

Non Financial Motivation as Strategy for Improving Performance of Police Force (The case Study of Police Force Headquarter in Tanzania)

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Abstract

Motivation seems to be one of the most important tools of Managing employee performance. Organizations design motivation systems to encourage employees to perform in the most effective way but also to attract potential candidates. The general objective of this paper was to explore the extent of utilization of non monetary motivations in the police force in Tanzania. To realize this objective. Purposive sampling was used to select the key informants for interview and stratified simple random was used to ensure representation of respondents from different strata. Questionnaire were distributed to sampled respondents and interviews were conducted with respondents from the Ministry of Home Affairs particularly at the Headquarters of Tanzania Police Force. The case study was chosen to represent other police force organisations in which staff are dissatisfied as a result of ineffective use of non financial motivation.

The non monetary rewards available at TPF HQ includes promotion, appreciation certificates, writing or verbal thanks, tour offering, medals awards, health services, housing facilities, training scholarship, good working conditions, gift offering and recognition, tour offering, assignments abroad, responsibility and training. Perceptions of Police officers at TPF HQ indicated that the use of non monetary incentives -especially social and job-related is not at the adequate levels in the organization. On the other hand, employees consider non-monetary incentives among the most important factors that increase their desire to exert more effort in their jobs. The findings suggest that non-monetary incentives may have a high motivating power in this organization if they are valued highly by the employees and management. Most of the responses indicated that the employees are quite positive towards the use of non monetary incentives in the workplace and can be effective in motivating them and can be used to complement monetary incentives

Keywords

Motivation, Public sector, Police force, Tanzania

I. Introduction

Motivation is driving force for arousing, selection and direction of behaviour that can lead employees to better performance when necessary conditions are met. It is a term used to define failure or success of task. While the opportunity and ability tend to be stable and difficult to change for the personnel, motivation has flexibility, that is, it can be changed by some means. Furthermore, it is apparent that in the absence of willingness to perform; capacity and opportunity will not generate the desired results.[3]Atkinson (1964) & [28](Steer & Porter 1987). Basing on the above facts, the Tanzania Police Force introduced Reform Programme as the right vehicle for adapting to these changes. This programme is known as Tanzania Police Force Reform Programme 2007/08 – 2014/15 (TPF-RP) which among other things aims at increasing the employees' performance. [30] (URT 2010) . The reforms were

also influenced by the number of studies on motivation of police force which show the correlations between motivation and performance of policeforce. [16] (Lofkowitz 1974) , [14] (Krimlay and Gomley 2003),[33](Zhao 1999) &[31] (Vande and Toddy 2002).The TPF-RP articulates policy framework and strategic action plan to facilitate promotion and support provision of effective, efficient and transparent service delivery. It also addresses the primary problems and factors limiting the performance of the TPF in discharging its functions.

II. Non financial motivation and Public Service Motivation

Non financial motivation refers to non monetary rewards/benefits. These types of rewards do not involve direct payment of cash and they can be tangible or intangible e.g. encouraging the employees by providing them with autonomy in their job and participation in decision making, assigning challenging duties, improving working conditions and recognizing good work [12].

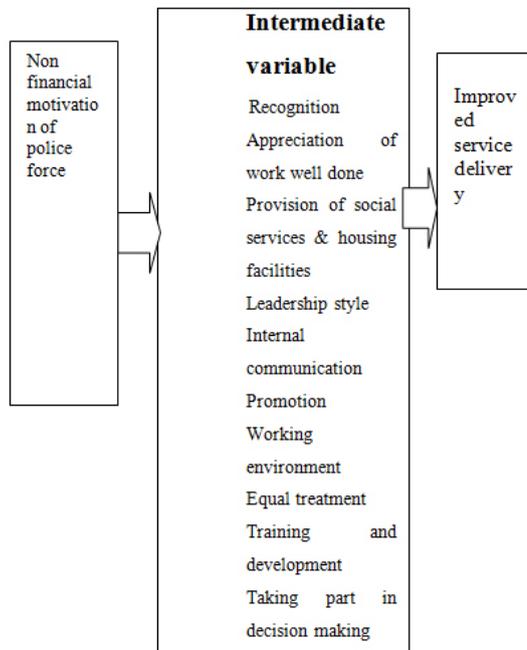
On the other hand public service motivation originates from beliefs that the motives of public servants are different from their private sector counterparts.[24] (Perry and Wise 1990) ,[8](Crewson1997) & [9](Houston 2000) defined it as an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations. On other hand, the most recent variation of the definition within public administration emanates from research in Europe. [31] (Vandenabeele 2007) defines public service motivation as the belief, values and attitudes that go beyond self-interest and organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate [30] (URT 2010).

Public servants motivations are often demotivated by little pay , remuneration and working environment.(Ishengoma 2007) Economist and some Managers tend to put the special emphasis on financial motivation particularly money as motivator while behavioral scientist for example Elton Mayo focus on Human relations approach. Although some writers like Butt 1998 argues that financial rewards are the most effective ways of motivating employees to increase performance level, modern social scientist have criticized this assumption and concluded that non financial rewards also have strong influence in influencing the behavior of employees performance [4](Baron 1983).

III. Conceptual framework of non financial motivation of police force in Tanzania

[32](Vroom 1964), [19] (Milne 2001) &[6](Herzberg 1968) & [31] (Vande & Todd. 2002)

The conceptual framework shows if certain conditions are satisfied employees can be motivated and hence raising their performance. In addition the model shows that effect of non financial motivation on service delivery is determine by intermediate variables shown in the fig.



IV. Theoretical frame

There are many theories of motivation. Most of these theories recognise financial and non financial motivators of employee at work. Authors classifies these theories into process and contents. Process theory define motivation as a rational process cognitive which happen in the individual e.g. Adams' Equity theory where as the content theory define motivation in terms of need satisfaction, e.g. Maslow's Hierarchy of needs theory.[20] (Mullin 2003),[17](Michael 2009) & [13](Kovach 1999)These theories differ as they recognize motivation in different way but both agree on financial and non financial motivators. This paper focus on non financial motivation and therefore one theory which recognize the importance of both financial and non financial motivation and another one on non financial motivation are applied [11] (Ivancench & matterson 1998). Aldefer's ERG content theory of motivation is an example of theory which incorporate both financial and non financial motivators.. Alderfer's ERG identified three categories of needs and the most important contribution of the ERG model is the addition of frustration regression hypothesis. This hypothesis holds that when people are frustrated in getting the higher needs, the lower needs will automatically reemerge. Existence needs are described as the desires for material and physical well being. These needs are satisfied with food, water, shelter, working conditions, pay and fringe benefits. Relatedness needs on the other hand are described as desires to establish and maintain interpersonal relationships. These needs are satisfied by relationship with family, friends, supervisors, subordinates and co-workers [20] (Mullin 2003). The ERG model and Maslow's theory have some similar characteristics Alderfer's theory is a simplified form of Maslow's hierarch of needs theory but he added that all these basic needs can motivate behaviour at the same time and might not be activated in any hierarchical order. That is, any one need may take precedence over others regardless of whether the others are fulfilled or not. This implies that some individuals may prefer to have non-monetary incentives in an organization such as training programs, social activities, public praise etc. rather than having monetary incentives in the first place. Moreover, contrary to Maslow who argued that when satisfied a need becomes less important to an individual, according to Aldefer relatedness

or growth needs become more important when satisfied. This means that team - working arrangements can continue to motivate employees and are not necessarily superseded by growth needs. Alderfer proposed that the hierarchy among these needs is more complex due to the frustration-regression principle. This also means that failure to meet a high-order need may activate a regression to an already fulfilled lower-order need. For example, an employee who is not appreciated for doing a good job at work may not be realizing his self-esteem need. Then, this need may revert to a lower-order need and he may redirect his or her efforts towards making a lot of money. Like Maslow's hierarchy of needs theory, Alderfer's theory points out the need for organizations to find ways to satisfy belongingness needs of employees through social activities in organization, to recognize employees, encourage their participation in decision making, offer opportunities of development and autonomy in job. Human Relations Theory is the work of Elton Mayo and is famously known as "Hawthorne Experiments." He conducted behavioral experiments at the Hawthorne Works of the American Western Electric Company in Chicago. He made some illumination experiments, introduced breaks in between the work performance and also introduced refreshments. On the basis of this he drew the conclusions that motivation was a very complex subject. It was not only about pay, work condition and morale but also included psychological and social factors. Although this research has been criticized from many angles, the central conclusions drawn were as follows; That, People are motivated by more than pay and conditions, Secondly, the need for recognition and a sense of belonging are very important, and thirdly, Attitudes towards work are strongly influenced by the group [18](Mercer 2006). Basing on motivational theories briefly discussed above, it is agreed that motivation is a wide concept which embrace a number of elements some of them being financial and some non financial. Aldefer EG theory which is more or less the same to Maslow hierarchy of needs focus on both financial and non financial motivation where as human relations focus on non financial elements of motivation as presented in human relations theory.

V. Some studies conducted on non financial motivation

Several studies have been conducted on non financial motivations and some of these studies and appreciation of work done and interesting work were ranked high for example[26] Lindhal (1949) conducted a series of researches where employees consistently ranked items such as "full appreciation for work done", "feeling on things", and "interesting work" as being more important to them than the traditional incentives (cited in Nelson 2001). Other researchers like[13] Kovach (1980) and Wilson (1988) later replicated these findings. In the research carried out by Kovach industrial employees were asked to rank ten "motivational rewards" factors based on personal preferences and the appreciation of the work done represented most preferred and the rest being the least preferred. These results can be explained as follows. Rank (i) full appreciation of work done (ii) feeling of being (iii) sympathetic help with personal problems (iv) job security (v) Good wages and salaries (vi) interesting work (vii) promotion & Growth (viii) employees loyalty (ix) Good working conditions (x) tactful discipline. Keller's (1965) study to identify the job factors important to employees found eight factors none of which related closely to monetary motivation. The eight factors

were job satisfaction, pride in organization, relation with fellow workers, relations with superiors, treatment by management, opportunity to use ideas, opportunity to offer suggestions at work and appreciation of one's efforts. In another study by Mayfield (1998) supervisor's use of motivating language correlates significantly with subordinate's performance. A survey conducted on nursing staff proved the hypothesis that the superior's use of motivating language had a positive effect on the subordinate's performance. Role of line managers is also considered important in motivating employees by reinforcing behavior through the non-financial rewards like praise and feedback (Fisher 1996). Strategic Rewards Survey done by Watson Wyatt of about 410 employers in 2000 found that employers were using non-monetary rewards more than what they used a year ago (Watson Wyatt, 2006). The three most prevalent non-monetary rewards identified were Advancement Opportunities (76%, up from 60% in 1999), Flexible Work Schedules (73%, up from 64%) and Opportunities to Learn New Skills (68%, up from 62%). Nelson (2001) explored the conditions that enabled or inhibited the use of non-monetary rewards by managers. His findings suggested those managers who were high users of non-monetary rewards, had an initial positive experience with the behavior, which had made them more likely to use non-monetary rewards with their employees themselves and other colleagues. In addition, study conducted in a public sector organization in Tanzania suggested that employees valued non-monetary rewards as much as monetary rewards. The employees claimed that the usage of non-monetary rewards was inadequate in their organization. It was claimed that employees prefer job related non-monetary rewards more than social or any other tangible non-monetary incentive (Yavuz 2004). Therefore establishing and maintaining quality customer services delivery in the Public organization is paramount. Many employees in Public organizations particularly in Ministry of Home Affairs at the Tanzania Police Force Head Quarter are performing at the undesired level. Thus, a better understanding of employee motivation can be one of the answers to this dilemma. A review of the literature above indicates though work motivation does vary in industries, individuals change over time and therefore there is always a link between the non-financial motivation and employee performance.

VI. Methodology

The study was conducted in Dar es Salaam city in Tanzania Police Force Head Quarter. This case study was selected because existing poor performance to some staff which is related to ineffective utilization of non financial motivation tools. The Population of the study was members of Tanzania Police Force at Head Quarter in different levels of seniority. It should be noted that the study did include civilians working at different units at TPF HQ. TPF HQ has two departments named Criminal investigation department which is concerned with criminal records and investigation and the second one is General department which is mainly concerned with administration of the TPF in general. The stratum of police officers at TPF HQ includes those with primary education to the level of second degree and above. For the sake of this study, all employees were included in the targeted population. The population amounted to 600 employees and the sample of this study was 220 and included male and female of different age. Sample was drawn from a Senior Officer to Junior Officer i.e. senior officer, officer, inspectorate and non commission officer. Sampling Techniques used was stratified simple random and

purposive sampling techniques. Stratified simple random was used to accommodate representation of populations from different strata and purposive sampling was used to get key informants for interviews. Kothari [15] 2004 Researcher used face to face unstructured interview which helped researcher to get information regarding perception and feelings on non financial motivation from respondents. In addition researcher used questionnaire which included open ended and closed ended questions for the sake of obtaining more information. The open-ended questions were designed to obtain information regarding the concept of non monetary motivation rewards to each respondent and what constitute non monetary motivation. Respondents' positions on what determine the grants of non monetary motivation in an organization were also asked on open ended question together with what should be done to improve its provision in the in the police force. [27] (Thomhill 2007)

The rest of the questionnaire consisted of some close ended questions designed objectively to establish the perceived degree of utilization of non-monetary incentives in the public organization and evaluate respondents' reaction on them as motivators. The data was analysed manually by using percentages for quantitative data and interviews were analysed by using qualitative procedures which start with familiarization of data, lab ling, developing index and eventually typology for analysis

A. Non Monetary motivation available at Tanzania Police Force Head Quarter

The researcher intended to know what the concept of non monetary motivation means to respondents. Thus, one of the research questions in the present study was "how do you understand the concept of non-monetary motivation in your organisation" "This question was formulated as an open ended question in the questionnaire. When the answers were categorized, there were about 20 different responses. The ten most frequently repeated responses can be classified as "activities that aim to increase the motivation and efficiency of employees other than money", " appreciation", "promotion", recognition, certificates and medal awards and good working conditions". It can be seen; most of the employees evaluate the concept of non-monetary motivation as something addressing psychological needs. The other responses to this question are; social activities, gifts, respect, employee of the month, celebration, tour offering, assignments abroad, responsibility and training. The responses to this question are generally successful in matching either social or job-related non-monetary motivation categories. Furthermore, the respondents were asked what do they think constitute non monetary motivation in their organisation. At this juncture researcher was eager to know if the respondents were in position to tell other factors which can be termed as non monetary motivation at TPF HQ. The repeated answers to this question included promotion, appreciation certificates, writing or verbal thanks, tour offering, medals awards, health services, housing facilities, training scholarship, good working conditions, gift offering and recognition. Thereafter the researcher intended to know whether the members at TPF HQ valued non monetary motivation as essential tool or not. At this juncture a close ended question was designed with yes and no as answers. According to the results 80% of the respondents think it essential tool to be used for motivating employees. Therefore non monetary rewards available at TPF HQ includes promotion, appreciation

certificates, writing or verbal thanks, tour offering, medals awards, health services, housing facilities, training scholarship, good working conditions, gift offering and recognition. tour offering, assignments abroad, responsibility and training.

B. Utilization of non monetary motivation in Tanzania Police Force at the Head Quarter

It was also intended by the researcher to know the level of application of non monetary motivation/incentives in the organization. Basing on this, the question was designed to be close ended asking "to what extent non monetary incentives are employed at the TPF HQ?" this question was given rates of very frequently, frequently, rarely and does not exist. The results of this question show that the employees consider the level of non-monetary motivation in the organization as inadequate by selecting rarely used. This is justified by 62% of rarely and 38% of the respondents think that non-monetary incentives do not exist in the organization.

Having known that respondents are familiar with non monetary motivation, researcher intended to know from the respondents about their perception on the ten selected variables of investigation. This part started by asking the respondents questions about the variables of investigations.

Firstly, it was intended to be known how long it takes to advance to higher position. With this question the results show that 78% of the respondents suggest that it takes 3 to five years to advance to the higher position, while the remaining 22% was above 5 years. Furthermore, it was suggested by 72% of respondents that promotion opportunities and growth in an organization is motivator.

Researcher also intended to know how frequently one at TPF HQ attends switched carrier training and development. The motives of this question was trying to find if training is motivation and how frequently do police officers attend training and hence motivated by training. This was close ended question with "frequently" "once in a while" rarely " and "not at all" as choices. The finding of this question shows that about 64% of the respondents attend training once in a while and the remaining percent is rarely attend training. The findings further narrate that within the 64% of those officers who attend training majority are from the Directorate of Investigation.

The researcher was also eager to know if there was a mechanism of recognition and appreciation of a well done job by issuing certificate of appreciation or medal. This was also a close ended question with always, sometimes, rarely and not at all as answers. The results revealed that the mechanism is there but it rarely used.

This was capitalised by one of in-depth interviews of which one respondent said

" I have been in TPF for a little long time but i have only once received a certificate of appreciation being recognition for a good participation in the supervision of 2010 National Election". This is also supported by 88% of the respondents who suggested that they rarely received certificated or medal for a well done job. There were no answers of always , the remaining 12% responses fall on sometimes and not at all choices. Another variable on this study was internal communication. Internal communication in any organization is a propeller factor for the proper movement of the organization. With internal communication the researcher intended to know how it was easy to communicate between officers at TPF HQ. With this question the finding shows it is easy to communicate between senior officers and juniors, this is supported by 76% of

respondents who suggested it is easy and 18% claims to be it depends and the remaining 6% was very easy to communicate. Internal communication always is relating with leadership in the organization, from this the researcher further intended to know the following aspects basing on leadership; Does the working relationship between respondent and his/her superior motivate one to perform better in the organization? The finding of this question shows about 62% agreed that they are motivated by their working relationship with their superior while about 48% are not motivated with their relationship. Furthermore, basing on leadership researcher intended to check whether if the respondents feel respected and cultivated a sense of pride in the Organization as a result of leadership style at TPF HQ. This was a close ended question with limited answers of yes and no. The finding of this question shows that majority feel respected and they have cultivated a sense of pride in the organization. This is supported by 78% of the respondents. Another aspect on direct relation with leadership the researcher tried to check the involvement of respondents' opinion on decision making at the unit of work. This was also a close ended question with options of frequently, sometimes, very rarely and not at all as answers. There was no answer of frequently, 48% was for sometimes, 40% was for very rarely and 12% was for not at all. On other hand, the researcher intended to have a look on the level of provision of social services such as health services and housing facilities and other social events at TPF HQ. With this a close ended question was designed with very high, high, moderate and low as options. With this question there were no answers for very high and low, 56% was for moderate and 44% was for high. Likewise, the researcher intended to know if the working environment and tools at TPF HQ are attractive for one to perform. A close ended research question was designed with yes, no and at least as options. The finding of this question shows that police officers at TPF HQ feel working environment and tools are at least reasonable for one to perform. This is authorized by the 62% of at least, 23% of yes and 15% of no. equal and entitled to recognition and respect and the researcher intended to know the level of equal treatment among Police officers of the same qualification and seniority (other things remain constant) at TPF HQ. This was also a close ended question with very fair, fair, unfair and very unfair as options for the respondents. The finding of this question shows that majority of respondents think there is equal treatment among officers of the same seniority, other things been held constant. This is supported by 72% of fair 28% of unfair; again there was no answers for very fair and very unfair. Employees who make more contributions than the other employees and who comply with the rules and regulations of the organization may expect to be treated differently than the others. If they are not recognized through verbal or written appreciation, they may decide to stop those behaviours. For example, an employee who comes to work on time every day sees that other employees do not care much about it. If there is nothing to reinforce this behaviour through providing the employee a feeling of making a difference, he/she may think that it is not worth doing it. In fact, according to equity theory, employees tend to behave like that in order to bring the inequality into balance and release the tension. Third, in line with these arguments, as the social non-monetary incentives are inadequate in the organization, it is difficult to differentiate between who is doing a good job and who is not. Another factor which is inadequate used at TPF HQ is the involvement of officers' opinion when a decision is made in the workplace/a unit of work.

According to the results, only 48% of officers agreed that their opinions are asked when a decision is made in the workplace, 40% said sometimes and 12% said not at all involved. This suggests that the participation levels are quite inadequate in the organization. Moreover, the 12% may implicate that there are no mechanisms such as meetings or informal settings where employees can express their opinions. Through participation in decision making, employees feel that their ideas are valued and they are given the opportunity to affect the work process. It helps to make their job more interesting and meaningful. Moreover, it helps the organization to benefit from the knowledge and skills of employees whenever and wherever possible. However, according to the perceptions of employees, the organization does not make use of this job-related non-monetary incentive effectively.

On other hand some factors have been observed to be in use. For instance it has been observed from the results that the degree of relationship conduct between senior official and junior officer has a positive effect on the working atmosphere and hence creating employee motivation. Another factor of investigation which is also available at TPF HQ is promotion which the result shows that majority they are promoted in the period of 3-5 years. It is further narrated by majority that promotion is one of the motivator. By observation, it has been observed that a reasonable number of the respondents particularly on interview think that promotion opportunities in the organization are at the satisfying levels. The finding suggests most of variables for non financial motivation are well utilised except the working environment, issue of certificate of appreciations, involvement of employees in decision making are some of areas which need to be improved. Perception of respondents on research variables as motivators and the relationship with daily performance Having the answers on testing of the variables of investigation above, the researcher also intended to know the perception of respondents on them being motivator for their daily performance. This question was designed to be close ended with four options; motivator, moderate motivator, non motivator and it depends. With this question the finding shows that respondents view these variables as motivators, this is illustrated by 58% of moderate motivators, 27% motivators and 15% it depends. Again there was no answer of non motivator.

Having understood the perception of the respondents on the variables of investigation, the researcher was also eager to know if there was a relationship between them and their daily performance at TPF HQ. With this idea, the question was designed to be both close ended and open ended. This question had yes, no, somehow and it depends as option for respondents. It was also asked that if your answer is it depends please explain. The finding of this question shows that no respondent opted for no and it depends but majority of them fall under yes and somehow there is relationship with their performance. This is affirmed by 68% of yes and 32% of somehow. Testing of relationship between the variables and the daily performance of public employees. Additionally, the researcher at this juncture intended to know what determine the provision of the study variables of investigation at TPF HQ. This was an open ended question with a several answers but the most repeated ones are organization management policy, work principle and procedures, the willingness of very senior officers, organization management/organization behaviour, exposure of very senior officers and leadership style. It was further quoted from one of the interview with respondents that " one who knows how to obey orders from his/her superiors officers also

know how to give orders to his/her junior officers, thus the provision of these variables in one way or another depend on the human behaviour i.e behaviour of senior members staff at TPF HQ". Based on the public employees' perceptions predominantly Police officers at TPF HQ it has been observed that the use of non monetary incentives -especially social and job-related is not at the adequate levels in the organization. On the other hand, employees consider non-monetary incentives among the most important factors that increase their desire to exert more effort in their jobs. The findings suggest that non-monetary incentives may have a high motivating power in the organization as they are inadequately satisfied needs and valued incentives. Measures for improving non financial motivation at TPF HQ. Lastly, the researcher intended to know from the respondents what should be done to improve the provision of the study variables of investigation at TPF HQ. In order to get much from the respondents this was designed to be open ended question. There were a number of answers to this question but the most repeated ones were; create awareness of non monetary incentives to members of the TPF particularly very senior officers through seminars and workshops, transparency of management regarding promotion and training opportunities, being professionalism. The study finding concluded that regardless to the level of seniority in the organization, non monetary motivation is essential and it is not frequently used. It was also revealed that there is no difference in valuing non monetary motivation basing on age or gender. Earlier to this, it was also shown that a reasonable number of respondents know what it means by non monetary motivation in an organization. When it comes to motivation, incentives are among of the things someone will consider at a glance. This is because incentives help to encourage specific behaviours or goals that are not supported by the existing compensation. Furthermore, while many private organizations have monetary incentives such as bonuses, commissions, cash rewards etc, it is quite challenging for the public sector to provide such incentives in adequate levels in a weak national economy like Tanzanian one. It is therefore, necessary to look for any possible alternative means that can be used to motivate employees in the public sector. Many motivation theories refer to the effectiveness of non-monetary incentives in the motivation of employees, among these theories include Maslow's Hierarchy of Needs theory. Esteem and self-actualization needs are emphasized as the higher level needs that can be satisfied with non-monetary incentives. Promotion and growth in the organization and Full appreciation of work done can illustrate this to be to self-esteem need. In general the finding shows that there are a number of non monetary incentives available in Public Organization particularly at TPF HQ being job related, social related and tangible non monetary related. However, the employees are at general not satisfied with the level of utilization of these non monetary incentives in the organization. For instance job-related incentive that most of the employees agree on its application in the organization is training opportunities. This incentive gives the employees the opportunity to develop their potential and may satisfy the growth and self-actualization needs of the employees. Furthermore, promotion opportunities and growth in the organization is another most inadequate job-related non-monetary incentive in the organization according to the respondents. The findings indicate that employees are not motivated with the low level of training opportunities and promotion and growth opportunities in the organization. About the tangible non-monetary incentives as per factor of

investigation of the study which was based on recognition and awards of certificates of appreciation and recognition, it was also found that staff at TPF HQ are not satisfied with their level of utilization as motivation though they consider it to be motivator. Observation has shown that private sectors employees are given valuable items such as gold, watch, cellular phone, gift certificate, home furniture, laptop, just to mention a few.

On other hand, social motivation i.e are social activities arranged by the organization such as provision of health services and housing facilities, sport events, celebrations and organization's bus service. It can be argued that social activities arranged in the organization may be expected to be a high potential source of motivation for the employees. They are likely to create a positive working atmosphere. Regarding the stated social non-monetary items, finding suggests this organization may be considered as in a moderate position as a public organization. Public employees in this organization enjoy a moderate level of tangible non-monetary incentives. Another important part of this study was to find out public employees' opinion on the relationship between the non monetary motivation and their performance. The findings so far suggest that non-monetary incentives may have a high motivating power in this organization and they are valued highly by the employees. Most of the responses indicated that the employees are quite positive towards the use of non monetary incentives in the workplace and can be effective in motivating them as a complement to monetary incentives

VII. Conclusion and Recommendations

Basing on the results of the study, it can be suggested that the level of utilization of the non-monetary incentives in the organization is inadequate. According to the analysis of responses, non-monetary incentives are valued highly by the employees, even in the absence of monetary incentives. As it is emphasized throughout the study, it is challenging to use adequate levels of monetary incentives in the public sector in Tanzania due to financial constraints. Within the limitations of this study, it may be argued that the use of non-monetary incentives may be effective in motivating public employees, as a substitute or in addition to inadequate monetary incentives. This type of motivation is not only essential to compensate for the inadequacy of wage and monetary incentive levels, but also is vital to satisfy employees many other needs such as social interaction, belongingness, recognition, respect, attention, a feeling of achievement, autonomy, a meaningful job, a feeling of self-worth, developing one's full potential, feedback about performance etc. Additionally, it is a valuable means of recognizing any single contribution, suggestion and success of the employees. Thus, Public organizations may utilize this type of motivation so that they can reinforce positive behaviours contributing to the accomplishment of organizational goals. It should be emphasized that the effectiveness of non monetary incentives depend on many variables, therefore, the use of non-monetary incentives in the workplace does not necessarily mean that they always lead to motivated employees and in turn increase in performance of the employees. The findings of this study suggest that non-monetary incentives have the potential to affect the motivation of public employees positively if the necessary circumstances are met. For public organizations to benefit from these motivational tools effectively, first it is necessary to establish recognition as a widely applied practice. To do that, this concept may be introduced to public organizations through seminars in order to enhance its practice

and ensure that it is employed adequately. From time to time, employee surveys can be conducted in public organizations to measure how well supervisors are doing in the area of employee recognition. Moreover, the awarding of certificates of appreciation and thanks should be established as a more frequently used method, rather than an incentive that is used only for some exceptional cases. On other hand, some non monetary motivation tools may be seen as they are difficult to be applied in public organization as they may necessitate changes say job redesign and reforms just to mention the a few. However, there are some simple non-monetary incentives that could be utilized in public organizations. Training opportunities and promotion opportunities are a good example of job-related non-monetary incentive that could satisfy employees' growth needs. Additionally, senior officers and junior officers should be encouraged to participate in decision making and make suggestions through the establishment of formal means such as meetings or other mechanisms such as suggestion boxes in the organization. Provisions of social services such health and housing facilities and involvement of employees on social activities such as sports activities, parties i.e family days as non-monetary incentives among the members of the organization may help to enhance the motivation of public employees by creating a positive work environment. On summing up, based on the literature on the effectiveness of non-monetary incentives as a motivational tool and also the findings of this study supporting its potential to motivate employees in public sector, it is therefore possible to suggest that non monetary incentives may promote the employees' willingness to use more effort in their daily work, to go beyond expectations and to contribute to the organizational objectives fully when applied effectively in the public sector of Tanzania. The study being done at TPF HQ, one can argue that it is difficult to reach exact conclusions regarding these arguments because of the small population size in the study and the nature of work at TPF HQ with comparison to nature of work of Police officers in Districts and Regions. Thus, the subject may be investigated further in Districts and Region of Police and other public organizations to understand the motivating potential of the non-monetary incentives in the public sector in Tanzania.

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