%) argued that one's level of education is considered in rewarding, 1 respondent (3.6%) argued that rewards should be given to the assigned person, 1 respondent (3.6%) argued that rewards are effective and are given on time.

Figure 4.3 Effectiveness of reward system in the Police force



Source: Field data, 2015

Based on what has been presented in the findings, it shows that the Police force has a reward system that is not well known to most of its officers, only 11 respondents (39.3%) agreed that the Police force has a reward system while 17 respondents (60.7%) said they do not know anything about the reward system in the Police force. This leads to summing up that the system does not work properly, especially for junior Police officers. In order for an organization to influence employees to improve performance it has to have a reward system that is fair and known to all its members. In a study conducted by Agwu (2013), on the impact of the fair reward system on employee job performance. The purpose of the study was to ascertain the impact of the fair reward system on employees' job performance in Nigerian Agip Oil Company Limited in Port-Harcourt. The results of this study indicated that implementation of fair reward system in Nigerian Agip oil company limited Port-Harcourt to a large extent influenced improved employees' job performance (82.05% response rate) and reduced rate of industrial action (80.77% response rate). Most of

the Police officers doesn't know the reward system of the Police force this is obvious that it doesn't work properly because if it could be working properly every officer of the police force could be aware of. Therefore, the Police force has to have a reward system that its operation is well known to all its officers.

Also the study shows that most of the Police officers do not know the components of rewards in the Police force, this might be because of the nature of the work that the junior officer should not take time to know everything in the Police force but rather accomplish duties assigned to them. Different literatures show that the reward system includes the following components the business strategy, the reward strategy and policy, total reward, base or basic pay, contingent pay, employee benefits, allowances, total remuneration etc. The Reward system in the Police force includes the basic pay, employee benefits and allowances PGO, (2006). The findings indicate that there is little understanding among the Police officers on the components of reward system in the Police force. It was only 1 respondent (3.6%) who mentioned basic pay (salary). This could be concluded that the components of the reward system in the Police force are not well known to them.

On the effectiveness of the reward system in the Police force, 25 respondents (89.7%) said that the reward system in the Police force is not effective as it is not clear to them. Literatures do recommend that an organization needs to have a well known rewarding system, by being known, it will attract employees to join an organization. Ong & Teh, (2012) put that many organizations fail to realise the relationship between reward system and organizational performance. The Police force, therefore, has to link the reward system, it has with the organizational goals so as to improve motivation to its officers and hence performance.

4.4.5 The impact of rewards on Police officers' performance

The fifth objective of the study aimed to investigate the impact of rewards in the Police force. The purpose of covering this objective was to detect if there is any change in the performance of employees when rewards are offered and vice versa. Allen and Kilmann (2001), puts that reward practices play a vital role in improving employee performance and to achieve organizational goals.

The findings of the study revealed that 16 respondents (57.1%) denied that provision of rewards in the Police force have impact to their performance, and only 12 respondents (42.9%) agreed that the rewards that are offered in the Police force have impact as it increases their performance.

Table 4.9 shows the impact of rewards on Police officers' performance

Response	Frequency	Percent
Yes	12	42.9
No	16	57.1
Total	28	100.0

Source: Field data, 2015

The findings presented above discovered the extent of performance in the Police force as being triggered by provision of rewards. Table 4.10 below shows percentage of performance mentioned by respondents. 12 respondents (42.9%) said the rewards that are offered in the Police force increases their performance of less than 20%. The OCD through interview responded to this question by saying that Provision of rewards increases performance to its officers. The OCS, the OC CID and the DTO also responded positively that there is a relationship between rewards and performance as rewards increases performance in their departments.

O'Reilly, (1986) puts that motivated workforce tends to increase performance than a less motivated workforce.

Table 4.10 shows the Percentage of Performance in the Police force

Response	Frequency	Percent
20%	12	42.9
NA	16	57.1
Total	28	100.0

Source: Field data, 2015

Based on the findings presented on table 4.9 and 4.10 above it is the fact that the rewards that are offered in the Police force have little impact to the performance of its employees. This evidence is portrayed by 16 respondents (57%) who said rewards that are offered in the Police force doesn't have any impact to their performance. 12 respondents (42.9%) said that the rewards that are offered in the Police force have impact to their performance. Even those 12 respondents (42.9%) who said that the rewards offered in the Police force have impact to their performance further elaborated to have impact for less than 20%. They went on elaborating that rewards that are offered in the Police are not enough and delayed. On the other hand 16 respondents (57.1%) who did not attempt this question further elaborated that there is nothing called rewards in the Police force but mere words.

Literatures show that there is a tendency of increasing performance when rewards are offered to employees. Rewards motivate an employee, when an employee is motivated, he becomes satisfied with the job and finally leads to employee performance. Allen and Kilmann, (2001), says reward practices play a vital role in improving employee performance and to achieve organizational goals. The Police force has to set their rewards as being motivating to its officers if really it needs to improve Performance. Armstrong (2012), argues that rewards make a positive impact on performance when it contributes to the development of high performance culture, one in which the values, norms and HR practices of an organization combine to create a climate in which the achievement of high levels of performance is a way of life

4.4.6 What should be done to improve performance in the Police Force?

In this section respondents were asked to give their opinion on what should be done to improve performance in the Police force. This section aimed to tap respondent's opinion on what should be done to improve performance in the Police force.

Respondent in Table 4.11 below shows their opinion on improving Police officers' performance. Results show that 15 respondents (53.6%) said the force should be facilitated with modern equipments, 11 respondents (39.3%) responded that The

P.G.O should be followed, 8 respondents (28.6%) responded that there should be timely promotion, 8 respondents (28.6%) responded that the Colonial P.G.O should be revised, 6 respondents (21.4%) said the rights of Police officers should be implemented, 4 respondents (14.3%) said Segregation should be avoided, 3 respondents (10.7%) responded that the welfare of junior officers should be put into consideration, 2 respondents (7.1%) said there should be discipline to all officers, , 2 respondents (7.1%) said salaries should be increased, 1 respondent (3.6%) said Officers should be encouraged instead of being discouraged, 1 respondent (3.6%) said Officers should be heard, , 1 respondent (3.6%) responded that selfishness should be avoided, 1 respondent (3.6%) responded that Motivation to officers should be increased.

Table 4.11 What should be done to improve Performance

Responses	Frequency	
Percentage		
There should be discipline to all officers	2	7.1
Implement rights of staffs	6	21.4
Increase salary	2	7.1
Should have modern equipment	15	53.6
Segregation should be avoided	4	14.3
Officers should be encouraged instead of being discouraged	1	3.6
Officers should be heard	1	3.6
Timely promotion	8	28.6
Selfishness should be avoided	1	3.6
The P.G.O should be followed	11	39.3
Welfare of junior officers should be put into consideration	3	10.7
Colonial P.G.O should be revised	8	28.6
Increase motivation	1	3.6

Source: Field data, 2015

Based on the findings presented above, the study shows that in order to improve performance in the Police force the first thing is to facilitate the force with modern equipments that will enable them to combat crimes without having more injuries on their side. In recent years, criminals use sophisticated arms to accomplish their missions, the Police force has to be one step ahead to be able to cope with the situation. In the table 4.12 above 15 respondents (53.6%) said that the force should be modernized in terms of the equipments. 11 respondents (39.3%) said that all the rights of Police officers are written in the Police General Orders (PGO) and therefore to improve performance in the police force the PGO should be followed. Police force have to 8 respondents (28.6%) thought that in order for the Police force to improve its performance, then it should make sure that promotion of its officers is timely, as we have seen in previous presentations that rewards in the Police force are not timely provided and therefore causing low work morale to its officers. Also 8 respondents (28.6%) had the opinion that in order for the Police force to improve performance, then it has to revise the Colonia PGO, which is actually colonial on the sense that it aimed at suppressing different rights of Africans and the officers themselves. Some officers said that the Police force comes from amongst the community and therefore it has to cooperate with the community to accomplish some of its tasks.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The General objective of this study was to investigate the impact of rewards on Police officers Performance in Kondoa District as the case study. This section presents Summary, Conclusion and Recommendation on the analysed information based on the findings discussed in the previous chapters.

5.2 Summary of the Study

This study focused on investigating the impact of rewards on Police officers' performance in Kondoa District. The study revolved around set objectives, which were to investigate the types of rewards provided by the Police force, to explore the criteria for awarding employees, to explore the impact of rewards to Police officers' performance, to explore if rewards are timely provided in the Police force and to investigate the reward system in the Police force.

Research questions of the study were;

- i. What types of rewards are provided by the Police force?
- ii. What are the criteria used to reward someone in the Police force?
- iii. Are the rewards in the Police force timely provided?
- iv. Is the reward system effective in the Police force?
- v. What is the impact of rewards on Police officers' performance?

In the first objective of the study, which aimed to explore the types of rewards offered by the Police force, the findings show that the rewards that are offered in the Police force are Promotion, recognition, Money (Pay package), praise, demotion, salary deduction, extra grill, firing one from work, scholarships, working abroad in UN missions. Promotion and praise are the most experienced rewards in the Police force as they were mentioned by 75% of the respondents compared to other rewards that are offered in the Police force in Kondoa District.

In the second objective, which aimed to investigate the criteria that are used to reward Police officers. The findings revealed that the criteria are not clear to most of the junior officers. As a result of this a total number of 14 respondents (50%) said that criteria are not there and if they are there are not followed. They lamented that rewards are offered based on nepotism. An unclear rewarding criterion in the Police force has made most of the junior Police officers demoralized and affects their Performance. One officer said "...I cannot risk my life to combat a heavily armed robber while I know that others are enjoying in the force and my rights are denied..." Therefore, the findings reveal an unclear reward criterion in the Police force to have demised working morale of its officers, hence low performance.

The third objective was to find out the timing of rewards in the Police force. The results from the findings showed that most of the rewards in the police force are not timely, this finding was supported by 25 respondents (89.3%) who showed discontent on the timing of rewards in the Police force. An untimely reward in any organization not only the Police force causes the employees to feel less valued and in many organizations has been a factor for labour turnover and underperformance. Findings show that rewards, like promotions and cash money are not timely provided in the Police force, this largely caused by the budget constraints, but also has to be provided after the approval of the IGP because they largely depend on a Budget. Literatures show that when rewards are offered time after time they tend to raise the performance of individual employees and organizations.

The fourth objective aimed to investigate the reward system in the Police force. The findings showed that the Police force has a reward system that does not work properly this is supported by 17 respondents (60,7%) who said that the Police force do not have a reward system. This finding shows that if the system could be working properly the rate of discontents among the Police officers would have been diminished as Schoeffler, (2005) puts that a good rewarding system will serve as a driving force for employees' performance hence end up with accomplishing the organizational goals and objectives.

The fifth objective of the study aimed to investigate the impact of rewards on Police officers' performance. The findings revealed that most of the Police officers are not satisfied with the rewards that are offered in the Police force, this argument is supported by 16 respondents (57.1%) who said that rewards that are offered in the Police force have no any impact to their performance. The finding revealed that the rewards that are offered in the Police force are not enough and not timely. Theories show that when rewards does not match with the task accomplished cannot motivate an employee to put more efforts to increase performance. According to J. Stacy Adams, people can only be motivated when they are treated in an equitable manner. If employees feel that their inputs are fairly rewarded they would be happier or not dissatisfied. If they feel unfairly rewarded, they would become dissatisfied with their job and employer.

5.3 Conclusion of the study

In view of the summary and analysis of the study, it is concluded that the impact of rewards to the performance of Police officers has great role to play if well managed and administered. This research has found that Rewards in the Police force are there, but very few as they sometimes not congruent with the task accomplished, not only that but also not timely provided. The reward system of the Police force is not very clear to most of its officers. Criteria for rewarding Police officers, especially juniour officers are there, but in execution those criteria are not always be followed. Most of respondents argued it is covered with nepotism and favouritism.

5.4 Recommendations

Based on the findings of the study, the following recommendations are suggested in order that the rewards that are provided in the Police force to have a positive impact on the performance of the Police officers in Kondoa District.

- i. It has been observed that the Police General Order (PGO) is not followed in promoting its officers. The PGO expresses the rights and responsibility of each officer in the Force and how rewards should be provided especially promotions, for instance, it expresses that an officer will be promoted to the

next higher rank after every three years but that has not been always executed. The force, therefore, should make sure that it does according to directives given in the P.G.O, This will reduce discontent and raise working morale among Police officers.

- ii. It has been observed in the findings that rewarding criteria in the Police force is not clear to most of its officers. This study recommends that the criteria should be made clear to every officer and be followed, so as to raise working morale among its officers. Most of Police officers lamented on the provision of rewards, especially promotions basing on nepotism and favouritism and thus discouraging them to perform better. This should be addressed.
- iii. It has been observed in the findings that the rewards offered in the Police force are few and not timely and therefore affects the performance. This study suggests that the Police force has to make sure that the rewards provided to its officers do match with the tasks accomplished by the force and should be timely provided, delaying of these rewards affects their performance.
- iv. It has also been observed that most of the Police officers are discontent with the reward system available in the Police force. This study recommends that the system has to be reviewed by involving the views of members of the force so as to come with a system that will reduce discontents from members of the force.
- v. It has also been observed that most the juniour Police officers are not satisfied with the rewards that are offered in the Police force, the main reason is that they are few and not timely. This study recommends that the Police force has to find new ways to motivate its officers by making sure that these rewards are improved and provided timely.

5.5 Area for further research

This study was narrow in scope and therefore it did not comprehensively explore issues that could bring about deeper enquiry of the impact of Rewards on Police officers' performance. It is recommended that similar researches be conducted in other districts. Further research can also be conducted on the impact of the timing of rewards in the Police force.

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APPENDICES
APPENDIX I: BUDGET

S/N	ITEM	COST TSHS
1	Stationary	200,000/=
2	Literature & Secretarial services	1,000,000/=
3	Research assistants	200,000/=
4	Data analysis cost	300,000/=
	Sub Total costs	1,700,000/=
5	Transport and accommodation cost	
	Research trips in Kondoia	200,000/=
	From Kondoia to Morogoro	200,000/=
	Accommodation and meals	1,000,000/=
	<i>Total of transport and accommodation</i>	1,400,000/=
	Grand total	3,100,000/=

APPENDIX II:RESEARCH TIME LINE (WORK PLAN)

Item/Activity	Time allocated
Writing, completion and submission of research proposal	April to August 2014
Consultation and data collection	September to November 2014
Data analysis, interpretation and writing first draft results	December 2014 to January 2015
Finalizing report writing, final overall draft and submission of theses to the department	February 2015
Internal and external marking and theses defence	March 2015
Grades compilation	April 2015

APPENDIX III: INTERVIEW GUIDE FOR OCD

1. What do you understand about rewards?
2. What do you understand about performance?
3. What type of reward aspects/factors you know?
4. What types of rewards are offered to Police officers in Kondoa district
5. What are those rewards?
6. Are those rewards effective? How?
7. Are there any criteria used to reward someone in the Police force? If yes, what are those criteria and if no why?
8. Are the rewards in the Police force timely provided? If yes, how and if no why?
9. What can you say about performance in relation to rewards offered in the Police force? Is it Good or Poor? How?
10. Is there a link between rewards and performance in the Police force in Kondoa district?
11. Does the Police force have a reward system?
12. What are the components
13. Does the system operate effectively? If yes, how?
14. What is the impact of rewards to the Performance of Police officers in the Kondoa District?
15. What do you think can be done to improve performance of Police officers?

APPENDIX IV: INTERVIEW GUIDE FOR THE HEADS OF DEPARTMENT

1. What do you understand about rewards?
2. What do you understand about performance?
3. What type of reward aspects/factors you know?
4. What types of rewards offered to officers in your department?
5. What are those rewards?
6. Are those rewards effective? How?
7. Are there any criteria used to reward someone in your department? If yes, what are those criteria and if no why?
8. Are the rewards offered in your department timely provided? If yes, how and if no why?
9. What can you say about performance in relation to rewards offered in your department? Is it Good or Poor? How?
10. Is there a link between rewards and performance of your officers in your department?
11. Does the Police force have a reward system?
12. What are the components
13. Does the system operate effectively? If yes, how?
14. What is the impact of rewards in your department?
15. What do you think can be done to improve performance in your department?

APPENDIX V: QUESTIONNAIRE FOR JUNIOUR POLICE OFFICERS

Section 1: Background information

1. Respondent position.....
2. Gender.....
3. Department.....
4. Education qualifications.....
5. For how long have you been working with the Police force?
 - (a) 0 to 5 years
 - (b) 6 to 10 years
 - (c) 11 more than years

Section 2: Rewards to Police officers

6. Is there any types of rewards offered in the Police force? (Please tick the appropriate box)

Yes	
No	
I don't know	

7. If the answer is yes to Question 6, what rewards are those? (Please tick at the brackets)
 - (a) Recognition ()
 - (c) Promotion ()
 - (d) Pay package (money) ()
 - (d) Praise ()

(e)Other

(Specify).....

8. Does the key rewards you ticked above help you improve your performance?
(Please tick in the appropriate box)

Yes	
No	
I don't know	

9. If yes to question 8 to what extent? (Put a tick where appropriate)

(a) 20% ()

(b) 40% ()

(c) 60% ()

(d) Other ()

Elaborate.....

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10. Do you think the reward system in the Police force is effective Yes (), No (), if yes how and if no why?

11. Are the rewards in the Police force timely provided? Yes (), No () If yes how and if not why?.....

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12. As an employee of the police force, how many times have you ever been rewarded? (Put a tick where appropriate)

- (a) Once ()
- (b) Several times ()
- (c) Never ()
- (d) Other
(specify).....

13. Are there any criteria used to reward someone in your department? (Put a tick where appropriate) Yes (), No ().
Elaborate.....
.....

14. Does the Police force have a reward system? (Put a tick where appropriate)
Yes ()
No ()
Elaborate.....
.....

15. Does the system operate effectively? (Put a tick where appropriate) Yes ()
No () If yes, elaborate.....
.....

16. What are the components of a reward system in the Police force.....
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17. What is the impact of rewards to your performance?.....
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18. What do you think can be done to improve performance in the Police force.....

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