

**FACTORS INFLUENCING EMPLOYEE MOTIVATION IN LAW
ENFORCEMENT AGENCIESA CASE OF PCCB MWANZA
REGION**

**FACTORS INFLUENCING EMPLOYEE MOTIVATION IN LAW
ENFORCEMENT AGENCIESA CASE OF PCCB MWANZA
REGION**

Alpha Eliatosha

**A Dissertation Submitted to School Of Business of Mzumbe University in
Partial Fulfilment of the Requirement for the Award of the Degree of Masters
in Business Administration Corporate Management dissertation (MBA-CM)**

2018

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled: “*Factors Influencing Employee Motivation in Law Enforcement Agency. The Case of PCCB Mwanza Region*” in partial fulfillment of the requirement for award of the degree of Master of Business Administration-Corporate Management of Mzumbe University.

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Accepted for the Board of.....

CHAIRPERSON OF THE BOARD

DECLARATIONANDCOPYRIGHT

I, **Alpha Eliatosha** hereby declare that, this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

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DEDICATION

This dissertation is dedicated to my lovely family for their support and cares before, during and after the time of undertaking this study.

LIST OF ABBREVIATIONS AND ACCRONYMS

WW	World War
U.S.	United States
PCCB	Prevention and Combating of Corruption Bureau
AMREF	African Medical and Research Foundation

ABSTRACT

The purpose of this study was to explore factors influencing employee's motivation in law enforcement agencies. A case study research design was employed and the data collected via focus group discussion from 32 employees in PCCB District offices; Nyamagana, Ilemela, Sengerema and Magu. The focus group discussion findings were then supplemented by interviews from 4 District Commanders of each District and 3 members of the management from the region office. In addition, a qualitative research approach was used in analysing the findings.

For the first objective that focused on the influence of reward and recognition, it was generally found that employee in all district are motivated intrinsically with reward and recognition. On the second objective, it was found that employees in Nyamagana and Ilemela PCCB District office, have higher perception on training and development as intrinsic motivation factor towards their performance in law enforcement responsibilities at PCCB while, few employees particularly those from Magu and Sengerema PCCB District office, revealed to have low perception on training and development as an intrinsic motivation factor that influence them towards performing law enforcement responsibilities. On the third objective, it was found that employees at PCCB in all the selected district are motivated with remuneration as one of the extrinsic factor to their motivation. On the challenges, it was established that poor clients' understanding of the laws; inadequate working facilities; political pressure whereby some of the decisions are influenced by politics; lack of human capacity in investigating some professional crimes; corruption from the crime committing client and; abuse of power from some clients with high position in the government are the most important challenges that face employees in performing law enforcement activities. It is recommended to management in any organisation to put focus on employees' motivations not only on the extrinsic factors such as monetary compensation but also, also on the intrinsic factors that play a great importance to an employee. It is also recommended to the management that, when they are thinking of the monetary compensation, they should also think about other factors that are extrinsic to employee motivation.

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CHAPTER ONE

INTRODUCTION AND PROBLEM SETTING

1.1 Background

The history of the implementation of law enforcement agencies is traced back to 1920s copied from the U.S. military that was first known as “dossier system”; the system traced criminals and saved their files. The system continued to change over years and after the Second World War (WW II) the system adopted by many countries whereby some specific units were introduced depending on the country’s focus (Carter, 2013). The agencies are not working alone but run with employees who are the member of society we are living in. The agencies being run by the employees who come from the same society, makes it difficult to deal with issues that goes beyond the law. This is supported by Carter (2013) that an employee who work in the law enforcement agency should understand that the field is not simple; there are so many forces that influence the operation of a law enforcement agency. In the society we are living, the law enforcement agency is vital because without some type of law enforcement, a society may succumb to social disorder and chaos and may eventually cease to exist. The law enforcement agency serves the society in attempting to obtain compliance with the established rules, regulations and laws of that society (Carter, 2013).

In Tanzania, PCCB is one among the law enforcement agencies dealing with combating and preventing corruption, others being the Police Force, The Judiciary, The Agency for Preventing and Combating Drug abuses and the Prison Force. All of these are working close and guided by the National Constitution (Robins, 2017). As introduced before, the agencies are dealing with people that they live together in the same society so sometimes it become difficult to implement the laws thus they need to be motivated in a manner that can help them to perform well their responsibilities; otherwise, they may be subjected to issues such as corruption. According to The Prevention and Combating of Corruption Bureau ([PCCB] 2007), running the system become more complicated because sometimes people who are involved in corruption are actively seeking to hide their behaviour for fear of punishment or shame by using

the means that can alleviate them from the crime. Therefore, to mitigate these difficulties, employees' motivation become one of the important tool that can be employed by the management for the sake of making the agency more effective.

The literature is also not far from relating the issues of employees' motivation and its influence in performing their responsibilities. The extent to which an organisation motivates its workers in order to meet its mission, vision and mandate is now becoming a dominant concern. According to Joseph (2015), organisations (both public and private) are now aware that employees' motivation increases effectiveness. The present time the organisation's desire is to succeed and aspire to obtain constant advancement, through making use of their employees (Dobre, 2013). Therefore, in spite of the size, technology and market focus, the organisations are putting focus on workforce retention (Joseph, 2015), thus motivating them remain a central and an integral part of the organisation's management. A well-motivated employee would influence the efficiency of an organization and could lead to achieving the organization's vision and goals (Doghan & Albar, 2015). Apart from that, studies also show that organisation performance without integrating the concept of motivation is not enough because the organisation is composed of staffs (employees) who work together as a team to realised organisation goal. In addition to the empirical studies, some theories of motivation have also been developed; goal theory, instrumentality theory, Herzberg two factor theory, the cognitive need theory, theory x and y, Vroom expectancy theory and the content theory among others in order to map the prelateship between employees' motivation, job performance and organisation performance (Chiang & Jang, 2008; Herzberg, 2009; Hull, 1951; Locke & Latham, 1990). In all these, the aim is to come out with useful information to managers on how employees' performance can be evaluated in undertaking the job activities through increased motivation (Doghan & Albar, 2015)

On the other hand, employee motivation is a highly sensitive concept that is affected by a multiplicity of factors. Some of these factors are extrinsic in that they emerge from within the organization and are an external imposition on the employees and some are intrinsic to the employee (Gichure, 2014) . A number of researchers,

academicians, practitioners and organisations in the management field have not been left aside in relating the concept of employee's motivation with their effectiveness. Psychologists and behavioural scientists have since the early 20th century been drawn to and interested by the relationship between people and their work, and today the study of motivation at work forms an integral part of vocational and industrial psychology (Ran, 2009). However, as time goes on, the set of factors that define motivation has been changing and redefined (Pinto & Slevin, 1988). Despite the definition, it is recognised that employees, are the key resources that are considered as the most important asset of any organisation that fosters organisation effectiveness so as performance (Mensah & Tawiah, 2016).

It is also, shown that a good remuneration has been found to be one among the many organisation's policies adopted to increase their workers performance and thereby increase the organizations productivity (Muogbo, 2013). Though, there some organisations that considers motivation in a multidimensional view but the focus on remuneration only, has been a problem to a number of organisations while, forgetting that a good remuneration is not an only factor but there are some factors that the management should be aware off so as to increase employees' effectiveness (George & Jones, 2012). It is important for the management to note that each employee has a set of needs, whereby some are driven by achievement while, others are focusing on security (Dobre, 2013). Therefore, it is essential for a manager to understand what really motives employees, without making just an assumption (Muogbo, 2013). In that regard, the current study is geared to assess the factors that influence employees' motivation in law enforcing agencies taking the case of PCCB in Mwanza region.

1.2 Statement of the problem

Employees who work in the law enforcement agency should understand that the field is not simple as there are so many forces that influence the operation of a law enforcement agency. In the society we are living, the law enforcement agency is vital because without some type of law enforcement, a society may succumb to social disorder and chaos and may eventually cease to exist. The law enforcement agency

serves the society in attempting to obtain compliance with the established rules, regulations and laws of that society (Carter, 2013). In Tanzania, there are a number of agencies that enforce laws depending on the type of crime among them being the Prevention and Combating Corruption Bureau (PCCB). Therefore, PCCB being the agency that also deals with people's crimes in the same society living together with employees, sometimes it become difficult to implement the laws thus they need to be motivated in a manner that can help them to perform well their responsibilities, otherwise they may be subjected to issues such as corruption. According to The Prevention and Combating of Corruption Bureau ([PCCB] 2007), running the system become more complicated because sometimes people who are involved in corruption are actively seeking to hide their behaviour for fear of punishment or shame by using the means that can alleviate them from the crime. Therefore, to mitigate these difficulties, employees' motivation become one of the important tool that can be employed by the management for the sake of making the agency more effective.

Studies have also shown that, employee are sensitive to motivation for effectiveness. In this regard, employees are motivated extrinsically or intrinsically when performing their job responsibilities. The organisations focus is on the extrinsic motivation while, forgetting that different employees are motivated differently. Therefore, an important point to note here is that cash is not the only motivational factor but ignoring non-material factors could cause some serious problems pertaining to organisation performance (Doghan & Albar, 2015). In this regard, the intrinsic factors that are central to the employees themselves are so important motivators toward employees' performance (Bergström, 2016) . Therefore, if managers are able to understand that employees do motivate themselves (intrinsically) by seeking, finding and carrying out work or being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved in addition to the extrinsic factors, the performance goal of an organisation is likely to be attained (Dobre, 2013).

In common, the literature discusses the general motivation factors that are related to organisation performance, while the link of motivation to employee effectiveness is

discussed inadequately. For instance, the studies conducted by Abadi, et al. (2011) and Barnstorm(2016) focused on the extrinsic and intrinsic factors on how they influence organisation performance while, other studies focused on the general factors of organisation performance measured in timely realisation of goals, running within budget, and output of the desired specification (Asibuodu & Moabi, 2016; Dobre, 2013) . On the other hand, the literature is limited with few studies that discussed employees' motivation in law enforcing agencies and these few findings were extracted outside Tanzania. Therefore, the current study is geared towards assessing the factors influencing employees' motivation in law enforcing agency; the case of PCCB in Mwanza Region, Tanzania.

1.3 Objectives of the study

1.3.1 Main objective

The study seeks to examine factors influencing employees' motivation in PCCB Mwanza region

1.3.2 Specific objectives

- i. To examine the influence of reward and recognition as internal factor to employee motivation in performing law enforcement activities at PCCBin Mwanza region.
- ii. To examine the role of training and development as internal factor to employee motivation in performing law enforcement activities at PCCB in Mwanza region.
- iii. To examine how remuneration as external factor to employee motivation influence employees' motivation in performing law enforcement activities at PCCB in Mwanza region.
- iv. To identify the challenges to employee in performing law enforcement at PCCB in Mwanza region

1.4 Research questions

- i. How employees are rewarded and recognized, how is reward and recognition motivates employees in performing law enforcement activities?
- ii. What kind of training and development do employees get? How training and development motivates employees in performing law enforcement activities?
- iii. How does remuneration motivate employees in performing law enforcement activities?
- iv. What are the challenges to employee in performing law enforcement activities?

1.5 Scope of the study

The study will only focus to employees who are employed by the PCCB in Mwanza region. The study will limit its findings on the qualitative information extracted from the employees. Also, the study will only relate the motivation factors to employee performance in enforcing laws related to corruption crimes. While the motivation area that will be focused is on the drivers of internal factors that are subject to the work itself and the external factors that are subject to organisation (the agency).

1.6 Significance of the study

The study might help to extend the knowledge to the researcher in the area of motivation because the problem is one of the topics covered in human capital management course. Therefore, apart from the theoretical knowledge that the researcher got during the course work time, this will act as a practical knowledge in the same area.

In addition, the study findings may come up with insights useful for wellbeing of law enforcement Agencies and the policy makers.

1.7 Organisation of the study

The study is organised into five chapters that are logically related. Chapter one is about introduction and problem setting. The chapter gives an overview of the problem by citing different authors world widely and narrow it down to the area of the study. In this chapter, the statement of the research problem is also covered; it shows the magnitude and how the problem has been changed to establish the research gap. Other area that are covered in this chapter include; objectives of the study (both general and specific objectives), research questions, scope of the study and significance of the study.

Chapter is about the literature review. In this chapter, both the theoretical and empirical literature reviews, are covered. In the theoretical parts, the study critically discussed the arguments, concept and theories whereby the content and process theories are described. In the empirical part, the study has reviewed the findings from the previous studies that establishes how the motivational factors influence team performance. At the end of the chapter, the research gap is established that helped in developing a study conceptual framework.

Chapter three is the research methodology. This chapter explains how the study was carried out from the conception to the handing over the full report. Specifically, the chapter give details on the area where the study was conducted and why the particular area was selected; the research design adopted that is a case study design; the target population and the unit of analysis; the sample size and sampling procedures whereby purposive sampling was used; the data collection tools and sources of data; data analysis technique, validity and reliability of the findings and at the end, the research ethics employed is also explained.

Chapter four is about data analysis, presentation of the findings and discussion of the findings. The data analysis part shows how the data were analysed particularly the content analysis because of the nature of the data (qualitative data) while the presentation shows the manipulated data particularly in tabular form and quotation for the interviews. The findings revealed in this study, are then related to the study

objectives and the literature in order to establish how they confirm the problem or deviate from the problem.

The last chapter, chapter five is about the summary, conclusion and policy implications. The summary of the findings is the brief of what the study has found in relation to the study objectives; the conclusion is the researcher's view on the identified findings while; the policy implications is the researcher's suggestion to the stakeholders that include; the law enforcing agencies, the employees and the policy makers just to mention a few. The area also covers the limitations of the study and the area for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This is the second chapter of the study whereby the literature is critically reviewed. The review covers both the theoretical and the empirical literature. In the theoretical literature review, is aiming at establishing the base of the study so as to ascertain the extent to which the study relates or deviates from the theories. On the other hand, the empirical literature review provides a critical evaluation of the findings from the study conducted by the previous researchers on the related problem that helped to establish the literature gap and developing a conceptual framework.

2.2 Theoretical literature review

As briefed in the introduction part, here the discussion is based on defining the key terms, introducing the concepts, relating the arguments and discussing the theories relating to the study.

2.2.1 Definition of key terms and concepts

Motivation: Motivation is one of the earliest concepts that is defined as the evaluation of individual's passion, direction, and determination of efforts toward attaining a specified goal (Ran, 2009). It can also be defined shortly as the strength and direction of behaviours toward performing a certain task (Elliot & Zahn, 2008). While managing business, employee can either be motivated by the internal or external factors that is intrinsic and extrinsic motivations respectively. The intrinsic motivation is driven by the forces within oneself while extrinsic is driven by the outside forces (Giancola, 2014).

2.2.2 Types of motivation

2.2.2.1 Intrinsic motivation

In context of successful business-based organisations, intrinsic motivation is an internal force that drive an individual to perform his/her work well, in order to achieve the satisfaction of inherent needs. In other words, an individual performs a task in order to achieve certain types of internal states, which he/she experiences as intrinsic motivation relates to psychological rewards such as the recognition of a task completed. (Matthew et al 2009). Similar to that Bergström (2016) asserted that individuals are also intrinsically motivated when they are respectively seeking enjoyment, interest, satisfaction of curiosity, self-expression or personal challenges in the working area. Also, George and Jones (2012) explained that employees intrinsically motivated when they attain the level of satisfaction, accomplishment and achievement. In other words, the task itself is the main source of motivation, since it provides interest, stimulation, challenges, and opportunities for personal growth and achievement to the individual. Intrinsically motivated behaviour is the one that is determined by an individual's need for feeling competent and self-determining (Bergström, 2016). The intrinsic motivation factors that influence an employee to perform well hence, organisation effectiveness include; reward and recognition, synergy, trust, fairness treatment, total life space, training and development, responsibility and task significance.

2.2.2.2 Extrinsic motivation

Extrinsic motivation is not driven by the satisfaction that an employee gets in performing his job task itself but from the external outcome the task that is linked with rewards and incentives, (Giancola, 2014). In this regard, the employees are extrinsically motivated with positive appraisal, or reinforces they get from other people and its often linked by the factors such as salary or a bonus, raise, or promotion. Intrinsic motivation can also be defined as an individual engage in work order to attain the organization goal that is a part of the work itself (Elliot & Zahn, 2008). This type of motivation is also linked with the idiom of rewards and punishment to induce behaviour (Carrot and Stick theory) that they

are motivated in order to avoid punishment in their job performance. Therefore, the extrinsic motivation defines an employee in the extent to which he/she perform the job because of its immediate consequences (George & Jones, 2012)

Extrinsic motivation factors that influence employees' performance so as organisation effectiveness include but not limited to tangible rewards such as pay, fringe benefits, work environment, work conditions and job security. Others include; leadership, job enrichment, effective communication, good managerial relationship, promotion opportunities, nature of the job and team work.

Summary

The important note on this type of motivation is that, they are not mutually exclusive implying that an employee can be intrinsically motivated and extrinsically motivated at the same time or either motivated by one of them. However, in assessing the motivation factors that influence organisation effectiveness, both the intrinsic and extrinsic motivation factors are so important because performance does not only depend on the characteristics of work, but also the personal built-in behaviours. In organisation, the power of motivating the team rests in the hand of a organization manager who among other characteristics he must have skills of managing human capital (a human resource manager). A manager should be capable of guiding and motivating his/her employees. He should also have the insight of understanding of the feelings of his/her subordinates, their problems, hardships, expectations and limitations (Nagarajan, 2010). Thus, the organization should consider motivation as part of facilitating successful completion of objective. For effective employees' performance, motivation should be done to the whole employees, as together they integrate their synergy and embarks their efforts for organisation effectiveness. Therefore, a manager should be competent to anticipate how the employees can be motivated

2.2.3 Motivation theories

2.2.3.1 Introduction

There are so many theories trying to establish the relationship between motivation and employee performance in an organisation. However, to simplify the relationship, the theories are categorised into content and process theories respectively. Despite, the categorisation, the theories in common focus on explaining what factors motivate employees, why they are motivated and how they sustain their motivation and to what extent does the organisation encourage their employees to apply their efforts and abilities in ways that will further the achievement of the organisation's goals as well as satisfying their own needs.

The *content theories* put the focus on the specific factors that actually motivates employees at work. The theories aim at identifying the employees' specific needs (intrinsic) and their relative strength and the goal they pursue in order to satisfy these needs. According to Armstrong (2009), the basis of the theories is on the beliefs that the content of motivation consists of needs. In relation to employee, the theories in general suggest that motivation is initiated by the conscious or unconscious recognition of unsatisfied needs (Hull, 1951). These needs create wants, which are desires to achieve or obtain something. The process continuous by establishing the goal that is believed will satisfy these needs and wants and behaviour pathway is selected which is expected will achieve the goal. In addition, Greenberg (2011) pointed out that the needs are satisfied when the goal is achieved and the behaviour is likely to be repeated next time a similar need emerges. Also, if the goal is not achieved, the same action is less likely to be repeated. The content theories that have attracted attention of scholars and researchers include; Maslow's hierarchy of need theory (Maslow, 1943), Alderfer's need modified theory (Alderfer, 1969). Herzberg's two-factor theory (Herzberg, 1959), McClelland's achievement motivation theory (McClelland, 1988) and McGregor Theory X and Y Theory (McGregor, 1960).

On the other hand, the *process theories* focus on the extrinsic factors of motivation. These theories attempt to establish the relationship among the dynamic variables that

make up motivations and the actions required to influence behaviour and action (Joseph, 2015) . According to Mullins (2005), the process theories also provide contribution to managements in understanding the complex process of work motivation. Sometimes, people term the theories as cognitive theories because they are concerned with employee's perception of their work environment (Joseph, 2015). The process theories in this case include; Expectancy theory (Vroom, 1964), Goal theory (Locke and Latham, 1979), and Equity theory (Adams, 1963).

However, we cannot discuss each theory and relate to the current study, but some of the content and process theories will be selected and discussed in this study. In this regard, Maslow's hierarchy of need theory and the Herzberg's two-factor theory will be used to explain the content of motivation while, the equity theory and the expectancy theory will be used to explain the process of motivation. The choice of these theories is grounded by the reason that their focus is on employee performance, that is, the focus of the current study than on organisation (agency) performance that is out of the scope of the current study

2.2.3.2 Internal factors to motivation theories

The Maslow's hierarchy of need theory

As explained before, the Maslow's hierarchy of need theory is one of the famous content theory of motivation developed by Maslow in 1943, then modified in 1954. The author suggested that an individual is required to be satisfied within in order to attain at his/her highest level of satisfaction that also applies to an individual employee. The hierarchy outlines the five cognitive needs; starting from the fundamental physiological needs and leading through a hierarchy of safety, social and esteem needs to the need for self-fulfilment that is the highest need of all. When a lower need is satisfied the next highest becomes dominant and the individual's attention is turned to satisfying this higher need (Mullins, 2005) . The need for self-fulfilment, however, can never be satisfied. 'Man is a wanting animal'; only an unsatisfied need can motivate behaviour and the dominant need is the prime motivator of behaviour. Psychological development takes place as people move up

the hierarchy of needs, but this is not necessarily a straightforward progression. The lower needs still exist, even if temporarily dormant as motivators, and individuals constantly return to previously satisfied needs (Maslow 1943; 1954).

Maslow believed in a needs ascendancy process, sequential in nature, whereby one particular class of needs must reach a sufficient level of satisfaction before the next level becomes operational. He also believed that as the lower needs are satisfied, higher level motives are released; however, a need does not have to be completely satisfied before the next one emerges. In this regard, the employees work hard after they have satisfied with the lower needs so as to attain the next level and as this process goes on, the working efforts increase organisation effectiveness.

Herzberg's Motivation-Hygiene Theory (Two Factor Theory)

The theory was developed by Frederick Herzberg in 1957 and then modified in 1966 that aimed at establishing the relationship of motivation factors (motivators) and hygiene factors with employee performance, so the name of two factor (motivators and hygiene) theory. The development of the theory was a result of an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers. It was assumed that people have the capacity to report accurately the conditions influence them to be satisfied or dissatisfied with their jobs (Armstrong, 2009). The assessment focused on identifying the factors that the groups felt exceptionally good and exceptionally bad about their jobs and how long their feelings persisted. It was found that the accounts of 'good' periods most frequently concerned the content of the job, in the area of achievement, recognition, advancement, responsibility, and the work itself. On the other hand, accounts of 'bad' periods most frequently concerned the context of the job in the area of company policy and administration, supervision, salary and working conditions (Herzberg, 2009). The factors that are intrinsic to the work itself were termed as the motivators that when present, make a person happy with a resulting improvement in performance. The effects of these factors tend to be long lasting and they arise from the job itself (Herzberg, 2009). On the other hand, the factors that are extrinsic to the organisation were termed as hygiene factors

which, when not attained by the organisation, the employee will be unhappy and result in poor performance and dissatisfaction. The poor hygiene factors can eliminate motivation but good ones cannot, of themselves motivate(*ibid*).

The theory has an implication to the human resources managers who oversee employees' performance so as the organisation effectiveness. This is also supported by the author himself that the theory holds the management not only to hygiene factors to avoid employee's dissatisfaction but, it provides the factors intrinsic (motivators) to the work itself in order for employees to be satisfied with their jobs. In other words, job enrichment is required for intrinsic motivation, and that it is a continuous management process (Herzberg 2009).

2.2.3.3 External factors to motivation theories

The equity theory

Though there are various version of the equity theory, but the theory that developed by Adams in 1965 provides an explicit view of employee's motivation. The theory focuses on employees' perception on the extent to which they are treated compared to others in their working environment (Adams, 1965). The theory also, postulate that employees in work place will be motivated if they are fairly treated as compared with others regardless of the status. Equity in this case is not a synonym of equality that means treating everyone the same but a comparative process involves feelings and perceptions and it is extrinsic to the organisation (Armstrong, 2009). Therefore, the focus of equity theory is that people will be better motivated if they are treated equitably and demotivated if they are treated inequitably. It explains only one aspect of the processes of motivation and job satisfaction, although it may be significant in terms of morale(*ibid*).

The theory also recognises different forms of equity; distributive equity and procedural equity. Thedistributive equity put the focus on the fairness in the sense that employees feel they are rewarded in accordance with their contribution and in

comparison with others while, procedural equity focuses on the perceptions that employees have about the fairness with which organisation procedures in such areas as performance appraisal, promotion and discipline are being operated (Armstrong, 2009).

Vroom's Expectancy theory

Though there are many authors of expectancy theory, but the Vroom's expectancy theory is a modified version that tries to explain the motivation process. The theory was developed by Vroom in 1964 as a critique to the Herzberg's two factor theory. In his critique, Vroom contended that Herzberg's two factor theory is too much dependant on the content and context of the work roles. Therefore, the new expectancy theory offers an expectancy approach to the study of motivation. In explaining the work motivation, the author proposed three variables that define motivation; valence, instrumentality and expectancy (Vroom, 1964). Valence is defined as the feelings about a specific outcome or an anticipated satisfaction from an outcome. It can further be explained as the attractiveness of, or preference for a particular outcome to an individual. This is derived from their own right but usually derived from the other outcome to which they are expected to lead of which accumulation of wealth from money is an example. On the other hand, instrumentality is the belief that if we do one thing it will lead to another while, expectancy is the probability that action or effort will lead to an outcome (*ibid*). Linking the three propositions of the theory, it is established that the theory is centred on the idea that employees at work prefer certain outcomes from their behaviour over others (Mullins, 2005). In addition to that, the author proposed that the employees will be motivated to achieve a desired goal as long as they expect their actions will achieve the goal.

2.3 Empirical literature review

The review in this study put a focus on the studies conducted in motivation areas. Most of the studies that have been reviewed in this study put a focus on the

relationship between employee motivation and organisation performance though there are some other few that focused on the employee effectiveness

Bergström (2016) explored the influence of intrinsic and extrinsic motivations on employees' engagement in public and private sector organizations. The findings of the study were based on the managers' perception and was also interested to establish if there is no any difference in perception between the managers working in the private organisations and that working in the public organisations. The findings indicated generally that the managers perceive intrinsic motivation to have influence on the psychological aspects of employee engagement while, for the extrinsic motivation it was found to be influenced by the total package that is offered to the employee by the organization and the manager. On the issue of the difference perception, the study found that there is no any statistical difference in the perceptions between managers in public and private sector organizations as groups, but on the individual managers.

Asibuodu and Moabi (2016) investigated and established the possible motivation factors that influence construction labourer's productivity levels in building construction projects within South Africa. A survey questionnaire method was used to collect data from 52 construction project's employees. The regression analysis results showed that transport provision, site amenities, lunch breaks, days off, financial incentives and skills enhancement are the motivators that influence employees and increase labour productivity.

Doghan and Albar (2015) explored the motivation factors that affect the private school employees in Saudi Arabia. The data were collected via questionnaires and interviews from 342 employees within 16 schools. The findings indicated that there is significant relationship between motivational factors and employees' performance in general. Specifically, the study showed that financial incentives represented by salaries had a major impact on employees' performance in private schools while, factors such as leadership style, work environment and stable future revealed to have lower impact on employees' performance. The interview results from the school

managers generally showed that the physical incentives that the employees are provided and the good management practices are the main determinants of employees' motivation.

Gichure (2014), explored the determinants of employee motivation in the implementation of AMREF project. The study was exploratory in nature whereby the data were collected from 96 AMREF employees via questionnaires. The correlation results indicated that work condition, pay, fringe benefits and the work environment are the main factors that motivates employees in implementing the project. It was also found that, these extrinsic factors affect the achievement aspects of employee motivation and the affiliation motivation as well as the competence motivation. The study also indicated that the intrinsic factors and employees' motivation. In this case, it was found that employee achievements, recognition, work itself, responsibility and advancement, salary structure, the level to which the employees feel appreciated, and the employee perception of their jobs among other factors are the intrinsic factors that influence employees' motivation toward performing their responsibilities. Apart from that, the study also found that of employee's impacts on the employee performance in the organization which performs a psychological function as well as an instrumental function for the organization.

Muogbo(2013)conducted a study in Nigeria to examined the relationship between employees' motivation and organisation performance. The data collected from 103 employees from 17 manufacturing firms. The study found that there existed relationship between employee motivation and the organizational performance. However, upon relating the motivation factors and organisation performance, it was revealed that the extrinsic motivation given to employees have higher influence on organisation performance. Similar to that, Dobre (2013) also explored the link between employees'motivation and organisation's performance. The study centred its exploration on the drivers of employee motivation to high levels of organizational performance in the manufacturing companies in Nigeria. The data in this case were

collected via survey questionnaires from 100 employees but from a single manufacturing company. It was found that adequate motivation by the company and improves employee productivity.

Khan (2010) examined the relationship between rewards and employee motivation in commercial banks of Pakistan. the study found that employee's recognition is the strongest factor that motivate employees. It was also found that job satisfaction is directly associated with internal work motivation of employees that enhances as the satisfaction of employees increases.

2.4 The literature gaps

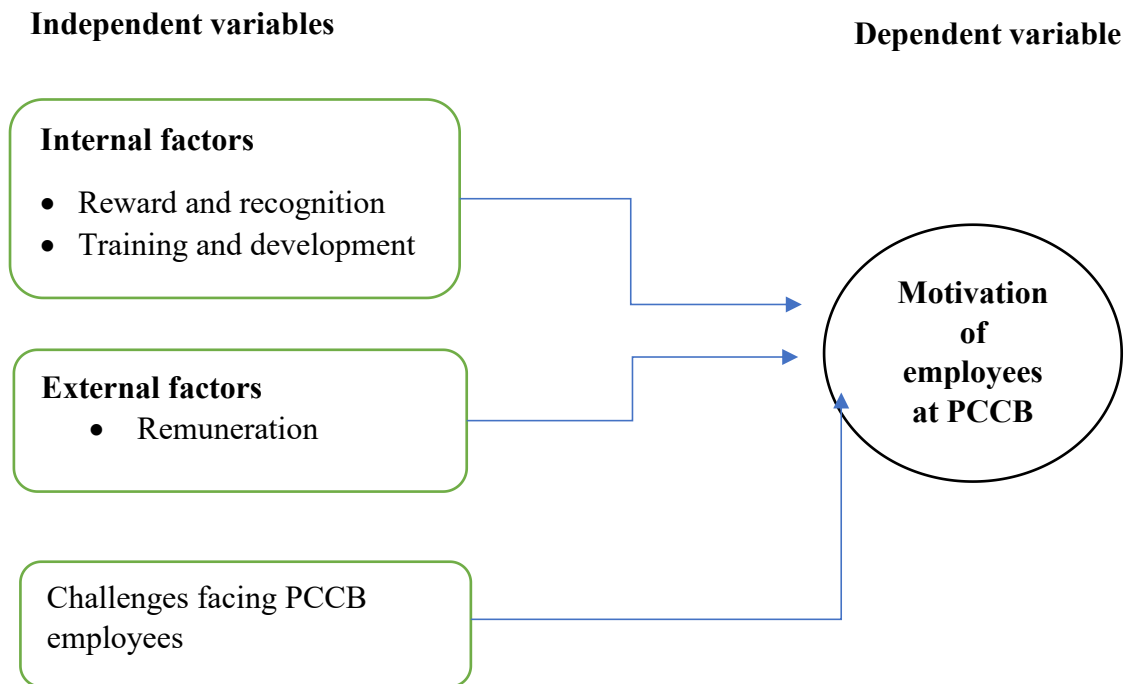
The study has identified that, the literature discusses the general motivation factors that are related to organisation performance, while the link of motivation to employee effectiveness is discussed inadequately. For instance, the studies conducted by Abadi, et al. (2011) and, Bergström (2016) focused on the extrinsic and intrinsic factors on how they influence organisation performance while, other studies focused on the general factors of organisation performance measured in timely realisation of goals, running within budget, and output of the desired specification (Asibuodu & Moabi, 2016; Dobre, 2013) . On the other hand, the literature is limited with few studies that discussed employees' motivation in law enforcing agencies and these few findings were extracted outside Tanzania. Therefore, the current study is geared at assessing the factors influencing employees' motivation in law enforcing agency; the case of PCCB in Mwanza Region, Tanzania.

2.5 The conceptual framework

Basing on the type of the study, the causal-effect relationship type of conceptual framework was adopted. The causal effect relationship tries to establish the statistical relationship (directional) between the dependent variable (s) and independent variable (s). sometimes, the intermediate variable (s) is also used when it happens that the relationship between the dependent and independent variables is not direct. However, in this study, the direct causal effect relationship was employed

whereby the study established the relationship between the rewards and recognition, training and development, remuneration and the challenges (absence of hygiene factors) on employee's motivation toward law enforcement in PCCB.

Figure 1: 3.1 The conceptual framework



Source: Conceptualisation from the literature review (2018)

2.4.1 Parameters and their descriptions

2.4.1.1 Internal factors

Rewards and recognition: Rewards and recognition are essential factors that can enhance employees' motivation toward job satisfaction and performance that is directly associated with organisation achievement (Doghan & Albar, 2015). Under the work condition where reward and recognition are not defined, the employees' motivation and work satisfaction become negatively affected.

Training and development: Training provides chances to employee's growth and enhances their knowledge and skills for effectiveness (Bergström, 2016). Trained workers are more motivated with their job than untrained employees (Abdullah and Djebavni, 2011).

2.4.1.2 Extrinsic motivation factors

Remuneration: remuneration in many organisations is driven from the concept of salary meaning that no one is working for free. Apart from salary, other compensation includes bonus and allowances. Routine activities that increase productivity with their organization for which they are not compensated. If an organisation is fairly compensating workers for skills collection, the vagueness of these skills may not provide a significant incentive problem and the employees will be motivated to work (Prendergast, 2013).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter overview

A research methodology is the description of how the study was conducted that is based on where (area of the study), when the study was conducted and when it was completed, what data were collected, which tools employed in data collection, how data were analysed and presented, and what was the cost of undertaking that study. Among other aims, the research methodology establishes if the study was worthwhile to be undertaken. Therefore, this section briefly explains the methods that were used so as to conduct the proposed study.

3.2 Area of study

Area of the study does not only mean the general location where the study was conducted but also specifically where the target population are found. Therefore, in this case the study was conducted in Mwanza region but specifically at PCCB offices located at each district of the region. The choice of the area was because of the reason that is one of the law enforcement agency that has a direct contact with people who commit corruption crimes before sending them to court. In this regard, the employee in the agency face some difficulties in performing the law enforcement activities because sometimes people who commit crimes resides in the same society they are living, and sometimes they face people with high status that complicate the exercise, thus motivating them is the best solution that will help to increase their performance. Another reason is that the researcher expected no any difficulties in data collection because of the familiarity with the area and the problem. On the other hand, choosing Mwanza region is because of the reason of minimizing the time and the cost of data collection because the researcher is a resident in the region thus the time of travelling to other regions and the cost associated for both travelling and data collection was served.

3.3 Research approach and design

3.3.1 Research approach

In this study, qualitative information was expected to be collected from the respondents. In that view, the study the qualitative approach was employed by the study. The reason of adopting the qualitative research approach is that non-numerical data including meanings, concepts, definitions, characteristics and description of things were gathered from the respondents without counting measures in order to answer how the problem is.

3.3.2 Research design

Basing on the nature of the problem, the study adopted a descriptive and exploratory research design. The descriptive design was adopted because of the foundation that characteristics of the variables are described in order to answer the how question that a qualitative research is geared to. The study also adopted an exploratory research design because it was expected that the problem has not been studied well in the area of law enforcement and the study does not intend to offer the final conclusion or conclusive results. It is an informal qualitative approach that the findings are extracted by interviewing or discussing with the respondents.

3.4 Population of the study

A Population is defined as the target unit from which a sample is selected for the purpose of making generalisation (Creswell, 2009). Therefore, the target population of the study was 79 employees of PCCB in Mwanza region.

3.5 Sample size and sampling technique

3.5.1 Sample size

Sample size is a subset of the target population and it is used to represent the population of the study (Kothari, 2008). When selecting a sample size, the researcher should be careful to make it optimum so as to fulfil the requirements of efficiency, representative, reliability and flexibility in order to generalize the general population (Creswell, 2009). It is also advised to choose the sample that is large enough in order to minimize the variation of data for significant relationship (Saunders, 2009). However, there are so many ways of selecting a

sample size from the target population but categorised into two; when the population is known and when the population is not known. In this case the population is known but small, thus it can be managed. In that regard the researcher selected a half of the entire population as a sample of the study because the study is qualitative by nature.

3.5.2 Sampling techniques

There are so many sampling techniques put forward by scholars and researchers which, can be used to select individual to be included in the sample. Since this study is qualitative, hence the qualitative sampling techniques are opted though not all of them can be applied in this study. Specifically, the purposive sampling technique as explained by Kothari (2008) is adopted because in the population the researcher is subjective to the individuals who expect to have complete information about the problem researched.

3.6 Data collection methods and instruments

3.6.1 Source of data

In this study, the data were collected from both primary and secondary sources of information. The primary data collected from the primary group of the study where the unit of analysis was the employees while, the secondary data were collected from the published journal, academic reports and law enforcement acts. However, the collection of secondary data has been done through the literature review.

3.6.2 Data collection methods

Interviews were used to collect information from employees of different professions and different positions. This technique focused on PCCB officials in Mwanza who are located at regional office and district offices

Semi structured interview guided by a checklist was used to get information on the motivation factors and challenges that expected to face PCCB employees. The purpose of this technique was to remain focus on the roles placed by the factors of motivation. The data from interviews were supplemented by secondary data that was reviewed from policy documents, academic journals and articles relevant to the topic.

3.7 Data analysis and presentation

In this study, the collected data was analysed into essential text information using narrative and content analysis technique to describe the text data. Responses from interview questions were classified into categories and then analysed in themes, meaning as well as quotations expressed through words from respondents. Since the study was not quantitative, therefore descriptive findings were interpreted in percentage distribution form.

3.8 Validity and reliability of the study

The researcher conducted a pilot study before actual collection of data in order to see if the proposed questionnaires fit with the objectives and model of the study. Since the study was qualitative, the content validity was used as a method for validity testing. This was done through pilot study in testing the length of the questionnaire, quality of the questionnaire, suitability of the responses according to the objectives of the study (Winterstein, 2008). In addition, the researcher discussed the questions with the fellow students and the supervisor in order to establish the extent to which the questions are simple and understandable.

On the other hand, reliability will also be tested through pilot study but the method of test and retesting will be used to the same respondent to ensure consistence in the response.

3.9 Ethical considerations

In conducting this study, the researcher was adhered to the following ethics: obtaining permission to access the area of study, ensuring voluntary participation, inform confidentiality and anonymity. During the data collection process the researcher asked the respondents to participate in the study voluntarily, giving them an explanation of the reason for conducting the study in order to establish confidence for them to provide the information. In addition, privacy, secrecy and confidentiality of individual respondents were highly taken into considerations in order to ensure their freedom in opinions and feelings.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF THE FINDINGS

4.1 Introduction

The study aimed at exploring the factors that influence employee's motivation in law enforcement agencies. In doing so, a case study design was employed and PCCB offices in Mwanza Region was used as a study case. Since the study was qualitative, the interview and focus group discussion was the main data collection tools of which a half of the population that is 37 employees were selected as a sample of the study. Specifically, the study was geared to attain the following research objectives;

- i. To examine the influence of reward and recognition as internal factor to employee motivation in performing law enforcement activities at PCCB in Mwanza region.
- ii. To examine the role of training and development as internal factor to employee motivation in performing law enforcement activities at PCCB in Mwanza region.
- iii. To examine how remuneration as external factor to employee motivation influence employees' motivation in performing law enforcement activities at PCCB in Mwanza region.
- iv. To identify the challenges to employee in performing law enforcement at PCCB in Mwanza region

Though there are so many motivational factors, the study was only limited to the factors in the aforementioned objectives. Therefore, this section is presented following the objective of the study.

4.2 Findings

To answer the objectives of the study, the focus group discussion was done to the employee in Nyamagana, Ilemela and Magu District respectively, then the information they provided was supplemented by the management. In Nyamagana and Ilemela District, the focus group discussion was composed of 10 members each while, in Magu District it was 5 employees and in Sengerama it was 7 employees that make a total of 32 employees. The information they provided were supplemented by the district commander in each of the district and then 3 members of the management at regional level; thus, make a sample of 39 PCCB employees. The focus group presentation is based on the common idea on the issues discussed.

4.2.1 The influence of reward and recognition as an internal factor to employee motivation

As introduced earlier, the first objective of the study was to examine the influence of reward and recognition as an internal factor to employee motivation. The focus group in this case was guided by three questions; to assess the awareness of the employees on reward and recognition; to assess the extent to which they perceive the factor to influence their performance and; how they think the reward and recognition to be implemented i.e. to individual employee or to the whole team. The responses are categorised according to the district, the management and then the discussion.

4.2.1. The influence of reward and recognition from employees in Nyamagana District

On the issue of awareness of the reward and recognition, majority of the employees that is 80% were anxious of the term. The remaining employees tried to define the term but they didn't address exactly. In general, the employees recognise that award and recognition is an internal factor that the management should put a focus so as to motivate their performance. Generally, they defined the term as

As situation whereby the employees are compensated according to their contribution, skills and competence, and their market worth.

The second area of discussion was on the extent to which the employee perceives reward and recognition to be an intrinsic motivation factor for the law enforcement

agency. In this case, all the employee indicated to have high perception on the factor. They agree that in the area, they are rewarded and recognised on what they do as the law enforcers. Therefore, with this response, we can establish that reward and recognition is an intrinsic motivation factor practiced at PCCB in Nyamagana District.

On how they think reward and recognition to be implemented, the response shows that majority of the employees contends that reward and recognition should be motivated to the whole team (employees) not as an individual member. This was defended by the reason that

When the team/all the employees are rewarded accordingly, they will work as a team so as to realise the organisation goal in law enforcement because the nature of the works as law enforcement particularly a vital organ like PCCB need employees with the same working spirit, thus by reward all of the employees accordingly brings this sense

said one of the employee. On the other hand, the employees who didn't agree with the previous one contended that,

Reward and recognition should be an internal motivation to each respective employee because each of us have different knowledge skills and professions, so we cannot be rewarded the same, and this will motivate other employees to perform and develop their carriers more so that they are rewarded more

said one of the employee. However, if we compare the first and the second response and related the real meaning of reward and recognition, they do not differ because who is rewarded is an employee basing on his knowledge, skills, profession, experiences and education background. Therefore, what is the difference here is the perception whereby the first group perceive that all the employees are rewarded the same while, the second group perceive that the employees are rewarded differently but, in reality the meaning of reward and recognition is that employees in their receptiveness (each) should be rewarded and recognised accordingly no matter the

level differs but when it occurs, it must occur at the same time to all the employees in order to develop team work and spirit.

On the other hand, the district commander was also interviewed if his employees are rewarded and recognised in enforcing the laws at PCCB he responded that;

Of course, reward and recognition is the most motivational factor that PCCP has focused to ensure that the employees perform well, as district commander, I am a manager who among other things I should ensure that that I understand each of my employee because when an employee is rewarded and recognised, he/she become internally motivated

When he was asked how reward and recognition is practiced, he responded that;

Actually, each employee is rewarded and recognised differently because they differ in education level, experiences and profession but, when the time of rewarding happen, the same is done to all the employee depending on the category I said. We do not discriminate any of our employee in this.

4.2.1.2 The influence of reward and recognition from employees in Ilemela District

The same applies, the focus group was also conducted in Ilemela PCCB District office. 10 employees were contacted through focus group discussion and the general response to all the three questions were as follows.

For the first are of focus; awareness on reward and recognition as a motivation factor; it was found that 9 out 10 are aware of reward and recognition in general. They generally defined reward and recognition as a factor internal to employee that is based on the level of education and experiences while, one of the employees failed to define the term.

The response on the second question that focused on the extent to which they perceive reward and recognition to be an internal factor that is practiced by PCCB

the general response shows that the same 9 employees that is equivalent to 90% have high perception on the factor to be practiced by PCCB in Ilemela District Office. However, when asked the employee who didn't agree on this, she responded that

I am still new, thus I cannot agree or disagree of the factor to be a motivation here, may be i will experience it as I continue to work.

On the third question that focused on what the employee think should reward and recognition be practiced at the area. The general response shows that 60% of the employee agree reward and recognition to be on the team basis. The reason being that, depending on the nature of their work, no employee is performing a certain task from the beginning to the end alone, thus they depend with each other, so if one appears to perform an extraordinary work; the success is for the team. The other four employees equivalent to 40% were having different perception from the previous one, they generally contended that reward and recognition should done to an individual member because each one has been assigned his own task despite the fact that they depend with each other.

On the other hand, the district commander was also interviewed if his employees are rewarded and recognised in enforcing the laws at PCCB he responded that;

As a national agency, we have a reward and recognition terms whereby the employees are rewarded when they attain a certain target but recognition depends on the role that an employee performs. However, sometimes depending to the nature of the job, an employee may perform an extraordinary task, when this happen an employee is rewarded by being promoted in higher position than before

When he was asked how reward and recognition is practiced, the response was not different from the previous Nyamagana District Commander except that an employee is recognised different from others when he/she performs an extraordinary work.

4.2.1.3 The influence of reward and recognition from employees in Magu District

In Magu District. The response was obvious for all the five employees and generally for the first question, all the employee agree to be aware on the reward and recognition the only difference that were observed is on the attributes that defined reward and recognition but one of the employee went far by saying that

Recognition is defined on the task that an employee perform, the same is recognised when he/she perform well but, rewards is general motivational factor that every employee seeks, no one will be able to work if not rewarded according to his/her profession, skills, experiences and education level.

On the second questions that focused on the extent to which the employees perceive reward and recognition to be practiced at the organisation, the general response was also good. The employees in this case were having high perception on how reward and recognition is practiced at PCCB Magu district. They generally contended that each of the employee is rewarded accordingly depending on the organisation policies and terms.

On the last question, that focused on the type of rewards; either a team or an individual employee, the response showed that rewards to the team is done depending to education level, experiences and the nature of the job that an employee perform while, recognition is done to an individual depending to performance.

On the other hand, the interview that was conducted with district commander, he responded as follows;

We are rewarding our employees accordingly because PCCB is a government organ and depending on the nature of the job, our employees are rewarded differently from other organisation, thus internally I am sure they are all motivated to perform the job as law enforcers

On the issue of how reward and recognition is practiced at the district level; he responded that,

We reward an individual employee basing on education, experience, and nature of the job/position that an employee held but, recognition is done to an individual employee after attaining a certain target.

4.2.1.4 The influence of reward and recognition from employees in Sengerema District

In Sengerema PCCB District office, 7 employees were consulted and responded in the group discussion. The discussion was done for one hour between 10.30 A.M to 11.30 A.M, and the response are as follows

On the first question that assessed the awareness of reward and recognition, the response shows that all the employees are aware of the term. Though each of the employee defined reward and recognition but in common they define reward to be determined by Education level, experiences and position of an employee while, recognition was defined basing on the task performance that is for a specific employee.

On the second question that intended to establish the employees' perception on reward and recognition to be practiced at PCCB in Sengerema District, the general results show that all the employees have high perception on the availability of reward and recognition at PCCB office in Sengerema District the only different from one employee to another is the level of reward and recognition that is presented in the next section (the third question).

The third question that is the type of reward that they think is the best between the individual reward and the group/team reward and recognition, the employees were having different response on this whereby 3 of them see reward and recognition as the best practice if it is done to the team. They commonly defend the point by contending that it should be done to the team because no one accomplishes the task alone. On the other, 2 employees commonly contended that what should be done to the team is only reward because that follows the organisation policy and terms of employment but recognition should be done to the individual team member because it is a compensation that is driven from the internal efforts of a particular employee. They also defended the point by contending that, by recognising the whole team, it

encourages free riders' problem because some will be lazy in performing the team task hence demotivate others. Apart from that, the rest 2 employees contended that reward and recognition should all done to an individual team member in order to motivate others in performing better so that they also become rewarded and recognised.

At the end, the interview was carried out to the district commander, the results are not different from the previous interviewees. Though the commander was having no enough time because he was having other responsibilities to attend but here is the response. With respect to the first question that demanded the interviewee to explain if reward and recognition is practiced at his office, he responded that;

Reward is normal to any entity despite the responsibilities but, the extent to which the employees are rewarded is what we differ. In my case we are rewarding our employees accordingly different from the normal salary because we recognise that it's something that can motivate an employee eternally to perform well. On the other hand, recognition depends to performance, so we don't have the same recognition to all employees

On the second question that focused on the type of rewards and recognition of whether it is done to the team or individual employee the response was that;

As I said before, we reward each employee accordingly basing on the level education, experience (seniority) and position and this when occur it is to all employee categorised as I mentioned but recognition is to a specific employee depending to task performance.

4.2.1.5 The influence of reward and recognition from the management team at region level

As explained before, the management at region was also considered in the findings. Here only one question was asked to each of the member of the management at district level. 3 members of the management were selected, the aim being to make a comparison on the findings. The questions asked was how they ensure that the

employees are motivated through rewards and recognition at all districts. This was only important to supplement the information extracted from the district commanders from each of the selected districts.

Response from the first member;

As a member of the management at regional level, one of my responsibility is to ensure that the PCCB's target is achieved, and the achievement depends on the employees, so we reward them accordingly and the type of reward we consider is a variable pay. However, I cannot explain more, but if you know variable pay, you understand what I mean.

The respondent added more that;

On the issue of recognition, it depends to the performance of an employee and we have recognition programs in place such as being awarded a certificate of appreciation to an employee with outstanding performance with some monetary bonus. This also applies to the team if it is dedicated to a certain task and accomplish successfully

Response from the second member:

The second member of the management was having only few to say about the posed question. He responded that

To ensure that our employees are rewarded and recognised on their performance, we have monetary rewards and recognition in terms of certificate of appreciation to the team and to an individual team

Response from the third member.

The response from the third member was also not different from the response given by the previous two members. She answered that;

Reward and recognition is important in our organisation thus, by recognising that our employees are motivated towards enforcing laws,

there are some amount out of the monthly salary that an employ get as an additional pay as a reward because of the nature of the work while, recognition is done through appreciation and sometimes through promotion.

It was found that reward and recognition are recognised as the factors internal to the employee that motivate their performance when enforcing law at PCCB. Though there are different perception that employee have on reward and recognition but, generally they perceive that it is practiced at their work place and it is a strong influence internal to their performance. On the issue of awareness, it was revealed that majority of the employees are aware of reward and recognition the only difference being to the attributes that defined reward and recognition. However, their awareness is not different from the literature whereby rewards and recognition is defined as a factor internal to employee that if it is not defined, the employee motivation and work satisfaction become negatively affected. Therefore, the organisation should ensure that the employees are rewarded and recognised in order to enhance their job satisfaction and motivational level (Yazdani, *et al* 2011). Rewards is also defined as intrinsic motivation to employee that defines his education level, skills and experiences while recognition is defined in terms of one's effort toward attaining the organisation goal.

The study also found that employees perceive rewards and recognition to be practiced by the management in their respective district office that is also supported by the management. However, at any organisation, reward is an important intrinsic factor that motivates employees toward performance, and because any organisation is striving at the best performance so as PCCB, thus rewarding and recognising their employee is so important.

The results also showed that employees have different opinions on how reward and recognition should be done; either on individual or group. There are some that contended that reward and recognition should be on the whole team, others contended that it should be on individual basis while, some few also contended that it is only reward that should be done on the team while, recognition should be on

individual basis. They are not different from the literature because the literature points out that rewards and recognition are employees' motivations towards performance that motivates employees on individual and/or group level (Achim, *et al*, 2013)

On the other hand, the results from the interview especially from the management at the region level added some information that were not defined in the previous results. It was identified that rewards and recognition is done either to the team or the individual employee depending on the type of task, in addition to that, they commonly pointed out that the additional to the net pay is a normal reward that an employee get because of the nature of the job and this is done to all the employee while, recognition can be done to a specific employee through certificate of appreciation and some monetary bonus or to the team with the same.

4.2.2 The influence of training and development as an internal factor to employee motivation

Another intrinsic factor that considered in this study was training and development. This was covered in the second objective of the study. As it was done in the earlier presentation, the focus group discussion was done to the operational employees that was guided by three questions; to assess the awareness of the employees on training and development; to assess the extent to which they perceive training and development is a motivation towards employees' performance and; how they think training and development to be implemented so as to influence their performance. The responses are categorised according to the district, the management and then the discussion.

4.2.2.1 The influence of training and development: Nyamagana District

In Nyamagana District, 10 respondents were taken as a sample in the discussion group. The questions were clarified in advance and the following is the response from the group of which the common understanding was considered. In addition, the responses from the focus group were supplemented with information from the district commander.

On the issue of employee awareness on training and development as an intrinsic motivation factor, the response shows that all of the employee, at least affirmed to be aware. In general, training and development was perceived by the employee as an employee's growth in order to enhance knowledge and skills for organisation effectiveness. One of the employee explained further that

Training and development is not necessary to be conducted outside of the working environment in terms of long time studies, but through training and development programmes such as seminars, workshop and short courses.

That was also supported by other members but one supplemented the information that,

Even if it a long-time training, the organisation can arrange how to be conducted depending on the need at a particular time.

On the second question that was interested to establish the extent to which the employee perceives training and development to be a motivation toward their performance, it was generally affirmed by the employee to have high perception. This implies that the employees agree training and development to be an intrinsic factor toward their performance. One of the employee said that,

We are allowed to develop our carriers through study further degree particularly on evening programmes for instance, some employees here have developed their carries through taking master degree programmes in the area of Accountancy, Project Management and Business.

Another employee also added that,

For the programmes that are not available in the area, an employee may ask for long time studies in other regions or outside Tanzania and the management usually grant permission and allow him/her to undertake the study.

These complements were agreed by all of the employees but, it was added further that, the organisation sometimes conducts workshop, seminars and invite experts for

short courses to be conducted in the working area or outside of the area depending on the theme.

The response on how training and development to be implemented so as to influence more their performance, the general response showed that the majority of the employees were having no comment on this except one of them who suggested training and development to be carried out every year particularly the long-time courses and should be specified who to be trained so as to develop their carrier each year.

The response from the interview from the district commander that focused on whether the employees are trained and developed, he said that;

Our organisation does not limit an employee on seeking training and development, what the employee need is to let the management know, then if there is any necessity, he/she will be granted permission and if nit we will see if that training does not interfere with the tasks assigned to him/her particularly for the evening programmes.

He also added that,

The organisation also conduct workshop, seminars and short course through consulting external experts or using our own experts from other offices.

The response from the first question, was enough to answer the second question that intended to know how the organisation conducted but in addition, he added that there's an arrangement of how workshops are conducted of which there are three per year,

4.2.2.2 The influence of training and development: Ilemela District

The results from the focus group in Ilemela District PCCB office is not different from Nyamagana District. The same applies, 10 respondents were also included in the focus group discussion and the questions were clarified in advanced and the responses were then supplemented by the interview results from the district commander.

On awareness, all the employees were also aware of the training and development as an intrinsic factor that motivates them toward performance. They generally contended that training and developing motivates an employee in performing well his/her responsibilities because despite of benefiting the organisation, it is a chance for employee growth and carrier development.

The second was about the extent to which employee perceives training and development as a motivation towards their performance. In this, it was also shown that employees have higher perception on this. They also agreed that that they are allowed to undertake both long term and short term training provided that it has significance impacts to the organisation. However, one of the member added that,

It is true that we are allowed to undertake training and development but, for the training that are conducted outside the region or oversee, there are some complications that demotivates an employee to carryout

The third question was geared to obtain employees view on how training and development should be implemented in the organisation. The response shows that 9 of the respondents suggested training and development to be granted to all of the staffs while, one member was having different view that it should be something to an individual because it is established from one's internal needs and desire; he said that

Not everyone wants further training and further carrier development, some of us we don't need any long time training but there are some who have a need

The response from the interview from the district commander that focused on whether the employees are trained and developed, he said that;

Yes, our employees are allowed to undertake further training and further carrier development thus, we normally permit an employee who is in need after fulfilling all the requirements put forward by the organisation. Apart from that we also conduct short time training either within the working area or outside depending on the budget and need

On how it is implemented (individual basis or group basis) he said that,

There are some of the trainings that are specifically for a particular employee particularly the long-time one, individual basis and there are some that are for all employees especially the short course.

4.2.2.3 The influence of training and development: Magu District

In Magu District, the focus group discussion was conducted with 5 employees because their total number were a few compared to other districts.

Specifically, one of the employee had different opinion on the awareness of training and development as an extrinsic factor to employee motivation. She said that,

Training and development is better defined as an intrinsic factor when the work itself motivates an employee, meaning that while an employee is working he get to know things that he wasn't familiar before (training) and as he continues he get more experiences thus develop his carrier.

Others were having an awareness as from the previous respondents.

On the issue of perception on the existence of training and development as an intrinsic factor in the organisation, majority of the respondents were having a moderate perception since the environments is not conducive to undergo further training and development but, the same person who had different opinion from the previous discussion, perceived high on the existence of training and development.

On the last question that was about their suggestion on how training and development should be done (individual basis or by group), they generally have the same opinion that the short time training and development should be conducted for the team while, the long-time training and development should be on individual. Apart from that, one of themember had different view that “if we regard training and development as a continuous process the time an employee is working with others in the organisation, then it should be for the whole team because as we work we learn new things and develop personal growth.

For the interview with the district commander on the existence of training and development programmes at the organisation, he responded that

The office understands that training and development is an intrinsic factor that each of the employee may desire while he/she is working with PCCB, thus to acknowledge that, the organisation had in place the training and development programmes both short time and long-time that are carried out while an employee is working.

On how training and development is conducted he responded that,

There are training and development programmes for individuals, four specific groups and for all employees

4.2.2.4 The influence of training and development: Sengerema District

In Magu PCCB District, the focus group discussion was conducted with 7 employees but the response is not different from the previous respondents from the other 3 district.

The general awareness of training and development as a motivation intrinsic to an employee, was high implying that all of the employee are familiar with training and development as a motivation toward their performance. There were no any other specific arguments from the respondents.

On the extent to which they perceive the factor to be practiced at the organisation, the employees revealed to have low perception in general. One of the employee said that,

We are few in number this leads to the management to hesitate in making decision about allowing an employee to go for further training and carrier development especially for long time programmes.

The other employee was having different perception particularly on the short programmes, she said that

The management normally arranges for the seminars, workshops and short courses training where some are conducted within the working area and others are conducted outside

On the last question that was about their suggestion on how training and development should be done (individual basis or by group) the response generally showed that employee suggest for long term training and development to be granted to an individual while, the short time one to be conducted to all the employee as it is conducted now.

For the interview with the district commander, he responded that;

The employees are allowed for further training and development but currently due to shortage of staffs, the long term training that are conducted outside the district or outside Tanzania, have been restricted for a while may be if there is a strong necessity but the short time one, we normally do.

On how training and development is conducted he responded that,

Training and development is not necessary on undertaking a certain course or attending a workshop but when an employee is working, he continues to train himself and develop his carrier so, it is someone's intrinsic motivation but sometimes, we train and develop our employees through workshops and short courses while, the long-time training and development is done to an individual employee upon request and necessity

4.2.2.5Influence of Training and Development from the regional members of the management

The same applies as to the first objective, the Mwanza region PCCB office was also consulted of which three member of the management including the regional commander were interviewed. They were asked only one question that focused on how the region management ensure that employees are motivated through training

and development at all districts. This was only important to supplement the information extracted from the district commanders from each of the selected districts.

Response from the first member;

As the member of regional management team, to ensure that our employees are motivated with what they are doing in the organisation, we have a sole responsibility that our employees get new knowledge, new creative ideas and innovations, that cannot be attained anywhere but through training and carrier development. This is done within the organisation when the employees are performing their routine activities, also through conducting internal trainings and external trainings and allow employees to seek for further studies.

Response from the second member:

The second member of the management responded that;

Apart from the training and development programmes that the regional management has arranged, we also allow our employees to seek other training and development programmes in their respective profession following the procedures put forward, thus I am sure that our employees are satisfied on that area

Response from the third member.

The third member responded that

We recognise that employee are not here as stagnant thus they are intrinsically motivated with some other factors one of them being training and development, thus we have such programmes in place and our employee are not limited to seek external training and development after ensuring that there is a necessary need

It was established that the employees in all district are aware on training and development as an intrinsic motivation factor. However, there are some different opinions on the awareness. Though the majority of the respondent are aware that intrinsic motivation has something to do with knowledge advancement and carriers development through training on short courses and long term course, but the response of the minority cannot be ignored. The minority went far by explaining that training and development is not only through seeking additional training and development programmes but when an employee is working with others, he/she get new ideas and knowledge that s/he didn't acquire during studies and as the process goes on, a particular employee get experiences and some additional skills, hence carrier development.

It was also revealed that majority of the employees particularly those from Nyamagana and Ilemela PCCB District office perceive training and development to exist in the organisation hence intrinsically motivate them in their performance. This may be attributed by the reason of availability of training and development opportunities that an employee does not only depend on the organisation to extend knowledge or develop carriers but seeking external programmes. On the other hand, the response from the few employees particularly those from Magu and Sengerema PCCB District office, have low perception on training and development as an intrinsic motivation factor that exist in the organisation. This is attributed by the reason that basing on the location of the district, employees fail to seek external training and carrier development programmes hence only get exposed to the internal programmes and through working as team, thus they are less motivated on training and development.

Apart from that most of the employee suggest that training and development can be a motivation factor to the team or an individual. To the team, it was established that it is when the organisation arranges the training and development programmes internally to be conducted within the organisation through short courses, seminars and workshops. On the other hand, they affirmed that training and development can be an individual motivation factor when an employee himself/herself seek training

programmes external or develop the carrier when perform his/her operational duties thus they suggest an employee to be an employee effort.

4.2.4 The influence of remuneration as an external factor to employee motivation

In this case, remuneration has been defined in terms of monetary compensation that an employee is paid as result of devoting his/her human capital in an organisation. Therefore, the respondents from each district were only asked about the extent to which they perceive the total remuneration they get at the end of the month, motivates them in performing well when they are enforcing laws. The results are tabulated in Table 4.1 for all the four district and then supplemented with the interview responses from the district commander and the member of management from the region.

Question: To what extent does the total remuneration influences you in performing law enforcement responsibilities?

Table 1: 4.1 Remuneration as an intrinsic motivation factor to employees

Responses	Frequency	Percent
Employees from Nyamagana District		
• Not at all	0	0.0
• Low	1	10.0
• Average	2	20.0
• High	5	50.0
• Very high	2	20.0
Employees from Ilemela District		
• Not at all	0	0.0
• Low	0	0.0
• Average	4	40.0
• High	4	40.0
• Very high	2	20.0
Employees from Magu District		
• Not at all	0	0.0
• Low	1	20.0
• Average	1	20.0
• High	3	60.0
• Very high	0	0.0
Employees from Sengerema District		
• Not at all	0	0.0
• Low	1	14.3
• Average	1	14.3
• High	3	42.9
• Very high	2	28.5

The results in Table 4.1 shows that the perception of the majority of employees is above average in all district. This has a general implication the total remuneration that the employees are paid, is among the important factors that motivate them in performing well when they are enforcing law at PCCB.

Specifically, the results show that employees from Nyamagana District have high perception on remuneration because 50% of the employees indicated high and 20% indicated very high that makes a cumulative of 70% that is above a half of the employee. However, there are few that have average perception with a distribution

of 20% and those with low perception with a distribution of 10% while, there is no any employee who has no any perception on remuneration as a motivation factor.

In Nyamagana district, the results show that 40% of the employees have an average perception, the same as employees who have high perception while, 20% of the employees have very high perception and there was no any employee with either low perception or having no perception at all. Having a cumulative of 60% high and very high perception, gives an implication that employees have high perception on remuneration hence, they are motivated to perform the law enforcement responsibilities.

Similarly, the results from the employees in Magu PCCB District office show that majority of the employees affirmed that remuneration they are paid motivate them in performing well the law enforcement responsibilities. Specifically, it shows that 60% of the employee have high perception while, 20% have average perception the same as those with low perception and there is no any respondent indicated to have very high perception or no any perception at all.

In Sengerema Districts, the employees have also affirmed that they have high perception that remuneration that they are paid motivate them in performing well the law enforcement responsibilities. Specifically, it is 42.9% of the employees with high perception and 28.5% employees with very high perception that makes a cumulative of 70.4% that is above average. On the other hand, its only few that is 14.3% with average perception the same as those with low perception while, there is no any employee who to have no any perception at all.

The interview results are not different from all the four district commanders as they were asked to explain if they think their employee are satisfied with the remuneration that they are paid at each month. They generally affirmed that their employees are satisfied with that package because apart from the normal salary that an employee is paid, there are some additional allowances paid to the net salary that is a good package so as to motivate them in undertaking well the law enforcement responsibilities. This was also supported by the management at regional level that

they are very sure that their employees are satisfied hence, motivated to perform well the law enforcement responsibilities.

The literature also supports the findings that remuneration is the best extrinsic motivation factor to employee that is a monetary compensation that an employee receives because of the job he/she is performing. The concept of remuneration is based on the fact that no one can work for free. Employees work in order to receive a reasonable payment such as salary or wages while, their desire is that the employers are satisfied by their performance on the jobs they are paid for (Abadi, Jalilvand, Sharif, Salimi, & Khanzadeh, 2011) . Sometimes, employees are not motivated to work especially when they are performing routine activities that increase productivity with their organization for which they are not compensated. If an organisation is fairly compensating workers for skills collection, the vagueness of these skills may not provide a significant incentive problem and the employees will be motivated to work. This provides incentives to employee to pay commitment on the project by devoting their abilities, skills, knowledge and much effort on the tasks and responsibilities assigned (Prendergast, 2013) . Monetary rewards on the other hand, is an effective management tool that contributes so much to the project organisation's effectiveness through influencing the team behaviour toward successful implementation of the project activities. To use salaries as a motivator effectively, managers must consider salary structures which should include the importance of an organization attached to each job, payment according to performance, personal or special allowances, fringe benefits, and pensions (Rukhmani, Ramesh, & Jayakrishnan, 2010).

As introduced earlier, the first objective of the study was to examine the influence of reward and recognition as an internal factor to employee motivation. The focus group in this case was guided by two questions; to assess the awareness of the employees on the factor i.e. how they know about reward and recognition and; to assess the extent to which they perceive the factor to be a motivation towards their performance. The responses are categorised according to the district, the management and then the discussion.

4.2.3 Challenges that face employees in performing law enforcement at PCCB

Though the study was qualitative and there were no any questionnaires guide provided in advance apart from the interview and focus group discussion guide and because of the reason that the challenges that a respective employee get differ when performing the law enforcement responsibilities, then the researcher distributed papers to the employees to write down their challenges. Therefore, the challenges summarised in Table 4.2 below are the common one identified from all the four district from 32 sampled employees.

Question: Please mention the challenges that you encounter when performing law enforcement in your respective area of specialisation.

Table 2: 4.2 Challenges in performing law enforcement

Challenge	Frequency	Percent
1. Corruption from the crime committing client	19	59.4
2. Lack of human capacity in handling some professional evidences	23	71.9
3. Poor client's understanding of the laws	30	93.8
4. Personal interest especially when you investigate the crime to a person you are familiar with	13	40.6
5. Inadequate working facilities	29	90.6
6. Abuse of power from some clients with high position in the government	16	50.0
7. Political pressure	26	81.3
8. Lack of trust in the society we are living and friends when they get know that you are an agent	11	34.4
9. Poor cooperation from the community	9	28.1

The results in Table 4.2 above shows that the most important challenge that face employees when they enforce corruption laws are; poor clients' understanding of the law that has received a support of 93.8% of the employee. One the employee explained more that when a client faces a lack of understanding the law that govern the crime she/he commit, it takes more efforts for the agent to clarify and sometimes an agent may end up being blamed that he/she has forced a crime to a client.

Another important challenge outlined by the majority of the clients is inadequate working facilities. The facilities mentioned include powerful video, picture and audio devices, transport facilities that lead some of the employees to use their own transport for work though the fuel cost is compensated but service cost is not compensated and low level of technology particularly street cameras that are not available when you need to get more evidences on the crime and other technologies alike.

Another important challenge identified by the majority is political pressure. Some of them explained more that some of the politicians in higher positions use their seats to circumvent normal procedure to satisfy their agendas. This sometimes put an agent at tension but because we are trained to withstand and stand at the right, we always overcome the issue by standing at the right and law's side.

Lack of human capacity in investigating some professional crimes is also a challenge in enforcing corruption law. Sometimes prosecuting a criminal takes long time because you may find in the station there is no agent in that profession thus, the station used to ask a professional from other PCCB stations all over Tanzania in order to investigate the matter and accumulate evidence without intimidate any part, so it takes long time particularly when that particular agent has been assigned some other tasks, also long time to familiarise with the issue.

Corruption from the crime committing client. Sometimes you may find a client who really knows that he/she has committed a corruption crime, but the same client may be subject to offer you corruption so that you investigate the crime in his/her favour, but this type of clients has got no chance because we are trained and we have vowed not take any corruption, so we are sure there is no agent who can take corruption from the client.

Abuse of power from some clients with high position in the government. Apart from the political pressure from political figures, you may sometimes find a person in a certain position who may also use his/her position to take advantage of the crime but, also these people have got no chance to interfere the agency. Other challenges outlined but not with the majority of the employees include; Personal interest

especially when you investigate the crime to a person you are familiar with; Lack of trust in the society we are living and friends when they get know that you are an agent and; Poor cooperation from the community. Though the mentioned challenges received low support by the employees but, they cannot be ignored because if mentioned by the minority, it has an implication that they are facing them in operationalising corruption laws in their routine responsibilities

CHAPTER FIVE

SUMMARY, CONCLUSSION AND IMPLICATIONS OF THE FINDINGS

5.1 Chapter overview

The purpose of this chapter is to establish the extent to which the researcher's perception of the study findings has meet his expectations, how the findings relates to the reality and the suggestions and advice that the researcher provide to key stakeholders and policy makers. It also explains what the study didn't cover and suggests further area that was seen as a gap so as to be covered by the coming researchers upon reviewing this study.

5.2 Summary of the key findings

The purpose of the study was to explore the factors that influence employee's motivation in law enforcement agencies. The study employed a qualitative research approach and a descriptive and exploratory research design. The data were collected via focus group discussion from 32 employees from four district; 10 from Nyamagana PCCB District Office, 10 from PCCB District Office, 7 from sengerema District office and 5 from Magu District office. The information collected from employees was supplemented with interview from 4 District Commanders from each of the mentioned selected District and then with 3 members of the management from the region office. The findings were presented through frequency distribution tables and through thematic approach by quoting what individual respondents explained about the problem while, others were generalised particular information from the focus group discussion.

For the influence of rewards and recognition as a motivation toward employees' performance, it was generally found that employee in all district are motivated intrinsically with reward and recognition. It was also established that employees have different opinions on how reward and recognition should be done; either on individual or group. There are some that contended that reward and recognition should be on the whole team, others contended that it should be on individual basis while, some few also contended that it is only reward that should be done on the team while, recognition should be on individual basis. On the other hand, the

management at regional level added that some benefit fringes that added to net pay is a normal reward that an employee get because of the nature of the job and this is done to all the employee while, recognition is done to a specific employee through certificate of appreciation and some monetary bonus or to the team with the same.

For the influence of training and development as intrinsic factor to employee motivation, it was established that employees in Nyamagana and Ilemela PCCB District office, have higher perception on training and development as intrinsic motivation factor towards their performance in law enforcement responsibilities at PCCB. On the other hand, the response from the few employees particularly those from Magu and Sengerema PCCB District office, revealed to have low perception on training and development as an intrinsic motivation factor that influence them towards performing law enforcement responsibilities at PCCB.

The study also covered and established the findings pertaining the influence of remuneration as extrinsic motivation factor that influence employee in performing law enforcement activities at PCCB in Mwanza Region. Remuneration in this study was defined as the total pays that an employee gets at the end of the month that is net salary plus other allowances. It was also found that that employees at PCCB in all the selected district are motivated with remuneration as one of the extrinsic factor to employee motivation. It was also supported by the management that both the district and regional level that the organisation pays an attractive package to employee that is not only the scaled salary package but also some additional allowances that motivates them more in performing the law enforcement activities.

The challenges that face PCCB employees in enforcing laws in Mwanza region were also covered in the findings established by the study. Since the challenges were perceived for someone's specific, then the employee were asked to write them down, then the common ones were analysed. It was found that the most important challenges are poor clients' understanding of the laws, inadequate working facilities such powerful video, picture and audio devices, and transport facilities; political

pressure whereby some of the decisions are influenced by politics; lack of human capacity in investigating some professional crimes and; corruption from the crime committing client and; abuse of power from some clients with high position in the government. Other challenges outlined but not with the majority of the employees include; Personal interest especially when you investigate the crime to a person you are familiar with; Lack of trust in the society we are living and friends when they get to know that you are an agent and; Poor cooperation from the community.

5.3 Conclusion

Employees are important tool to any organisation that is doomed to achieve its goals as planned. This also applies to PCCB that is a vital government organ dealing with combating corruption with unlimited scope. To attain that, the employee need to be motivated intrinsically or extrinsically or both at a time so that they can undertake law enforcement responsibilities without any other envy that can lead them to corruption. The most important intrinsic motivation factors that the management should take into considerations is; rewards, recognition, training and development though there are some other motivation intrinsic to an employee. The consideration of these factors is attributed by the reason that they reside in an employee behaviour that leads to desire (intention towards action) thus the management should understand the employee behaviour in order to establish what an employee want from the job. Therefore, it is very essential for the management understand what real motivates a specific employee rather than making an assumption as it was found when interviewing the District Commanders and the members of management at region level.

5.4 Policy implications

Motivation plays an important tool for employee's performance. In that regard, the findings of the study have an implication to the management in any organisation to put focus on employees' motivations not only on the extrinsic factors such as monetary compensation but, also on the intrinsic factors that play a great importance to an employee. This is important because the attainment of the organisation goals rest in the hand of the employees.

It was also found that the intrinsic factors can be complemented with the extrinsic factors that have not been identified in this study for instance the working environment. Therefore, it is recommended to the management that, when they are thinking of the monetary compensation, they should also think about other factors that are extrinsic to employee motivation.

On the other hand, inadequate facilities that limit their capabilities in undertaking the law enforcement responsibilities. Therefore, it is advised to the management to ensure that there are available updated facilities and infrastructure such as high level performance video and audio devices and transport facilities to facilitate their performance. In addition to that, it was also identified that lack of human capacity in handling some professional evidences is an important challenge that face PCCB employees. Though it might be difficult to employ agents in each district in all profession but, it is recommended to the management to ensure that it covers some vital professions such as law, science and engineering even if it may not be in each district so that when needed, they may support at a time.

5.5 Limitation of the study and suggestion of areas for further study

5.5.1 Limitation of the study

Motivation is covered in many areas not only rewards and recognition, training and development or remuneration but, there are some factors that are also important in studying employee motivation that couldnotbe covered here because of the nature of the study adopted. Therefore, the study is limited with type of motivation factors employed that may lead to different findings when the same study is conducted in the same area or another area but with additional factors.

In addition to that, the study employed a qualitative approach in mapping the relationship between the motivators and employee's performance. Therefore, the findings may be different from the same study that will adopt a quantitative approach of analysing the findings.

Nature of the unit of analysisselected is also a limiting factor for the current study. The study focused on law enforcement agencies, thus the findings may be different

from the study that may select other unit of analysis because motivation factors may differ.

5.5.2 Area for further studies

Based on the limitations, the study advises upcoming researchers to undertake further studies in the same topic but focusing on the quantitative approach of data analysis while including more motivational factors than that included in the current study.

5.6 Contribution of the study

Despite the limitations encountered this study, the findings established has some contributions to the knowledge and the literature. To the knowledge area, the study has enabled the researcher to meet the law enforcement employees and express their intrinsic area of motivation apart from what pre-established in the objective. This also is a practical knowledge that not only motivation is covered in coursework but also can be expressed in real life particularly in law enforcers working environment. To the literature, the study has added some potential findings to the literature that can be reviewed by other researchers to compare and establish the gap particularly in the context of law of enforcement in Tanzania.

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