

# Influence of Promotion on the Job Performance of Police

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## **Abstract**

The study investigated the impact of promotion on job performance at the Tanzania Police School in Moshi. Utilizing a convergent research design, it combined qualitative and quantitative methods, focusing on a population of 450 police officers. A sample size of 183 was determined using Slovin's formula. Data collection involved simple random and purposive sampling, with questionnaires for officers and interviews for inspectors. To ensure validity, research instruments were reviewed by university experts, while reliability was established through pilot testing, yielding a Cronbach Alpha value of 0.75, indicating good internal consistency. Data were analyzed using SPSS, employing descriptive statistics such as percentages and frequency, presented in tables. The findings revealed that promotions positively influence police officers' performance. The study concluded that ongoing promotions within Tanzania police schools are essential for enhancing performance. Recommendations included identifying and recognizing rewards for officers to foster motivation and improve job performance.

**Keywords:** promotion, performance, motivation, and police officers

## **1. Introduction**

The promotion of public employees is a vital duty for human resource managers across different sectors, as it fosters commitment and improves job performance, ultimately

contributing to the attainment of organizational objectives. According to Demirkol and Nalla (2018), motivation is described as the ongoing drive to work hard towards achieving specific goals. When police officers view themselves as highly motivated, they often demonstrate strong commitment and diligence in their roles, requiring little external encouragement (Prysmakova & Vandenabeele, 2020). Based on Maslow's motivation theory (1943), it is crucial for employees to feel self-sufficient in their physical and social environments to achieve self-actualization (Cheung & Yu, 2020). Therefore, well-designed motivation strategies developed and implemented by human resource managers are essential for improving employee performance and achieving overall operational excellence.

Maintaining high motivation levels among police officers is particularly important in the law enforcement sector. Policing involves significant risks, fatigue, and unpredictability, with officers potentially facing life-threatening situations (Elntib & Milincic, 2021). As a result, motivating police personnel is vital not only for cultivating positive attitudes towards their work but also for attracting talented individuals, including recent graduates, to the police force. Motivation acts as a driving force in recruiting qualified candidates, which ultimately boosts the overall effectiveness of the police organization (Friebel et al., 2019). Furthermore, motivated police officers are more likely to carry out their duties with enthusiasm and dedication (Torres et al., 2018).

The high turnover rates among police officers are a significant concern due to the financial and time costs associated with recruitment and training. Factors related to family and work, along with the effects of events such as the COVID-19 pandemic, have led to increased turnover in this profession (Hilal et al., 2020; Li et al., 2021). In Tanzania, the police force is confronted with various challenges, including complaints about a lack of officers to meet the country's demands, which is further complicated by insufficient access to remote areas (Msoka, 2014).

One major extrinsic motivator that can significantly improve police officers' job performance is salary. Research by Lee et al. (2022) indicates that salary positively affects both worker performance and job satisfaction. In police organizations, Maurya and Agarwal (2018) highlight the importance of salary in motivating officers, regardless of gender. However, low salaries, especially for police constables, have been identified as a key demotivating factor for police personnel in India. Similarly, in the Philippines and Indonesia, insufficient salaries have driven some officers to resort to corrupt practices to make ends meet (Quah, 2019). In Africa, inadequate police salaries have also been associated with corruption within the police force (Katsinde, 2021). In Tanzania, however, there is limited research on how police officer salaries impact their commitment and job performance.

This study seeks to examine how promotions affect the job performance of police officers in the Tanzanian police force, specifically looking at the role of salary in influencing motivation and, in turn, job performance. By investigating this relationship, we aim to enhance the understanding of motivation dynamics within the police force and their implications for job performance and overall effectiveness in law enforcement.

## **2. Statement of Problem**

Recently, there have been troubling cases of police officers involved in corruption scandals, including accepting bribes, opportunistic theft, protecting illegal activities, and other crimes while on duty (Sadiq, 2022). This situation presents a significant challenge, as it is not feasible to monitor every police officer individually throughout the country. To tackle this problem, there is an urgent need to implement effective motivation strategies for police officers to encourage a move away from such misconduct. This scenario underscores the vital importance of human resource managers in the police force in developing and executing a range of motivation strategies. Enhancing the commitment of police officers in their roles is essential. As noted by Islam et al. (2020) the main duty of police officers is to uphold law and order in society. Their work requires steadfast commitment and support, as it can be highly stressful, often putting officers' lives at risk while they protect individuals and property. Although police officers play a crucial role in safeguarding lives and property, there have been reports of officers expressing concerns about an unwelcoming work environment, which can negatively impact their performance (Msoka, 2014). However, there is limited information available in the Tanzanian context concerning the promotion of police officers and how such motivation affects their job performance. Consequently, this study aims to evaluate the impact of promotions on the job performance of police officers in Tanzania, with a specific focus on the Moshi police school as the research area.

## **3. Theoretical Background**

This study was guided by the theory of human needs and motivation developed by Maslow in 1943. The theory also is recognized as a theory of the hierarchy of needs. In his theory, Maslow listed different needs in hierarchal order where the physiological and safety needs are at the bottom while the love esteem and self-actualization needs are at the top. The theory emphasizes on fulfilling those needs at the bottom first before those at the top, therefore the theory insist on consideration of hierarchy in attaining needs.

Maslow also argues that when one need has been fulfilled it will no longer act as a motivation to a person's actions, instead the unfulfilled needs will now be the motivators to the next human's actions. With this regard physiological needs demands satisfaction first before other needs since they considered to be the strongest ones. In relation to the current study, it is important for the police officers to be intrinsically motivated for them to effectively use most of their energy so as to achieve the objectives of police force as well as to determine higher needs. According to Maslow, achievement and competence status and recognition satisfy esteem needs also, self- actualization which involves achievements of potential maximum, self-development, creativity and self-expression. Thus, higher-level needs become activated through the satisfaction of lower-level needs.

### *3.1 Strength of the Theory*

A basic advantage of Maslow's need theory is how well it serves to provide an inclusive

conceptual framework of the manifestation of human needs which enables workers to understand their jobs and what is expected when they demonstrate high levels of job performance. Thus, human resource managers need to help the police officers first to understand that the policing task is demanding and then motivate them by providing different motivation schemes for the purpose of making them to like the police field.

### *3.2 Weakness of the Theory*

It is not easy for school administrators to identify the need level for police officers. There will be some difficulties for administrators in deciding which need level police officers are on, and this might curb the motivation of employees at workplace, the theory is based on experience about human needs while the current study needed the theory which lies on the actual information which was collected from participants about police officers' level of motivation.

### *3.3 Implication of the Theory to the Current Study*

Despite of the weaknesses of the theory, it will be of great application to the current study, the theory will help the researcher to determine different factors that lead to police officers' recognition and motivation. The theory also will help the researcher to determine whether the administration, central government and the society motivates police officers by recognizing their performance.

## **4. Research Question**

- i. How does promotion influence the job performance of police officers in the Tanzania force?

## **5. Empirical Literature Review**

Promotion is considered one of the extrinsic motivators capable of significantly enhancing the performance of police officers. Research by Rosenfeld (2020) suggests that promoting police officers based on their education level can be an effective way to motivate them, leading to improved commitment and performance. However, in the Tanzanian context, limited literature exists regarding the strategies and criteria employed for promoting police officers and whether such promotions have a positive impact on their job performance. Moreover, the issue of police officers leaving the force before retirement is a concerning trend, necessitating a comprehensive study to assess the influence of extrinsic motivation, such as promotions, on the job performance of police officers in Tanzania.

A study conducted by Glasser III (2022) in New Jersey, USA, explored police promotions and assignments, emphasizing the role of qualification and social ties in the promotion process. While this qualitative study provided valuable insights, its findings are limited to a specific context and may not be generalizable. Therefore, the current study aims to investigate the strategies employed in police officer promotions with the objective of improving job performance.

Similarly, research by Yasmeen (2019) explored the implications of favoritism and nepotism on employee performance in public-sector hospitals. The study revealed a significant relationship between favoritism/nepotism and performance, highlighting the negative impact of promotions based on these criteria. Given that this study was conducted outside the police force, it is essential to investigate the promotion practices within the police field, considering its unique dynamics.

Michael (2020) conducted a study on factors influencing organizational performance within the Tanzania Police Force. The research indicated that promotions among employees contributed to effective performance, although the practice was poorly executed, leading to demoralization and underperformance. However, the study did not delve into the specific promotion policies used to enhance job performance among police officers. Hence, another study is required to determine the promotion policies contributing to improved job performance in the police force.

Mkenga (2020) investigated the factors affecting the motivation of police officers in Tanzania, with a focus on the Traffic Police Headquarters. While the study highlighted the influence of recognition on police officers' performance, it also revealed their dissatisfaction due to inadequate motivational packages. Similarly, Ligare et al. (2020) examined job promotion and employee performance among the Administration Police in Bungoma County, finding a significant positive relationship between job promotion and performance. However, both studies may lack depth in results due to the limitation of relying solely on questionnaires. Therefore, further research is necessary to determine the promotion strategies that enhance police officers' job performance.

Elwini (2019) explored the role of promotion in job performance within the Tanzania Police Force. The study revealed that promotion criteria, timely promotions, and positions for promotion were strategies employed, but they were inconsistent and not consistently adhered to. The research also highlighted the influence of promotion on job performance in various police activities. Recommendations included the need for monitoring mechanisms to ensure the consistent implementation of promotion criteria and policies.

Salim (2020) conducted a study to investigate the influence of workplace promotion on employee performance in Zanzibar's public sectors. The study, using a quantitative approach, found that promotional procedures increased employees' performance and emphasized the importance of effective promotional policies. However, this study did not provide detailed information on how promotions specifically raised job performance.

Overall, the existing literature offers valuable insights into the relationship between promotions and job performance, it lacks a comprehensive examination of the specific promotion policies and strategies that enhance police officers' performance within the Tanzanian context. This research aims to address this gap and contribute to a better understanding of the role of promotions in motivating and improving the job performance of police officers in Tanzania.

## **6. Data and Methods**

The study employed a convergent research design that integrated both qualitative and quantitative methods. It focused on a population of 450 police officers, from which a sample of 183 was determined using Slovin's formula. For data collection, both simple random and purposive sampling techniques were utilized; police officers completed questionnaires while police inspectors participated in interviews. To ensure the validity of the research instruments, university experts reviewed the tools, providing feedback on their validity, relevance, clarity, and appropriateness. Reliability was assessed through pilot testing, with Cronbach Alpha used to measure the internal consistency of the instruments, yielding a value of 0.75, indicating that the tools were reliable for the study. Data were gathered via questionnaires and interviews, and analyzed using SPSS. The quantitative data were examined through descriptive statistics, including percentages and frequencies, and were presented in tables.

This research utilized a mixed methods strategy, specifically employing a convergent design. This design entails simultaneous collection, analysis, and interpretation of both qualitative and quantitative data. The chosen approach aimed to provide an accurate representation of the population. Its purpose was to gather comprehensive information to shed light on the impact of training on employee performance within the Tanzania police force. The design was advantageous for the researcher, as it enabled the use of diverse data collection tools. By opting for a mixed methods approach, the researcher aimed to identify common themes between the questionnaires and interviews, facilitating a comparison of qualitative and quantitative findings. The quantitative component involved distributing questionnaires to police officers, while the qualitative aspect consisted of interviewing police inspectors.

## **7. Results and Discussions**

In this section, contains the results and discussions regarding the influence of promotions on the job performance of police officers in Tanzania. Through a comprehensive analysis of data collected from various sources, this paper aim to uncover the relationship between promotional opportunities and the motivation levels of officers within the Tanzanian police force.

Table 3. Influence of Promotion on Job Performance of Tanzania Police Officers

Statement	SA	A	NS	D	SD	Mean (STD)
	%	%	%	%	%	
Promotion leads to better job performance	4.3	16.4	27.1	31.5	20.7	3.48(1.12)
Promotion Improve individual level of morale	13.6	2.9	19.3	25.6	38.6	3.73(1.36)
Promotion increases morale	10.0	15.7	15.0	36.4	22.9	3.46(1.28)
Promotion increases employee performance	10.7	5.7	25.7	40.7	17.2	3.48(1.17)
Promotion satisfaction leads to less supervision	10.7	11.4	20.0	35.8	22.1	3.47(1.26)
Promotion satisfaction leads job satisfaction	9.3	21.4	30.7	29.3	9.3	3.08(1.12)
Promotion leads to a reduction in staff turnover	4.3	10.0	32.9	19.3	33.5	3.68(1.17)
Promotion leads to a reduction in employee complains	2.9	15.7	19.3	31.4	30.7	3.71(1.15)
Promotion leads to a reduction in absenteeism	17.9	10.7	12.8	35	23.6	3.36(1.42)
Promotion leads to an increase in staff loyalty	5.0	13.6	61.4	20.0	0.0	3.96(0.73)
Promotion leads to non-existence of conflicts on employee's job performance	21.4	17.1	12.9	39.3	9.3	3.98(1.34)

**Source:** Field data (2023); SD=Strong Disagree; D=Disagree; NS= Not sure; A=Agree; SA=Strong Agree; STD=Standard Deviation

The majority (64.2%) of officers either disagreed or strongly disagreed that promotion improves individual morale. A minority (16.5%) either agreed or strongly agreed, while 19.3% were unsure. The mean score was 3.73, with a standard deviation of 1.36. This mean score indicates that responses slightly leaned toward disagreement. The high standard deviation suggests a wide variation in responses. The data imply that a substantial number of police officers do not believe that promotions significantly improve morale, indicating that morale may not be directly tied to promotion practices. During the in-person interviews with the police inspector had this to say;

*“...a lot of officers see promotions as a procedural or administrative task rather than something that personally benefits them. There's a perception that promotions are*



*often given based on tenure rather than merit, so officers might not feel motivated or recognized for their hard work. This lack of connection between performance and reward impacts morale” (Personal communication with police inspector: 2023)*

The information gathered from the police inspector suggest that many officers perceive promotions as merely procedural rather than a reflection of their individual contributions. This perspective indicates a disconnect between performance and recognition, which can lead to decreased motivation and morale among officers. The findings are in line with the study by Rosenfeld (2020) emphasize the importance of transparent promotion processes to enhance motivation and morale within law enforcement agencies. when officers perceive promotions as fair and based on merit, they are more likely to feel valued and engaged in their work. This transparency not only fosters trust in leadership but also encourages a culture of accountability and performance excellence. Furthermore, the study suggests that clear criteria for promotions can mitigate feelings of favouritism or bias, ultimately leading to a more cohesive and motivated workforce.

A majority (57.9%) of officers disagreed or strongly disagreed with promotion increases employee performance this statement, while 22.1% agreed or strongly agreed, and 20% were unsure. The mean score was 3.47 with a standard deviation of 1.26. The mean is close to neutral but slightly below, indicating a general tendency to disagree. These results imply that officers do not generally believe that promotion satisfaction leads to a reduced need for supervision. This could reflect concerns about the link between promotion and autonomous job performance or leadership. The findings concur with the theory of human needs and motivation, which posits that individuals are motivated by a hierarchy of needs, including esteem and self-actualization. According to Maslow's hierarchy, promotions may not fulfill the higher-level needs of officers if they perceive the process as superficial or disconnected from actual performance. Instead, officers may prioritize recognition based on their contributions and skills over mere positional advancement. This disconnect suggests that organizations should focus on creating a more meaningful promotion process that aligns with officers' intrinsic motivations, fostering an environment where they feel empowered and capable of performing autonomously.

Again, the data show that 38.6% of officers disagreed or strongly disagreed, 30.7% were not sure, and 30.7% agreed or strongly agreed with a promotion satisfaction leads to job satisfaction. The mean was 3.08 with a standard deviation of 1.12, suggesting a leaning towards neutrality. The results indicate mixed feelings about whether promotion satisfaction directly leads to job satisfaction. A large portion of respondents were uncertain, suggesting that other factors besides promotion satisfaction may play a significant role in overall job satisfaction. The police inspector during face-to-face interview claimed that:

*“While promotions may offer a sense of achievement or financial gain, many other aspects like working conditions, leadership support, work-life balance, and recognition are just as important. When these elements are not aligned, officers may*



*not feel fully satisfied, even after being promoted”* (Personal communication with police inspector: 2023)

This information generally implies that promotions alone are insufficient to ensure job satisfaction and motivation within the police force. Instead, a holistic approach that considers multiple facets of the work environment is essential for fostering a positive organizational culture. The findings are in line with the study by Glasser III (2022) highlighted that officers who felt supported in their roles and recognized for their contributions were more likely to report higher levels of job satisfaction, regardless of their promotion status. When officers perceive genuine support from their leadership and peers, it fosters a sense of belonging and commitment to the organization. This sense of community not only enhances job satisfaction but also encourages officers to engage more fully in their duties, leading to improved performance outcomes.

Once more, 52.8% of officers disagreed or strongly disagreed with promotion leads to a reduction in staff turnover, 14.3% agreed or strongly agreed, and 32.9% were unsure. The mean score was 3.68 with a standard deviation of 1.17. While the mean leans toward agreement, the large percentage of uncertainty and disagreement shows varied opinions. These results suggest that many officers do not believe promotions are a strong factor in reducing staff turnover. Uncertainty in responses could indicate ambiguity about how promotions impact retention. The police inspector during face-to-face interview claimed that:

*“... promotions alone don’t address the broader issues that cause staff to leave. Officers often resign due to factors like job stress, lack of work-life balance, inadequate resources, or feeling undervalued. While promotions offer a form of career advancement, they don’t necessarily solve these underlying problems. If the environment remains challenging, even promoted officers may still consider leaving the force”* (Personal communication with police inspector: 2023)

The police inspector's comments imply that promotions are not a comprehensive solution to the challenges faced by officers within the police force. While promotions can provide recognition and a sense of career advancement, they do not address the fundamental issues that contribute to job dissatisfaction and turnover. Factors such as job stress, lack of work-life balance, inadequate resources, and feelings of being undervalued are critical elements that can lead to officers resigning, regardless of their promotional status.

Interestingly, 61.4% of officers were unsure whether promotions increased staff loyalty, while 18.6% agreed or strongly agreed, and 20% disagreed or strongly disagreed. The mean score was 3.96, with a lower standard deviation of 0.73, indicating more agreement or uncertainty around this issue. The high level of uncertainty suggests that staff loyalty may not be strongly tied to promotions, or officers may not clearly see how promotions influence loyalty. The findings are in line with the study by Yasmeeen (2019), while promotions can enhance job satisfaction, they do not necessarily correlate with increased loyalty, particularly if other

factors—such as organizational culture and employee recognition are not adequately addressed. This indicates that loyalty may stem from a broader range of influences beyond just career advancement, suggesting that police departments should focus on fostering a supportive environment that nurtures loyalty through recognition, engagement, and effective leadership.

The majority (58.6%) either disagreed or strongly disagreed that promotions reduce absenteeism, while 28.6% agreed or strongly agreed, and 12.8% were unsure. The mean score was 3.36, with a standard deviation of 1.42. This mean score leans slightly toward disagreement. The data suggest that many officers do not believe promotions are effective in reducing absenteeism, which could indicate that absenteeism is driven by factors unrelated to career advancement. The police inspector during face-to-face interview claimed that:

*Many officers may expect that a promotion will bring significant changes, like more control over their schedules or a reduction in stressful tasks. But when the promotion doesn't deliver these changes, they might feel disillusioned. Since promotions don't typically address the factors that contribute to absenteeism, like work overload or stress, they might not lead to reduced absenteeism as officers had hoped (Personal communication with police inspector: 2023).*

The police inspector's comments imply that promotions may not fulfill the expectations of officers regarding improved working conditions and reduced stress. Many officers anticipate that a promotion will come with greater control over their schedules or a decrease in demanding tasks. However, when these expectations are not met, it can lead to feelings of disillusionment and disappointment. The findings are in line with the study by Michael (2020), after employees receive promotions, they often expect significant changes in their roles, including reduced workload and increased autonomy. If these expectations are not realized, it can result in dissatisfaction and disengagement. This highlights the importance of aligning promotional practices with realistic outcomes and ensuring that organizations address the underlying factors contributing to stress and workload, rather than relying solely on promotions to improve morale and retention.

A slight majority (48.6%) of officers disagreed or strongly disagreed with this statement, while a plurality (48.6%) either disagreed or strongly disagreed that promotions eliminate conflicts related to job performance, while 38.5% agreed or strongly agreed, and 12.9% were unsure. The mean score was 3.98, and the standard deviation was 1.34. The mean suggests slight agreement, though there is wide variability in responses. Some officers believe promotions help reduce job-related conflicts, but a significant portion either disagrees or is unsure, highlighting possible inconsistencies in how promotions are perceived to address conflicts. These findings are in line with the study by Mkenga (2020) and Salim (2020), which explored the relationship between promotions and workplace conflict in law enforcement settings. Their research indicated that while promotions can sometimes alleviate certain conflicts by providing greater authority or resources, they do not inherently resolve all

job-related issues. The variability in officers' perceptions suggests that the effectiveness of promotions in addressing conflicts may depend on individual circumstances and organizational culture.

The study found that many of police officers perceive promotions as ineffective in enhancing morale, motivation, and job satisfaction. Many officers disagreed that promotions lead to improvements in individual morale and employee performance, suggesting that they view promotions as procedural rather than merit-based, which diminishes their perceived value. Interviews with police inspectors reinforced these findings, indicating that officers often feel promotions do not address underlying issues such as job stress, work-life balance, and inadequate resources, which are critical to job satisfaction and retention. The study findings revealed high levels of uncertainty regarding the impact of promotions on loyalty and absenteeism, further indicating that promotions alone are insufficient to foster a positive organizational culture.

## **8. Conclusions and Recommendations**

The study concluded that many police officers believe promotions do not effectively improve their morale, motivation, or job satisfaction. Officers often see promotions as just a routine process rather than a reward for hard work, which makes them feel less valued. Moreover, promotions do not solve important issues like job stress, work-life balance, and lack of resources, which are essential for keeping officers satisfied and reducing turnover. There is also a lot of uncertainty about how promotions affect loyalty and absenteeism, suggesting that simply promoting officers is not enough to create a positive work environment.

The recommendations for police officers and police inspectors include ensuring that promotions are based on merit and individual performance to help officers feel valued. Clear communication about the promotion process is essential for building trust and understanding. Additionally, addressing workplace issues like job stress and work-life balance, along with providing adequate resources, can enhance job satisfaction. Recognizing and rewarding officers for their efforts, even without promotions, can boost morale. Supporting officer well-being through mental health programs is crucial, as is encouraging feedback from officers about the promotion process and workplace environment. Implementing these strategies can create a more positive and motivating work environment for police personnel.

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### **Authors contributions**

Dr Hezron Onyancha and Dr. Amembah A. Lamu Amos were responsible for study design and revising. Prof. Evance Okendo Ogoti drafted the manuscript and revised it. All authors read and approved the final manuscript. In this study all authors contributed equally to the study.

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No additional data are available.

### **Open access**

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