

Factors Affecting Employees Motivation and Performance: the Case of Ethiopian Federal Police, Addis Ababa

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A Thesis Submitted to School of Psychology, College of Education and Behavioral Studies,
Addis Ababa University in Partial Fulfillment of the Requirements for the Master of Arts Degree
in Social Psychology

Addis Ababa University
Addis Ababa Ethiopia
June 2020

Addis Ababa University
School of Graduate studies

This is to certify that the thesis prepared by Dagne Mekuria, entitled “*Factors Affecting Employees Motivation and Performance: the Case of Ethiopian Federal Police, Addis Ababa*” submitted in partial fulfillments of the requirments for the Degree of Masters of Art (Social Psychology) compiles with the regulation of the university and meets the accepted standers with respect to originality and quality.

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Abstract

The purpose of the study was to examine factors influencing police employees' motivation and its impacts on police employees' performance in the case of the federal police, Addis Ababa. The research is a mixed (quantitative and qualitative) design research approach. Data were collected from 306 (206 males and 50 females) randomly selected police employees. The research instruments were Intrinsic and extrinsic factors of motivation scale measures. Descriptive and inferential statistics were used to analyze data. The results showed that there is no significant difference in the level of motivation between the two sexes. However, there was a significant difference on the police employee level of motivation among age groups, rank, educational level, and years of work experience. The study further showed the presence of a significant relationship between intrinsic motivational factors (i.e. recognition, promotion, achievements, satisfaction, and responsibility), and extrinsic motivational factors (i.e. Payment, Leadership, Work environment, Interpersonal relationship, and Job security). Based on the findings, recommendations were forwarded.

Keywords: *Motivation, Intrinsic motivation, extrinsic motivation, Employee performance.*

Acknowledgments

First and foremost, I would like to thank Jesus, my God, and his mother Saint Mary, who gave me the ability, willingness, opportunity, and strength when I doubted myself for the completion of this project.

My sincere gratitude goes to **Associate Professor Teka Zewdie**, my advisor, who has given me his precious time in correcting, guiding, and shaping the research proposal to the final result of this thesis. His constructive comments and insights contributed a great deal to the development of this thesis and were critical for the accomplishment of this study.

My thanks also go to the study participants of the Federal Police, the principals' leaders, and employees for their permission and coordination to collect the desired data for the present study. The willingness of these organization's participants, principals, leaders, and employees as a whole will always be remembered with great appreciation and thanks.

Regards

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LIST OF ACRONYMS

Statistical Abbreviation

ANOVA	Analysis of Variance
DF	Degree of Freedom
M	Mean
MD	Mean Difference
MS	Mean Square
SD	Standard Deviation
SPSS	Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The main purpose of this study was to examine factors influencing police employee's motivation and its impacts on the performance of police employees of the Federal Police, Addis Ababa.

Motivation is abstract since the concept involves several characteristics and perceptions of the employee and the current situation (Baron, Henley, Gibbon, and Carthy, 2012). Different authors were interested to briefly talk about studies of motivation within their subject matter. Many contemporary authors have attempted to define the concept of motivation: The term motivation is derived from the Latin word 'movere' which means to move (Baron, Henley, Gibbon, and Carthy, 2012). Motivation is concerned with factors that influence people to behave in certain ways; an inner force that implies human beings to behave in a variety of ways; something which impels a person to act, a reason for behavior (Chen & Luo, 2012). For this research, motivation is defined as the inner force that drives individuals to accomplish personal and organizational goals. Dornyei and Otto (1998) as cited in Ashenafi, 2018 defines motivation as the energetically changing cumulative motivation in a person that initiates, guides, coordinates, increases, terminates, and assesses the mental and motor processes whereby initial wishes and desires are selected, prioritized, operationally led successfully or unsuccessfully. According to this definition, motivation is dynamic and can change a person's level of interest and involvement in a task. For this research, motivation is defined as the inner force that drives individuals to accomplish personal and organizational goals.

Policing is considered the most valuable profession in ensuring sustainable peace and securities. It is, therefore, motivating police officers to stand firm in maintaining social order at the front position. The development of several nations depends on its national policies including the improved living condition of the police since a police officer plays an important role in nation-building. The part of the police can't be ignored in the process of development and success in a certain country. Policing is a profession that received little attention, despite their role in enforcing the law, maintaining order, providing social services and combating crime in society (Meese, 1993).

Furthermore, a police officer can have a more profound influence than others in the population and give a glorious position and dignified status to the nation. The work performances of police are often enhanced by recognizing the professionalism of the policeman and widening opportunities for work satisfaction (Meese, 1993).

Therefore, the importance of security to mankind can't be overemphasized because the socio-economic arrangement of any given society depends on the safety system that's available and accessible in such a society. As such, citizenry and societies, from the time of the establishment to our time, have developed ways to safeguard themselves and properties against any threat. Varieties of those measures predate the institutionalization of the overall public police force. While the state remains dominant within the security sector within the present era, it's not the sole significant actor because the notion that everyone has a right to guard themselves against any threat has existed since time out of mind (Dempsey, 2008, cited in Kaguru & Ombui, 2014, pp 281).

The performance of regular police officers is highly influenced by the changes in motivation; hence the government and other stakeholders should motivate police officers to improve performance services delivery (Susan, 2012).

Police ought to invest in employee wellbeing at work, training and development of the staff, invest in strong strategic rewards management and staff at the police should be involved in decisions and problem-solving to enhance healthy workforce, increase staff productivity, achieve extra effort of a police officer and make communication across the whole levels of the police force effective and faster (Ngungi, & et al 2012).

The police have been the major organization charged with the responsibility of maintenance and preservation of public peace and security. Effective police is for that reason necessary in every society for the maintenance of peace and order, as an effective police force will make sure that members of the community are safeguarded in their persons and properties so that their energies are not exhausted by the business of self-protection (Onovo, 2010). Generally, the motivation of police employees should be the most important determinant of peace and order.

Goldstein (1997) mentions that, if the police perform their role effectively, society benefits immeasurably and government scores high; if the police perform their duties poorly, the damage to police confidence and democratic principles can be irreparable.

There is currently a dearth of information on factors that currently motivate or demotivate police in their workplace (Bragg, 2003). Some researchers have researched specific elements that motivate officers in performing their duties. These elements include: enjoying the work, enjoyment using skills, a sense of accomplishment, a chance to be creative, and training (Uronu & Lameck, 2011). Furthermore, Hyde & et al. (2003) mentioned, financial reasons, the work itself, work ethics, promotion and better physical conditions as also the main factors of motivation of officers.

Therefore, this study attempts to probe the factors that are impeding the police officers to excel in their performance in maintaining public order and enforcing the law.

This research was organized into five chapters. The first chapter presents the background of the study, statement of the problem, research questions, and research objectives, significance of the study, delimitation and limitation of the study. The second chapter is concerned with the review of related literature, whereas the third chapter deals with research design, and procedure of the study. The fourth chapter is concerned with the result and discussion of the data. The fifth chapter deals with summary, conclusions and recommendations. At the end, references and appendices are presented.

1.2 Statement of the Problem

Workers motivation could be a subject that has gotten exceptionally critical consideration by supervisors and researchers (Gautam et al., 2006). It is recognized with certainty that no organization may thrive without its employees. Employees are the main reason for any to keep in existence for a long time. This idea is conceptually well realized in the Ethiopian Federal Police since the police officers' are the ones taking the major share for its existence. Motivated police officers are indeed oriented towards independence and opportunity and are more self-driven as compared to less motivated workers (Mowday et al., 2013).

In line with this idea, researchers of diverse disciplines within the world think about motivation based on their subject matter. Different researchers were interested to briefly talk about studies of motivation within the private institution. This gap should be filled with a scientific investigation about a different environment.

A study done in India by Bateman & Organ (1983) demonstrated that police officers have moderately low levels of commitment due to de-motivating factors which led to poor performance. On the other hand, Lindner (1998) specified that individuals in public sector organizations just like the police are motivated by altruism, social welfare, and equity issues. Most motivational instruments such as reward motivations and group rewards commonly utilized by private sector managers are not available to police supervisors or other public sector directors (Halsey & Osborn, 1992).

The study conducted in Africa, Daresalaam by Magayane (2008) shows that the performance of the police officer in Tanzania is exceedingly influenced by favors, corruption, favoritism, forgery of certificates, and trade. This may be a sign of demotivation for the police officer. Moreover, in the same context, Lameck's (2011) study conducted in Dar Es Salaam police headquarters discovered those police officers were not motivated by money-related incentives and these variables could not influence Dar Es Salaam police officers' performances and motivation.

The study conducted in Kenya determined that all the extrinsic factors; such as leadership style, remuneration structure, an environment of the job, and job safety had the strongest influence on motivation (Ssegawa, 2014). Similarly, Njambi (2014) mentioned that extrinsic factors touch the

achievement aspects of worker motivation and affiliation motivation as well as competence motivation. According to his finding, extrinsic factors include work conditions, pay, fringe benefits, and the work environment among others. Moreover, the extrinsic factors are essential in influencing the employee to strive at achieving the set objectives by efficiently performing the required tasks.

Among all the intrinsic factors, the researcher concluded that the level of responsibility at work, recognition, work significance, and the degree to which employees believe their work has an enormous contribution to the organization's imagination and prescience strongest effect on job satisfaction (Ssegawa, 2014). Moreover, Njambi (2017) identified numerous intrinsic factors that influence employee motivation. These included worker achievements, recognition, responsibility, and advancement, salary structure, the extent to which the personnel experienced appreciation, and the employee belief of their jobs among other elements.

The study conducted in Ethiopia, (Ashenafi, 2018) stated that teacher's motivation most of the time does not owe to extrinsic factors. Yet, the study conducted by Awoke in 2015 indicates that the key factor for the poor motivation of teachers was repellent salary. Teachers sensed that the salary and incentives are very low. His studies also discovered that the opposite reason, additionally to salary and benefits, for the low motivation of teachers, was the low emphasis given by the society, student misbehavior and therefore the inability of the varsity management & administration to effectively address the teachers' demands for supportive and fair leadership.

Moreover, In Hawassa, Abebe & Getachew (2019) conducted a study on "work motivation and its effects on organizational performance in public and private hospital nurses". The finding indicated that the majority of nurses were motivated by getting prospective encouragement, recognition, and financial incentives were the most descriptions the nurses gave to motivation. Increased work performance, job satisfaction, good solidarity, patient satisfaction, and job attachment were the reported effects of nurses' motivation. On the other hand, there is no much research made regarding the impact of motivation on performance (Dinler, 2008). Studies on employee motivation have been carried out over different disciplines in Ethiopia. And also different researchers were interested to briefly talk about studies of motivation within the private

institution. This brings about a great gap that needs to be filled with scientific research because employees in different environments may attain the same level of motivation.

There has been a great challenge in Ethiopian Federal Police on determining how exactly they can attain maximum motivation for their police employees whom they believe would go a very long way to improve on the organizational performance. Many organizations have tried to attain the motivation of their employees by trying several methods. But methods that were successful in other areas in Ethiopia would be useless in a police organization unless they are supported by scientific evidence. For this reason, the research has been done, to demonstrate a clear benchmark that impacts motivation in police institutions in Ethiopia.

1.3 Research Questions

The following research questions will guide this study

Is there significant difference between demographic factors (age, sex, working experience, educational level, and rank) on employee motivation?

Is there significant difference between certain demographic factors (age, experience, educational level), and police employees rank.

Is there significant relationship between intrinsic motivational factors (Recognition, Promotion, Achievement, Job satisfaction, Responsibilities) and employees' motivation at the Federal police?

Is there a significant relationship between extrinsic motivational factors (Payment, Leadership, Working environment, Interpersonal relation, and Job security) and employees' motivation at the Federal police?

What effect does the overall selected determinant motivational factor have on employees' job performance at Federal police?

1.4 Research Objectives

1.4.1 General Objective

The purpose of the study is to determine factors affecting police employee's motivation and the impacts it draws on police employees' performance in Federal Police.

1.4.2 Specific Objectives

To examine the difference in demographic factors (age, sex, working experience, educational level, and rank) on employee motivation.

To examine the level of interaction between certain demographic factors age, experience, educational level, and police employees rank.

To examine the relationship between the selected intrinsic motivational factors (Recognition, Promotion, Achievement, Job satisfaction, Responsibilities), and police employees, motivation at Federal police?

To examine the relationship between the selected extrinsic motivational factors (Payment, Leadership, Working environment, Interpersonal relation, Job security), and police employees, motivation at Federal police?

To examine the extent of effect intrinsic and extrinsic determinant factors have on police employees' performance.

1.5 Significance of the Study

The findings of this research have the following significance: It show the Factors Affecting Employees Motivation and Performance in Federal Police Commission for police leaders and employees. It is also add to the existing knowledge of police leaders by providing empirical evidence on Federal Police training and development practices and their relationship with organizational effectiveness/performance. An organization is hopefully using the results of this type of research to design more effective inference on police officer motivation and performance and justify the return on their training investment. This research is providing information for the Ministry of Peace regarding the current practice of police officer motivation, and performance. This study provides information for Policymakers for further understanding concerning police employees' training and development related policy. It is motivate various stakeholders/other regional state police commissions to take appropriate actions by incorporating the issue in their police employee's motivation and performance strategies. Finally, it is also give information to researchers who work on related topics.

1.6 Delimitation of the Study

Delimitation [scope] addresses how a study is narrowed in scope, that is, how it is bounded. Limit your delimitations to the things that a reader might reasonably expect you to do but that you, for clearly explained reasons, have decided not to do” (Dawson, 2007).

Even though there are many issues that need research in the commission, however, the researcher is selected to determine factors affecting police employee’s motivation and the impacts it draws on police employees’ performance. It is practically impossible to address various issues or concepts, and geographical setting within this study. Therefore, this study delimited in terms of concept, time, place, and data. In terms of concept, it focused on motivation and performance. Regarding space and place this study focuses on the Ethiopian Federal Police Commission. The researcher believes that focusing on specific area foster accuracy and better quality of data collection work and considerations of the accessibility of relevant data and information's from the study area. The time dimension cross-sectional design was used, which helped the researcher to gather data at a particular point in time. This research study has independent variables such as intrinsic factors of motivation (i.e, Recognition, Promotion, Achievement, Job satisfaction, Responsibilities), and extrinsic factors of motivation (i.e, Payment, Leadership, Working environment, Interpersonal relation, and Job security) and also two dependent variable motivation, and performance. The reasons for the study as supposed over were to discover out the relationship between independent variables and a dependent variable.

1.7 Limitation of the Study

The study data were collected through self-report questionnaires subsequently there might be biased responses due to different reasons (discomfort, and the effect of the organizational situation). Therefore, there might be a difference between what respondents reported and what they behaved. Finally, this study identified only the relationship between the selected motivational factors and police employee motivation.

1.8 Operational Definitions

The following terms are operationalized to work through out the pages.

Extrinsic factors of motivation: in this research paper indicate payment, leadership, working environment, interpersonal relation, and job security in the police services.

Intrinsic factors of motivation: in this research paper the researcher indicate, recognition, promotion, achievement, job satisfaction, and responsibilities in the police services.

Motivation: For this research, the researcher define motivation is operationally defined as having the drive to take part and to persist in activity and, the tendency of an individual or team to begin and then carry on with the activities relating to their police services.

Performance: For this research, the researcher define police employee discretionary behavior to achieve the enforcing the law.

Police employee: In this study the researcher define police employees, any policeman or policewoman; in Federal Police Commission having officer rank of Deputy Commissioner General, Commissioner, Deputy Commissioner, Assistant Commissioner, Commander, Deputy Commander, Chief Inspector, Inspector, Deputy Inspector, Assistant Inspector, Chief Sergeant, Sergeant, Deputy Sergeant, Assistant Sergeant, Constable (Federal Police Commission Human Resource Department, 2020).

Rank: in this research paper, rank is defined as police employees' rank given by the organization after basic military training for police services, the ranks are ranging to the constable to Commissioner-General (Federal Police Commission Human Resource Department, 2020).

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CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter presents a review of relevant theory applied for the research and how each independent variable affects the dependent variable by reviewing past pieces of literature related to the topic. This chapter also includes a proposed conceptual framework developed for the research and hypotheses to be tested.

2.2 Motivation and Performance

2.2.1 Motivation

Robbins & Judge (2013) stated motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. While general motivation is apprehensive through an attempt toward any goal, we'll narrow the main target to organizational goals to reflect our particular interest in occupational behavior. The three key elements in our definition are concentration, direction, and persistence. Intensity defines how hard an individual tries. This is the element most folks specialize in once we mention motivation. However, high intensity is unlikely to steer to favorable job-performance effects unless the trouble is channeled during a direction that benefits the organization. Therefore, we consider the standard of effort also as its intensity. Effort directed toward, and according to, the organization's goals is that the quite effort we should always be seeking. Finally, motivation features a persistence dimension. This measures how long an individual can maintain effort. Motivated individuals stick with a task long enough to realize their goals.

2.1.2 Performance

Employee's job performance is the contribution of employees for the achievement of organizational objectives. Employees are expected to perform an acceptable level of the standard and managers follow up and evaluate the performance of employees to attain the stated objective of an organization (Armstrong, 2006).

The performance of the employee is considered as what an employee does and what he doesn't do. Employee performance involves quality and quantity of productivity, existence at work, accommodative and helpful nature, and timeliness of output. A study conducted on individual performance showed that the performance of the individuals cannot be verified. On the same token, the researcher asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable (Yang, 2008 cited in Shahzadi et al., 2014).

2.3 Theoretical Literature Review

2.3.1 Theories of Motivation

Motivation is such a scheme that is applied to inspire increase stamina and workability by mentally conciliating the employees or workers to their work or job in an organization. In brief, Motivation is something that inspires one to work self-intentionally. Various modern authors have defined the theory of motivation. Motivation has been defined for the psychological practice that gives behavior purpose and path; a disposition to behave during a purposive way to understand certain, unmet needs; an inside drive to satisfy an unsatisfied need and therefore the will to realize. Motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals. Motivation is the inner state that energizes channels and sustains human behavior. Motivation refers to the degree of readiness of an organism to pursue some designed goal and implies the determination of the character and locus of forces inducing the degree of readiness. Motivation is a process whereby needs instigate behavior directed towards the goals that can satisfy those needs (Nabi et al., 2017).

2.3.1.1 Herzberg's Motivation-hygiene Theory

Job satisfaction and dissatisfaction are created by different job factors. They are:

1. Motivators: Achievement, Recognition, Work itself, Responsibility, Advancement, Growth, etc.
2. Hygiene factors: Supervision, Company policy, Relation with supervisors, working condition Salary status, Security, Relation with peers (Nabi et al., 2017).

2.3.1.2 McGregor's theory X and theory Y

Theory X assumes that employees have little desire; dislike work, escape responsibility, and need close supervision. People don't like to work and try to avoid it. So, supervisors have to control and threaten people to get them to work. People prefer to be directed and tend to resist change. People are gullible and not bright. (Nabi & et al., 2017).

Theory Y assumes that workers can exercise self-direction, desire responsibilities, and like to work. People don't naturally dislike work and work is a natural part of their lives. People are internally motivated to reach objectives to which they are committed. People are also committed to goal attainment. They will both seek and accept responsibility under favorable conditions. People have the capacity for innovation in solving problems. According to this theory, democratic management is preferable (Nabi & et al., 2017).

2.3.1.3 Adams' Equity Theory

Equity theory discussed, societies seek to maintain stability between their inputs and the consequences they obtain, also in relation to the amount produced of others. Fair treatment generates motivation. It enhances a crucial extra perspective to motivation theory, of judgment with 'referent' others (individuals we consider to be in a comparable situation) (Ball, n.d).

2.3.1.4 Maslow-deficiency needs vs growth needs

Maslow's theory states that people have a pyramid hierarchy of desires that they will satisfy from lowest to highest. Starting from mere physiological Needs, they guard belonging to a social sphere to pursuing their talent over self---actualization. The important to this assumption is that Maslow manipulated that unsatisfied needs lower on the hierarchy would impede the person from mounting to the next stage (Ball, n.d).



The wants are divided into two types: deficiency needs (physiological and safety) and growth wants (belonging, self-esteem and self-actualisation). If the deficiency wants aren't gratified, an individual will feel the shortage and this will stifle his or her growth.

According to Ball, mentioned that in the workplace, hierarchy of needs practical to work conditions infers that leaders have the accountability, firstly, to make unquestionable their people's insufficiency wants are met. This means, in comprehensive terms, a safe Setting and appropriate salaries.

Secondly, it indicates creating appropriate environment in which employees can improve their fullest potential. Miscarriage to do so would theoretically intensification employee anxiety and could result in pleasant performance, lowers job gratification, and augmented withdrawal from the institute.

For example, in this theory job insecurity and the threat of lay offs, will block an individual from their greater growth needs. They might work solidly to acquire security, but without satisfying their other needs. If security doesn't reappearance they will fulfill their needs in another place or burn out.

How to satisfy employee's needs

Need	Examples
Physiological	• Cafeterias • Vending machines • Drinking fountains
Security	Economic • Wages and salaries, Fringe benefits • Retirement benefits • Medical benefits Psychological • Provide job descriptions • Avoid abrupt changes • Solve employee's problems Physical • Working conditions • Heating and ventilation • Rest periods
Belonging	• Encourage social interaction • Create team spirit • Facilitate outside social activities • Use periodic praise • Allow participation
Self---esteem	• Design challenging jobs • Use praise and awards • Delegate responsibilities • Give training • Encourage participation
Self---actualization	• Give training • Provide challenges • Encourage creativity

The table above demonstrates that a few possible ways of satisfying worker wants. Some of these are easy and reasonable to implement, others are hard and expensive. Also, the workers' needs may vary. However, if we manage to implement at least some of these approaches we will most likely be looked at as more considerate, helpful and interested in your employee's prosperity (Ball, n.d).

2.4 Empirical Literature Review

2.4.1 Intrinsic Factors that Influence Employee Motivation

Intrinsic motivation those are innate in the job itself and which the individual appreciates as a result of completing the task or attaining the organizational goals. Intrinsic motivation is those prizes that can be termed "psychological inspirations" and examples are an occasion to use one's ability, a sense of encounter and achievement, getting appreciation, positive acknowledgment, and being treated in a caring and thoughtful manner. An intrinsically motivated individual can be devoted to his/her work to the extent to which the activity inherently consists of tasks that are rewarding to him or her (Akanbi, 2011). There are different intrinsic factors in employees' motivation, among those the researcher is articulated in the following manner.

To begin with the impacts of recognition and promotion on police employees' motivation. Ali & Ahmad (2017) saying that the workers' work is acknowledged and when the police officer becomes prized for the efforts they have done, it makes them more enthusiastic, satisfied and gives them the feeling that they and their work have value. These also increase their output levels. In other words, Recognition helps to increase the morale of the workers. It tells workers how appreciated they are for the organization and the way much commercial enterprise desires them. Lack of Recognition may be a factor that will straight lead to dissatisfaction unless an individual who excels in his effort. The reason for the organization's earnings, if the work of such an employee is continuously discounted and not prized or remunerated, such practice will lead to dissatisfaction. Similarly, Turkeyilmaz et al. (2011) showed that a lack of appropriate recognition and rewarding reduces employees' work motivation and job satisfaction. Therefore, the supervision of organizations and institutions should construct up the arrangement for giving rewards and recognition to improve employee job satisfaction and motivational level.

When we came to discuss the impacts of promotion on police employees' motivation, In Thailand Tengpongsthorn (2016) study results show that the qualitative research on promotion explained that inequity in the concern for promotions and prizes was a difficulty to Metropolitan Police work motivation. He concludes that the City Police in the Traffic division sensed strongly fair-mindedness in the consideration of promotion and rewards was able to increase the usefulness of their work motivation.

The research finding indicated that in the Turkish national police force, motivation is one of the most significant factors at the place of work. It is well attached that any type of favoritism inclusive of nepotism decreases the police officer motivation. The negative influences of favoritism include; alienation of workers in the direction of their organization, lack of promotion opportunities for others, loss of motivation, and inefficiency because of the selection of much less capable candidates for the job or position (Tekiner & Aydın, 2016).

Second, the impacts of achievements and responsibility on police employees' motivation, the study result in Bangladesh demonstrated that responsibilities motivate police employees to increase their performance (Nabi & et al., 2017). According to Lai (2011), employee participation may develop motivation and job satisfaction over power-sharing and increased accountability.

Third, the study conducted in Kenya determined that although all the extrinsic factors analyzed influenced employee job satisfaction; leadership style, remuneration structure, the environment of the job, and job safety had the strongest influence. Among all the intrinsic factors, it was concluded that the level of responsibility at work, recognition, work significance, and the degree to which employees believe their work has an enormous contribution to the organization's imagination (Ssegawa, 2014).

2.4.2 Extrinsic Factors that Influence Employee Motivation

Extrinsic motivations are those that are external to the task of the work, such as salary, work situation, fringe benefits, job security, and leadership, the work environment, and situations of work. Such tangible motivations are often determined at the organizational level and maybe mainly outside the control of individual supervisors. An extrinsically motivated individual will be committed to the degree that he can gain or acquire external rewards for his or her occupation

(Akanbi, 2011). Similarly, Njambi (2014) the findings of the study were that the extrinsic factors touch the achievement aspects of worker motivation and the affiliation motivation as well as competence motivation. These extrinsic factors include work conditions, pay, fringe benefits, and the work environment among others. Moreover, the extrinsic factors are essential in influencing the employee to strive at achieving the set objectives by efficiently performing the required tasks. There are different extrinsic factors in employees' motivation, among those the researcher is articulated in the following manner.

To begin with, the impacts of salary and leadership on police employees' motivation. No one does not work for free, nor should they. Employees want to earn a reasonable salary/payment and employees desire their employers to feel that is what they are getting. Money is the fundamental incentive; no other incentive or motivational technique comes even close to it concerning its significant value. It has the supremacy to influence, maintain, and motivate persons towards greater performance. Frederick Taylor and his scientific managing associate defined money as the most vital factor in motivating the industrialized workers to attain greater productivity (Abadi et al., 2011). The results of research conducted Novianty & Evita (2018) explains the Financial incentive in the perspective of financial perspective, financial satisfaction, a value of loss and self-selection is a form of finance or compensation in the form that is given to employees to motivate employees to do their jobs to increase the need for achievement, the need for work relationships and needs willpower. Giving financial incentives is a basis so that workers can develop work performance, increase employee motivation in realizing goals, level of welfare, and build work motivation that can be achieved optimally.

The cause Feeling Valued highlighted the significance of positive helpful leaders in motivating officers. The study shows that a lot of officers commented that supervisors who only provided feedback diminished their sense of feeling valued and were a key source of de-motivation. Police Officers also frequently commented that they were motivated by operational police investigation itself whilst demonstrating a strong sense of identity with their team and colleagues. The study showed a general need for acceptance by peers and an idealistic motivation to assist members of the community in need and protect victims of crime (Vernon, 2010).

Second, the impacts of the work environment, and interpersonal relationship on police employees' motivation, In Thailand Tengpongsthorn (2016) on the aspect of work environment studied, it had been found that employment situations were a drag that the Metropolitan Police had to face all the time particularly about the shortage of modern equipment and work tools as a problem in all police divisions. In all divisions felt strongly that sufficient equipment and work tools were the factors to facilitate simpler work performance. Therefore, sufficient necessary equipment and work tools should be properly distributed to the police. Furthermore, insufficient equipment and work tools were not the only obstacles to decrease the effectiveness of Metropolitan Police work performance, he also mentioned it in the qualitative research also identified that the factor dealing with inappropriate technology at work is a problem to work performance success.

Co-workers are a definite part of the working environment and employees are expected to figure harmoniously with other employees (Iqbal, 2010). Individuals seek friendly, warm, and cooperative interactions with others, not just for what these interactions produce within the immediate present, but also for what they supply in those times of need, such as social support. Harmonious relations between an individual and their fellow workers, as well as relations between other colleague employees with each other, have a positive impact on an individual's level of organizational commitment and motivation (Iqbal, 2010).

The study findings indicate that the system of state working environment had an impression on members as far as respondents are concerned. The study also revealed that employees' will increase their performance if the problems identified during the research are tackled by the management. The problems are the flexibility of working situation, work sound disturbance, supervisor's interpersonal relationship with assistants, the existence of job assistance, the use of performance comments, and improvement of work incentives in the organization so that to encourage employees to perform their job (Bushiri, 2014). Pleasant relations with co-workers have been found to have a positive impact on an individual's level of motivation (Ladebo et al., 2008). The study result in the Czech Republic shows that businesses need to realize the importance of a good working atmosphere to take full advantage of the level of job satisfaction. Good working environment encouraging people to contribute more to their jobs and may help them in their individual growth and development (Raziq & Maulabakhsh, 2015).

Finally, Job security has been defined and presented in many diverse ways by researchers and experts. The word is known because the state of knowing that one's job is secure which one is unlikely to be dismissed or made redundant (Sanyal & Hisam, 2018). In Nairobi, Tembur (2017) show that knowledge and skills for police officers have a profound effect on the provision of right job competencies that have a far-reaching impact on job performance, that job security is the major environmental working condition that positively contributes towards job performance and that compensation aids in meeting officers' social welfare thereby enhancing job performance in the police service.

Job security is a great issue both private, as well as government hiring, having significantly reduced and job losses have been reported from the private sector. This has added to the feelings of job insecurity, especially amongst the expatriate workers. In the long run, this feeling of insecurity, coupled with a sense of lack of organizational justice can lead to a significant decline in the levels of satisfaction and subsequently in levels of employee performance. In line with the findings of (Sanyal & Hisam, 2018). In such a scenario, managers and employers must go the extra mile to let employees feel secure in the workplace to help them to perfectly achieve the goals of their companies. Transparent communication channels have to be built so that the true picture is always conveyed to the employees. Training and re-skilling of employees will go a long way in boosting their confidence and preparing them for a new job if required. A personal touch is required in the form of one – to –one as well as group discussions, to motivate the employees and allay their insecurity. The researcher has been found that there is a significant effect of job security on employee performance and satisfaction. It is one of the few studies to be conducted during this field within the Sultanate of Oman. Job security has also a positive effect on employees' performance as they feel more secured doing their job knowing that they are secured with their job (Nabi et al., 2017).

2.5 Local Researches

In Addis Ababa, Ayenew (2007) conducted a study and the finding shows that instructors in private colleges were satisfied with intrinsic factors of work (opportunity for achievement, challenging work, responsibility, and opportunity for growth and development). On the opposite hand, instructors were commonly dissatisfied with the extrinsic content of labor (salary, fringe benefits, incentives, job security, a chance for training, and post-employment security).

Moreover, the study also shows the structural bias which is awareness of employees that they are required to do too much work for insignificant pay. Therefore, employees were not dedicated to their organization which infers the availability of high turnover and worse performance. As a final point, the researcher put recommendations to build sustainable employees for the success of the colleges and industrial peace; the colleges should invest in the long term goal of their employees and learn to balance their interest to earn a better profit with those of their employees.

Tesfaye (2017) conducted a qualitative study on Factors Affecting Health Extension Workers' motivation in selected rural districts of Ethiopia. In this study Health extension employees factors were identified at the individual, family, community, and organizational/system levels. Love of work and pride to serve the community is personal level motivators. However, workload and burnout were among de-motivating factors at the individual level. Moral and domestic work supports are the main family level source of study Health extension employees' motivation. At the community level, increased respect, acceptance, and task membership motivated study Health extension workers. On the contrary, less acceptability of health service by the community de-motivated studies Health extension employees. Slow progress in career advancement; poor supervision, support, and governance from leaders, insufficient material availability, no transfer policy, insufficient financial earning was labeled as a de-motivating factor at health system/organizational level. Among the motivating factors at the organizational level, regular supportive supervision by the health center, availability of supplies, and on the job pieces of training were identified.

The study conducted in Ethiopian, Ashenafi (2018) stated that teacher's motivation most of the time does not owe to extrinsic factors. Yet, the study conducted by Awoke in 2015 indicates that the key factor for the poor motivation of teachers was repellent salary. Teachers sensed that the salary and incentives are very low. He studies also discovered that the opposite reason, additionally to salary and benefits, for the low motivation of teachers, was the low emphasis given by the society, student misbehavior and therefore the inability of the varsity management & administration to effectively address the teachers' demands for supportive and fair leadership.

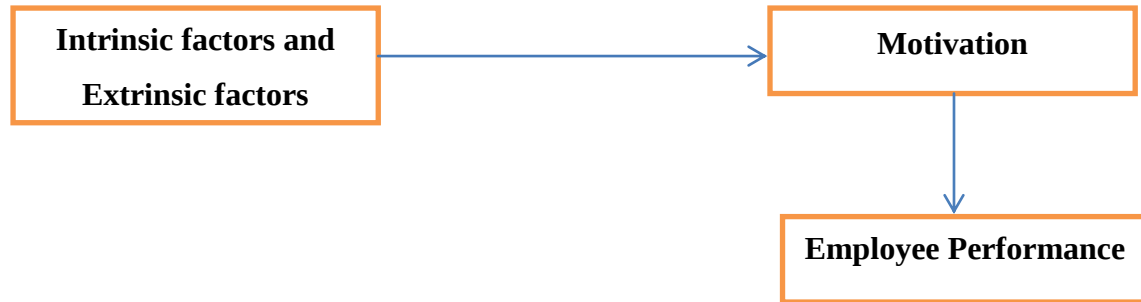
Moreover, In Hawassa, Abebe & Getachew (2019) conducted a study on "work motivation and its effects on organizational performance in public and private hospital nurses" the finding

indicated that Majority of nurses motivated by getting prospective encouragement, recognition, and financial incentives were the most descriptions the nurses gave to motivation. Increased work performance, job satisfaction, good solidarity, patient satisfaction, and job attachment were the reported effects of nurses' motivation. For that reason, Several studies have been conducted concerning factors influencing motivation and performance of employees in the private and military institutions, however, in Ethiopia and at federal police commission there is no empirical studies has been conducted on motivation and performance of police employee's towards their service. That's why this study lays down to examine the factors that influence police employee's motivation and performance of federal police commission in Addis Ababa.

2.6 Conceptual Framework

Conceptual framework, it could be a consistently created, depicted, and explained organize of affiliation among factors that have been recognized through empirical findings. Based on the conceptual framework, the speculation is developed. This research study has independent variables such as intrinsic factors of motivation (i.e, Recognition, Promotion, Achievement, Job satisfaction, Responsibilities), and extrinsic factors of motivation (i.e, Payment, Leadership, Working environment, Interpersonal relation, and Job security) and also two dependent variable motivation, and performance. The reasons for the study as supposed over were to discover out the relationship between independent variables and a dependent variable.

Figure 1: Conceptual Framework of the Research



Tabele 1: The Research Variables

The Research Variables		
Independent variable	Intrinsic	Recognition
		Promotion
		Achievement
		Job satisfaction
		Responsibilities
	Extrinsic	Payment
		Leadership
		Work environment
		Inter personal Relationship
		Job security
Dependent variable	Motivation	
	Work performance	

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter deals with the approaches used to carry out the current study. A research methodology is a plan of action or a way to systematically solve the research problem (Wilson, 2009). Under this topic, the research site, research approach, research design, target population, sample size and sampling techniques, research instruments, data collection procedures, analysis techniques and ethical considerations are presented.

3.2. Research Design

Kombo and Tromp (2014) research design is a general plan of how the researcher goes about answering the research questions. The research design that was used for the study is descriptive by design. Research design basically comprises of the blueprint for the collection, measurement as well as the analysis of data; it is the plan or overall research program that helps the researcher obtain answers to the research questions; it includes an outline of what the researcher will do right from writing the hypothesis to the analysis of the data; it outlines the research problem structure by showing the relationship of the different variables of the study and the research plan that is used to acquire empirical evidence on the various relationships (Cooper and Schindler, 2011). The research design is a planned activity that is based on research questions and therefore acts as a guide for the selection of information sources and shows an outline for all the activities carried out in the research.

3.3 Research Approach

This study employed a mixed research approach incorporating both qualitative and quantitative approaches, which are a procedure for collecting, analyzing, and mixing both quantitative and qualitative data at some stage of the research process within a single study (Creswell, 2008). The justification for mixing is that neither quantitative nor qualitative approaches are sufficient by themselves to capture the trends and details of a situation, such as the factors influencing police employees' motivation and performance in the federal police. When used in combination, quantitative and qualitative approaches complement each other and allow for more complete

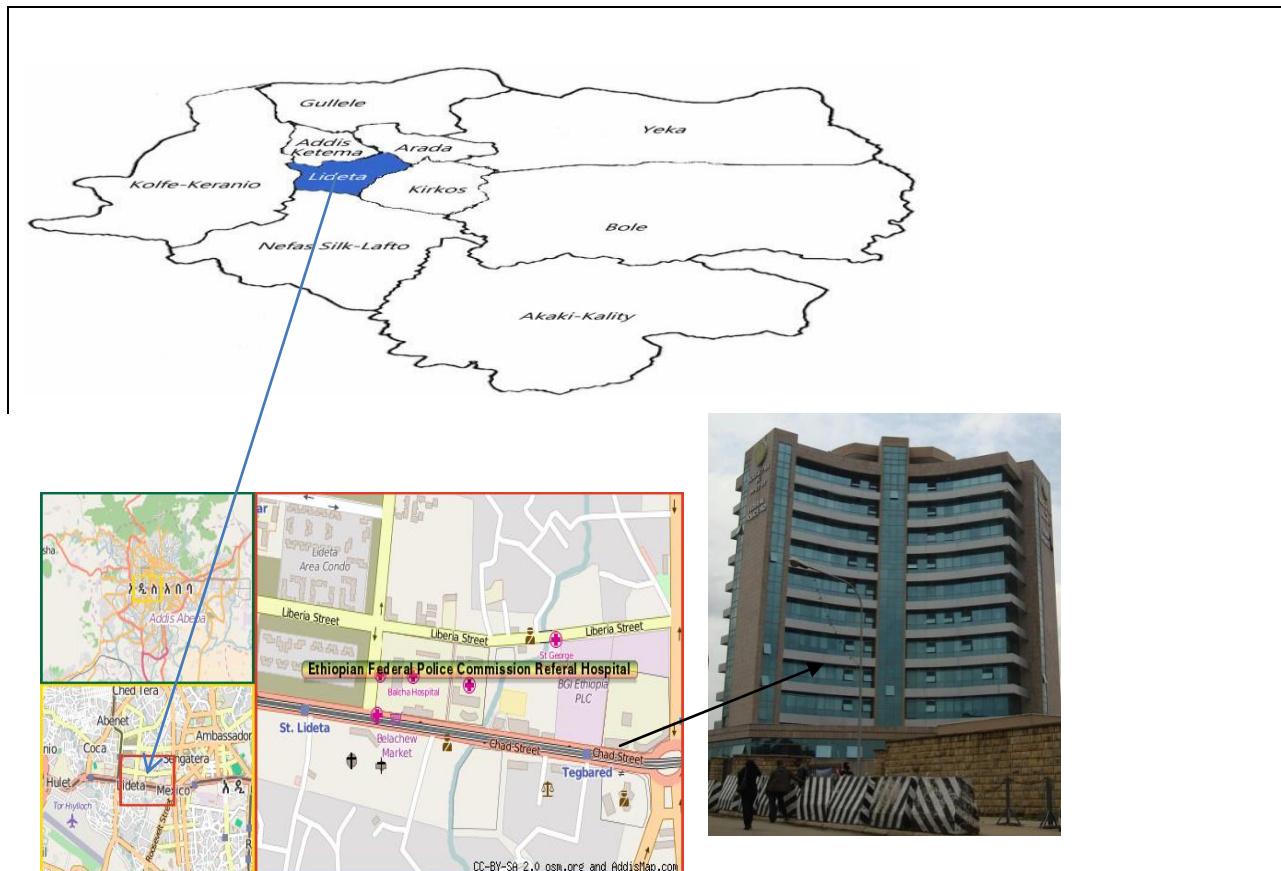
analysis. The integration, in this study, is believed to provide a deeper insight into examining the factors influencing police employees' motivation and performance.

Mixed-Methods research involves findings that may be more dependable and provide a complete explanation of the research problem than either method alone could provide (Ary, Jacobs, Sorensen & Razavieh, 2010). As affirmed by Creswell (2012) the application of two approaches may be suitable to enable the cross-validation of the findings within a single study. Qualitative research approach allows studying a phenomenon in its real-life situation without any sort of manipulation of data (Creswell, 2009). On the other hand, the study employed a quantitative approach to gathering numerical information. Quantitative data can be easily summarized, which facilitates communication of the findings (Chireshe, 2006).

3.4 Descriptions of the Study Area

The Ethiopian Federal Police was established in 1992 by the Government of Ethiopia through the Proclamation 313/2003 as an autonomous law enforcement organization having its legal personality. It is a government-funded law enforcement organization. To describe the overall areas of the organization, the head quarter is found in Lideta Sub-city.

Figure 2: The Location of Federal Police Commission Image



Source: From Addis Ababa City Map (2020), Federal Police Commissions Headquarterlocation.

3.5 The Population of the Study

A population is defined as the elements of which some study or inferences will be made (Cooper and Schindler, 2011). According to Quinlan (2011), a population can be made up of several individual cases, units, or individuals. The target population has to be defined by the elements, time, and geographical boundaries showing that the scope of study and the research objective play a major role in the definition of the target population (BougieandSekaran, 2013). The study population of this study are about 30,660 permanent police employees found in higher, middle and lower police ranks.

Table 2: The Population of the Study

Below is a population size of 30,660 police employees' in 2020 at The Federal Police.

LEVEL	POLICE RANK	M	F	TOTAL
Higher rank	1. Deputy Commissioner General	5	-	5
	2. Commissioner	-	-	0
	3. Deputy Commissioner	-	-	0
	4. Assistant Commissioner	12	2	14
	5. Commander	467	55	522
	6. Deputy Commander	496	98	594
Middle rank	7. Chief Inspector	187	45	232
	8. Inspector	997	154	1151
	9. Deputy Inspector	1397	177	1574
	10. Assistant Inspector	242	39	281
	11. Chief Sergeant	6270	520	6790
Lower rank	12. Sergeant	2796	638	3434
	13. Deputy Sergeant	2470	536	3006
	14. Assistant Sergeant	1691	415	2106
	15. Constable	9051	1899	10950
Total		26082	4578	30660

Source: Federal Police Commission Human Resource Department (2020).

3.6 Sample Size Determination

The sample size of the study population is determined after taking 30,660 (male 26082 and female 4578) police employees' into account. The study sample has been determined based on the formula of sample size determination suggested by Krejcie & Morgan (1970). The sample size was determined by using the following formula:

Formula for determining sample size

$$s = \frac{X^2 NP(1 - P) + d^2(N - 1) + X^2 P(1 - P)}{d^2}$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Source: Krejcie & Morgan, 1970

Therefore, we can calculate the sample size by using the above formula;

$$S = \frac{x^2 NP(1 - P)}{d^2(N - 1) + x^2 P(1 - P)}$$

N = 30,660

$$S = \frac{3.841 \times 30660 \times 0.5(1 - 0.5)}{0.0025(30660 - 1) + 3.841 \times 0.5(1 - 0.5)}$$

$$S = \frac{29441.265}{76.6475 + 0.96025}$$

$$\mathbf{S = 379}$$

The sample size of this study was 379 police employees'.

3.7 Sampling Techniques

Sampling is the act, process, or technique of selecting a suitable smaller size of a population of a representative part of a population to determine parameters or characteristics of the whole population (Kombo& Tromp, 2006). It is the statistical process of selecting a subset (called a “sample”) of a population of interest for purposes of making observations and statistical inferences about that population (Bhattacharjee, 2012). This study employed both probability (random) and non-probability sampling. Probability sampling is a representative sampling technique that gives the respondents an equal chance of being selected. From probability sampling, it is better to use, proportionate stratified sampling technique to select samples from each rank of the total population, and distribute questionnaires and collect the required information from the samples determined.

This technique was preferred to assist in minimizing bias when dealing with the population. With this technique, the sampling frame was organized into relatively homogeneous groups (strata) before selecting elements for the sample. According to Janet (2006), this step increases the probability that the final sample has been represented in terms of the stratified groups. The strata are those 15 ranks positioned throughout the Federal police employees’ rank. According to Catherine Dawson (2009), the correct sample size in a study is dependent on the nature of the population and the purpose of the study.

The police ranks are divided into 15 ranks (i.e, Commissioner General, Deputy Commissioner General, Assistant Commissioner, Commander, Deputy Commander, Chief Inspector, Inspector, Deputy Inspector, Assistant Inspector, Chief Sergeant, Sergeant, Deputy Sergeant, Assistant Sergeant, and Constable.). These ranks are classified based on rank position. The researcher used the ranks as strata. The estimated numbers of employees’ were identified from each stratum. Then from each stratum respondents were selected in the proportionate stratified method through considering their rank level.in the sample size of the stratum. The researcher used a sample of 379 police employees’ by using a rank level, and the proportionate stratified sampling was obtained using the following formula,

$$\text{Proportionate stratified sampling} = \frac{\text{Sample size of entire sample}}{\text{Population size}} \times \text{Stratum (layer) size}$$

$$n_h = (N_h / N) * n$$

Where

n_h = is the sample size for stratum h

N_h = is the population size for stratum h

N = is total population size, and

n = is total sample size

Table 3: Sampling Techniques

Sample of Respondents by rank level.

POLICE RANK GROUP	NUMBER OF PEOPLE IN STRATUM			STRATA SIZE			SAMPLE
	M	F	TOTAL	M	F	TOTAL	
1. Deputy Commissioner General	5	-	5	0	0	0	
2. Commissioner	-	-	-	0	0	0	
3. Deputy Commissioner	-	-	-	0	0	0	
4. Assistant Commissioner	12	2	14	0	0	0	
5. Commander	467	55	522	6	1	7	
6. Deputy Commander	496	98	594	6	1	7	
7. Chief Inspector	187	45	232	2	1	3	
8. Inspector	997	154	1151	12	2	14	
9. Deputy Inspector	1397	177	1574	17	3	20	
10. Assistant Inspector	242	39	281	3	1	4	
11. Chief Sergeant	6270	520	6790	78	6	84	
12. Sergeant	2796	638	3434	34	8	42	
13. Deputy Sergeant	2470	536	3006	30	7	37	
14. Assistant Sergeant	1691	415	2106	21	5	26	
15. Constable	9052	1899	10951	112	23	135	
TOTAL	26082	4578	30660	321	58	379	

The strata sample size for police employees' in the rank level of constable police employees' is calculated by using proportionate stratified sampling formula:

$$n_h = (N_h / N) * n$$

$$\text{Strata Sample Size} = \frac{379}{30,660} \times 10,951 = 135$$

The same method was used for the other rank groups and each sex. Then the researcher performed simple random sampling in each stratum to select the survey participants. In other words, 135 police employees from the constable rank group were selected randomly from the entire population, based on this technique all rank levels were calculated in the same method.

According to Neuman (2014), research in a qualitative study may not require having a representative sample from a huge number of cases. Therefore, this study used purposive sampling, the researcher took four Police leaders who have more know-how and more experiences on police motivation ideas in the cases for in-depth investigation through an interview.

3.8 Instruments of Data Collection

Data collection techniques refer to the means used to obtain the required information. In this study, the data were collected through the questionnaire and interview. The researcher used questionnaires (developed self administed likert scale), and interviews, (the interview questioner is developed semi-structured intreiew) in combination to make the data more valid and reliable. No single technique is superior to any other (Berg, 2007).

3.8.1 Questionnaire

A questionnaire is the most widely used tool for data collection in our society. It involves the use of written down items to which the respondent individually responds in writing (Creswell, 2009). A questionnaire with closed-ended questions has been administered to collect quantitative data from participants; because it enhances confidentiality for respondents to express their interest. It was easy to compete. The questionnaires were administered to police employees' participants. The scale consisted of 30 items and it was cheek for internal reliability and effectiveness. The scale was developed by the researcher.

3.8.1.1 Demographic Variables

Participants were required to complete a short demographic questionnaire regarding their sex, age, levels of education, working experience, rank.

3.8.1.2 Intrinsic Factors of Motivation Measure

A five-point perception scale, 1=strongly disagree to 5=strongly agree, has been constructed and administered. For example, some of the variables were, intrinsic factors of motivation that the researcher prepared and wanted to measure: Recognition, Promotion, Achievement, Job satisfaction, and Responsibilities influence police employee's motivation at the Federal Police.

3.8.1.3 Extrinsic Factors of Motivation Measure

A five-point perception scale, 1=strongly disagree to 5=strongly agree, has been constructed and administered. For example, some of the variables consisted of the extrinsic factors of motivation that the researcher prepared and wanted to measure: Payment, Leadership, Working environment, Interpersonal relation, and Job security influence on police employee's motivation at federal police.

3.8.1.4 Performance Measure

A five-point perception scale, 1=very low to 5=very high, were constructed and administered. For example, some of the items were Your usual willingness and ability to fulfill a police obligation, Your ability to execute the assigned inspection records, Your powers to perform missions as a team, Your ability to execute orders that will soon be given to you, The performance score that you have for your mandate.

3.8.2 Interview

According to Kothari (2004), the interview methods of collecting data involve the demonstration of oral-verbal stimuli and reply over and done with oral-verbal responses through personal and telephone interviews. In this study, the researcher managed to conduct face to face interviews with respondents. Semi-structured interview guides have been administered by the researcher through short notes. Semi-structured interview with open-ended questions was used in this study to collect qualitative data from police employees' leaders what they know about the factors influencing police employees' motivation and performance to make triangulation with the information gained from quantitative data through questionnaire.

Mertler (2012) viewed that triangulating data collecting tools yields holistic data and prevents bias, besides increasing the credibility and validity of the results. The interviewees were four police leaders. The interview questions were three. For example, did the intrinsic factors of motivation influence police officers' motivation in your organization? Explain? Explain to what extent do you think intrinsic factors influence police officers' motivation in your experience? Have extrinsic factors of motivation influenced police officers' motivation in your organization? Explain? How do you explain these factors in your experience? And do you think that is there a relationship between motivation and performance in police institutions? Explain? The interview sessions were conducted in the Amharic language and then translated into English. It was used for qualitative data collection methods.

3.9 Pilot Study

To check the validity and reliability of the instruments they were piloted. Pilot testing was found to be crucial to first realize the extent to which the questionnaires are capable enough to bring the intended data. The test was required to make sure that the clarity, specificity, relevance, appropriateness, and validity of the items were in line with the purpose of the study. The samples were selected randomly and participate in filling out the questionnaires at the spot. The number of pilot test participants was 30.

Finally, the Amharic version of the instruments was pilot tested on a randomly selected sample of 30 (15 males police employees and 15 females) police employees from Federal Police by taking an equal number of participants from each rank level. The responses of the respondents were scored and the reliability of the three scales i.e., intrinsic factors of motivation, extrinsic factors of motivation, and police employee performance measurement scale were computed using the SPSS software package, version 20. Subjects who participated in the pilot test were excluded from the final study.

Table 4: Questionnaires Distribution

Variables		Number in questionnaire	
Independent variable	Intrinsic factors	Recognition	1 & 2
		Promotion	3 & 4
		Achievement	5 & 6
		Job satisfaction	7 – 11
		Responsibilities	12 & 13
	Extrinsic factors	Payment	14 & 15
		Leadership	16 & 17
		Work environment	18 & 19
		Interpersonal relationship	20 & 21
		Job security	22 & 23
Dependent variable	Motivation and performance		24-30
		Performance scale	

Table 5: Reliability Result

Cronbach's Alpha intrinsic, extrinsic factors of motivation and performance scale reliability results (N=30)

Variables	Number of items	Cronbach's Alpha
Intrinsic Motivation	13	.841
Extrinsic Motivation	10	.865
Employee performance	07	.718
N	30	.902

As the above table indicates, reliability analysis was conducted through a pilot test on randomly selected 30 police employees found in the federal police commission crime prevention division.

The reliability analysis of the perception scale with 30 items was conducted through a pilot test. Based on the item total reliability analysis, all items of the intrinsic factors measure scale with high .767 and .833 therefore all of the items in total reliability coefficients were tolerated. So, all 13 items were administered to collect data pertinent for the study. The Cronbach's Alpha of intrinsic factors scale was .841. Likewise; the reliability analysis of the extrinsic factors measure scale with 10 items was piloted for its reliability and validity. Based on the item to total reliability analysis, items of intrinsic factors measure scale in between with .819 and .886 item-total reliability coefficients were tolerated and all items were conducted to collect the final data of the study. The Cronbach's Alpha of extrinsic factors scale was .865. Besides, the reliability analysis of performance scale with 7 items was conducted through a pilot test. Based on the item to total reliability analysis items of performance measure scale in between with .628 and .769 item-total reliability coefficients were tolerated and all items was conducted to collect the final data of the study. The Cronbach's Alpha of performance scale was .718.

The internal validity of the questionnaire was another important issue of the researcher in the current study. The validity of data refers to the development of sound evidence to demonstrate that the intended test interpretation (of the concept or construct that the test is assumed to measure) matches the proposed purpose of the test (Creswell, 2012). It is the appropriateness, meaningfulness, and usefulness of specific inferences made from the test scores (Gall, 2005). It also means the extent to which the instruments measure what it is measuring; validity ensures the accuracy of instruments. Terms must be clearly defined so that they have the same meaning to all respondents (Cooper, 2011).

Pilot testing is found to be crucial after the preparation of the instruments. The test is required to make sure that the clarity, specificity, relevance, appropriateness, and validity of the items in line with the purpose of the study. The Amharic version also checked by the help of two police employees' from the federal police commission. The questions are self-developed.

3.10 Procedures for Data Collection

To answer the research questions, both questionnaires and interview questions have been prepared and submitted to the advisor for comment. Then, pilot testing was administered to 30 police employees who are randomly selected from one division, and depending on the feedback

of respondents" responses amendments were made for clarity. Then, a supportive letter that was written by Addis Ababa University School of Psychology to the federal police commission administrators to get permission and to conduct the research on condition that it was not affecting the institutions' hierarchical organization. The institution administrator and leaders were cooperative and kind enough to arrange a convenient time to administer the questionnaires. Then, after the necessary amendments are done on the instruments, the final questionnaire has been distributed to the sampled police employees and interview was held at the same time with informants selected purposively.

3.11 Method of Data Analysis

The purpose of data analysis is to reduce accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper and Schindler, 2011). Due to the use of a mixed-method, it was used the sequential analysis method which is Quantitative–Qualitative or Quant-Qual. sequentially analysis methods.

3.11.1 Quantitative Analysis

Data analysis is a whole process that starts immediately after data collection and ends at the point of interpretation and processing of results. A data analysis method which was employed in this study involves a quantitative procedure. After the data collected and getting the responses into the spreadsheet, the data were transferred into SPSS version 20 and the researcher decided to use the following statistical tests:

Descriptive statistics: Descriptive statistics frequency and percentage were used to see the general distribution of demographic characteristics. Independent t-test: An independent sample t-test was used to calculate a certain demographic variable difference on motivation.

ANOVA Test: ANOVA is normally used to compare the mean scores of more than two groups of variables. The researcher was used ANOVA to test the research hypotheses arising from the research questions for the study.

Bivariate Correlation: Correlation analysis is normally used to describe the strength and direction of the linear relationship between two variables. To find a relationship between variables, according to this study and variables the researcher used only bivariate correlation. A

bivariate correlation has been used to find the relationship between two variables and also investigating a relationship between work motivation (intrinsic & extrinsic) and employee performance that's why the researcher selected bivariate correlation for this study. Therefore, the correlation between intrinsic motivation and employee engagement, and the correlation between extrinsic motivation and employee performance was calculated with the help of the bivariate Pearson correlation coefficient.

Multiple regressions Analysis: One of the purposes of this study is to find the impact of intrinsic and extrinsic motivation on employee performance. The researcher was used multiple regressions because to find the impact of two independent variables (Intrinsic & Extrinsic) Motivation on one dependent variable (Motivation). Multiple regressions allow the researcher to use independent variables as a predictor for the dependent variable therefore it is appropriate for this kind of study.

3.11.2 Qualitative Data Analysis

In this study, qualitative data analysis is employed to analyze and interpret the data. The researcher chose thematic analysis due to its suitability to look for the relationship of different data. It is valuable to return to the raw data for checking the interpretation, look at the data in different ways and to make links among each set of data by categorizing thematically (Matthews and Ross, 2010).

After collecting the data, the next steps were analyzing and interpret through different qualitative data analysis methods. Immediately after collecting the data, the analysis has been started. To analyze the data the researcher has been translated the transcribed data from Amharic to the English language. Then after the researcher analyzed, the necessary data through review, organize and coded to interpret it by identifying the major themes. Finally, data from quantitative and qualitative methodologies were integrating and analyzed to give an interpretation of the whole study. In general, qualitative data was used to obtain the information required to assess the topic. Lastly, the researcher conducts member chaking for the sake of triangulation.

3.12 Ethical Consideration

This research is conducted in a manner that is reliable and authentic with the ethical issues which need to be considered. Kivunja & Kuyini (2017) noted that the implementation of ethical considerations focuses on four principles that you need to uphold when dealing with your participants/respondents and data. These principles have privacy, accuracy, property, and accessibility as a pillar for every research. This research was considered of the above principles as a basement. Accordingly, a letter from Addis Ababa University schools of Psychology was written for the concerned bodies. Hence, the researcher informed the respondents and informants about the purpose of the study in the introduction part of the questionnaires and an interview guide to the respondents/informants then after obtaining confirmation from those, a subject of confidentiality is protected.

In addition to this, the respondents/informants were informed that their participation in the study was based on their consent. The research results have no harm to the respondents/participants it has a benefit for the organization and employees. The researcher was not personalized any of the respondent's responses during data presentation, analysis, and interpretation. The researcher should have respected the human right of respondents and informants, if a researcher violates the right of the respondent; the researcher was liable by the law of the nation in addition to research ethics committees. Likewise, all the materials used for this research were properly acknowledged.

CHAPTER FOUR

4.1 RESULTS AND FINDINGS

4.1.1 Introduction

This chapter discusses the results of the findings of the data analyzed from the questionnaires. The data was analyzed based on the research objectives and questionnaire items using a statistical tool, to generate frequency distribution tables, means, charts, graphs, and the results of the analysis presented.

4.1.2 Response Rate

Hence, according to Krejcie and Morgan (1970) a sample size of 379 would be a representative of 30660 populations with a confidence level of 95%. Besides, one should have to anticipate the non-response questionnaires while determining the sample size of the study. However, out of the total of 379 selected participants who filled in the questionnaire, only 306 participants did so properly. Seventy-nine questionnaires (33 from the constable, 7 from assistant sergeants, 8 from sergeants, 7 deputy sergeants, chef sergeant 15, and 3 deputy inspectors) were discarded, from issued questionnaires, a proportion of 81% of the respondents filled properly. The majority of them were partially answered (i.e. demographic questions were left blank) and few of them were returned completely blank. Therefore, the remaining 306 questionnaires were used for the main data analysis in the present study.

4.1.3 Demographic Characteristics of Respondents

Section the respondent questionnaire contained information on their demographic characteristics. The information captured included participants' gender, age, educational level, experience, and rank. The number of police employee who participated in the study was 306. In this study, the demographic variables (i.e., gender, age, educational level, experience, and rank) were used to examine if there are any significant contribution concerning the impacts of employees' motivation on the performance of police services in the federal police. The first part of the questionnaire consists of five items about the demographic information of the respondents. It covers the personal data of respondents, such as gender, age, educational level, status, year of

services, and current police rank. The following tables, charts, graphs, and figures illustrated each demographic characteristic of the respondents.

4.1.3.1 Classification of Respondent by Age Group

The results of the survey show that from 306 police employees 25.8% respondents of the federal police employees are below 25 ages. Followed by 54.6% respondent are between 25 and 34 and 12.1% are 35 or above 44. 7.5% between 45 and 54 years of age.

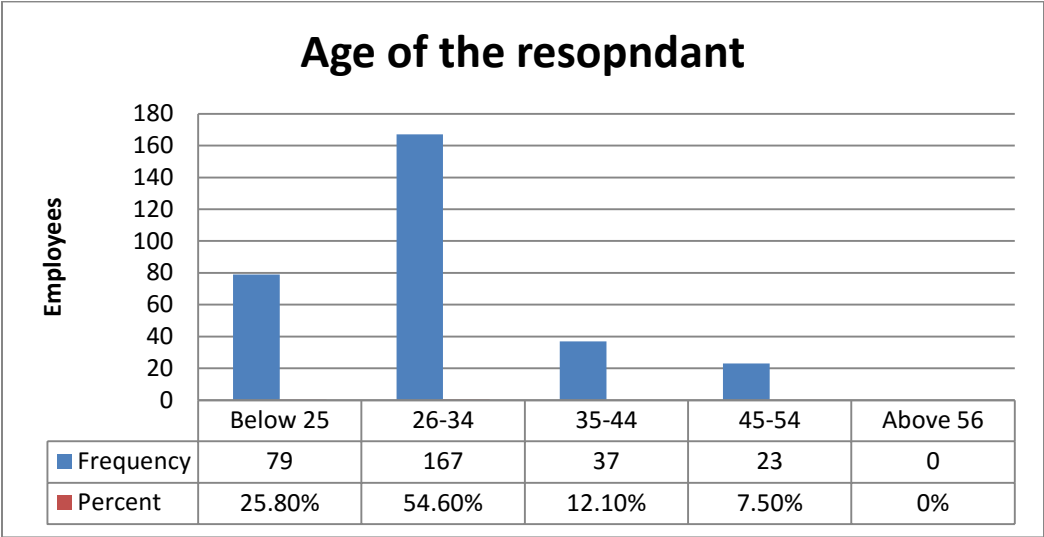


Figure 3: the participation rate of respondents based on their sex Age

4.1.3.2 Classification of Respondent by Sex Group

The number of respondents in this survey was 306, 83.7% (256 males) represent were male police employees whereas; only 16.3% (50 females) were police employees.

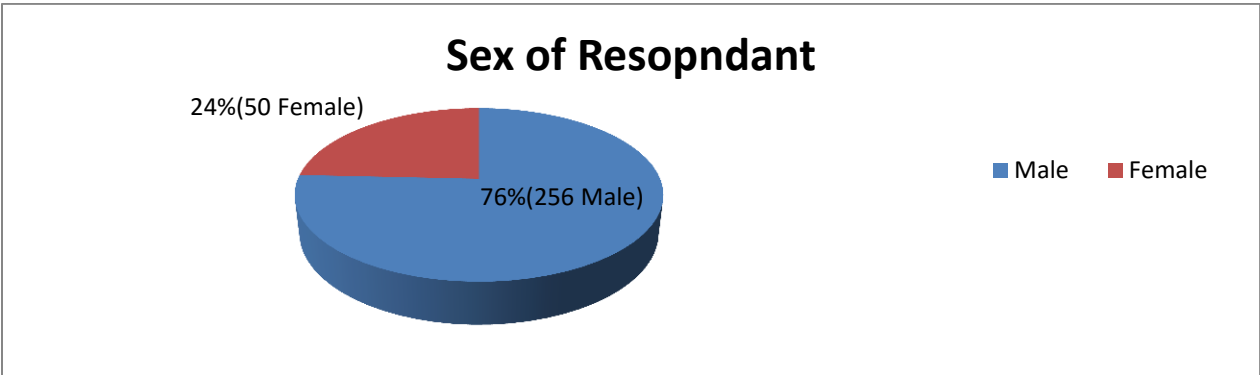


Figure 4: The participation rate of respondents based on their sex

4.1.3.3 Classification of Respondent by Work Experience

As indicated in the above table, 48.4% of participants of this study are with experiences of between 0 - 7 years, 39.5 % of participants of this study are with experiences of between 8 - 14 years, 4.6% of participants of this study are with experiences of between 15 - 21 years, 2.9% of participants of this study are with experiences of between 22-28 years, 4.6% of participants of this study are with experiences of above 29 years police service,

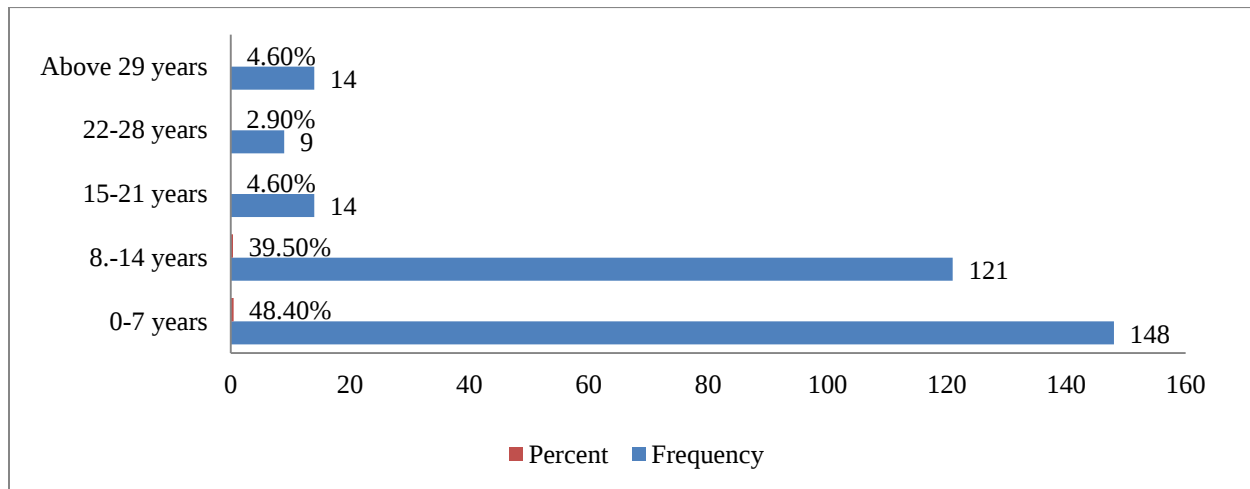


Figure 5: the participation rate of respondents based on their Work Experience

4.1.3.4 Classification of Respondents by Qualification /Education

The survey results of police employees' educational level indicate that 3.6% master level, 2% a post-graduate diploma in police science, 10.8 % bachelor level and 51% diploma level, 10.8% a certificate level. 19% a secondary school level, 2.9% Elementary school level.

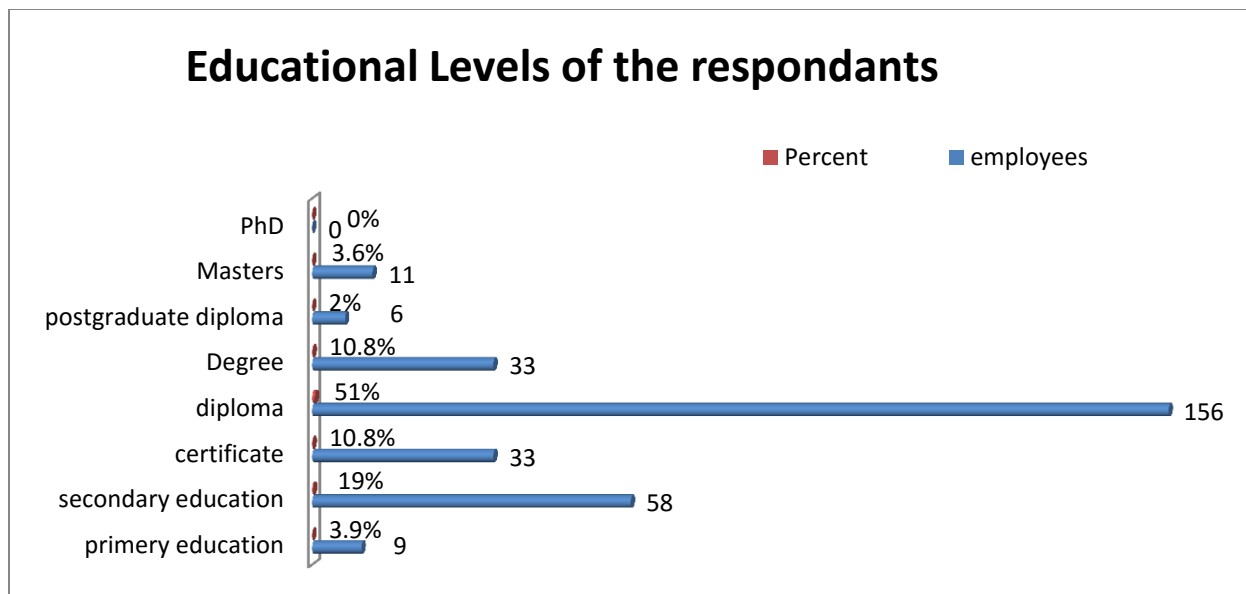


Figure 6: the participation rate of respondents based on their Educational level

4.1.3.5 Classification of Respondents by Police Rank

As indicated of the results which were determined when the respondents were asked to indicate the ranks in which they belonged within the organization. 33.3% were under constable Ranks, 6.20% under assistant sergeant, 9.8% under deputy sergeant, 11.1 under sergeant, 22.5% under chief sergeants, 1.3% under assistant inspector, 5.6% under deputy inspector, 4.6% under inspector, 1% under chief inspector, 2.3% under commander rank they hold in the organization.

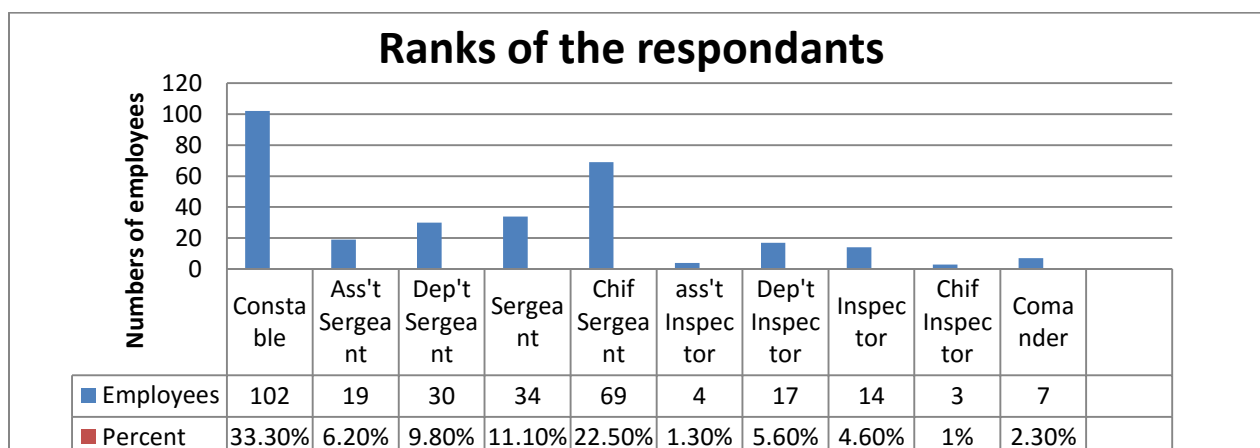


Figure 7: The participation rate of respondents based on their Ranks

4.1.4 Descriptive Statistics

Descriptive statistics have several uses for the researchers to understand the results of the output. It is valuable to human subjects like employees of the federal police. In this section, various statistical data analysis tools such as mean, standard deviation, frequency, and percentile are used to analyze the collected data. The summary of descriptive statistics of all variables that are evaluated based on a 5-point Likert scale (“1” being “strongly disagreed” to “5” being “strongly agreed”). The researcher used descriptive statistics because it is useful to describe the characteristics of the sample, to check the violation of assumptions in variables, to address the research question (Pallant, 2005, p.49).

4.1.4.1 Intrinsic Motivation

For this study, the researcher considered four intrinsic factors i.e. recognition, promotion, Achievement, job satisfaction, and responsibilities as mentioned in the literature review chapter in detail. Questions were designed on each of these variables. In the following part, the results of the survey regarding these factors are discussed with the help of the pie chart.

4.1.4.1.1 The Impacts of Recognition on Employees’ Motivation

For this study the researcher considered recognition as intrinsic motivational factors, the reasons were to know how often employees get recognition in the form of obligation in their organization. It is the first independent variable followed by the first two questions. The first question was about the recognition of employees in their working department. In the total sample of 306 respondents, Police employees were first asked about their opinion on recognition, 39.2% of respondents agreed that recognition is an effective method for employee motivation and only 16.3% disagreed with the first question. Secondly, employees were asked about an individual recognition consider his/her self as an asset for the department, 35.3% agreed that they often consider his/her self as an asset for the department, whereas, 7.2% disagreed with this statement. The overall result of the survey shows that most employees consider recognition important for their motivation and most of them consider his/her self as an asset for the department.

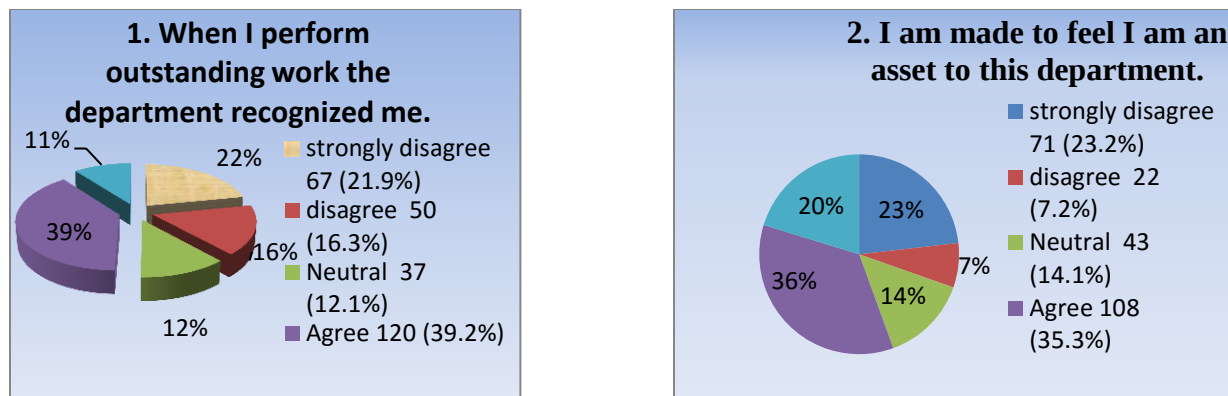


Figure 8: Employee Response to Recognition Practice

4.1.4.1.2 The Impacts of Promotion on employees' Motivation

Due to the advancement of technology, employees are also forced to learn new things to work more effectively for the organization. Police employees' were asked whether they are getting a promotion on a fairly basis or not, 33.3% agreed, 14.1% disagreed, and 17.3% neither agreed nor disagreed with the statement. When employees were asked about the chances of being promoted, 30.7% of respondents agreed that their organization provides training, 12.4% disagreed whereas 12.1% were neutral. From the results, it is concluded that most of the police employees have not getting promotions this indicates there is no fair promotional practice.

Table 6: Employee Response to Promotion Practice

Job satisfaction	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	F	%	F	%	F	%	F	%	F	%
3. There are many opportunities for advancement in my job	72	23.5	43	14.1	53	17.3	102	33.3	36	11.8
4. I have good chances of being promoted	68	22.2	38	12.4	37	12.1	94	30.7	69	22.5

4.1.4.1.3 The Impacts of Achievements on Employees' Motivation

Due to the achievement, employees are also forced to do new things to work more effectively for the organization. Employees of the federal police were feeling a sense of accomplishment in doing my job or not, 32.4% agreed, 2.9% disagreed and 6.2% were neither agreed nor disagreed

with the statement. When employees were asked about their importance to the Police services, 20.9% of respondents agreed that their organization provides training, 5.2% disagreed whereas 16.7% were neutral.

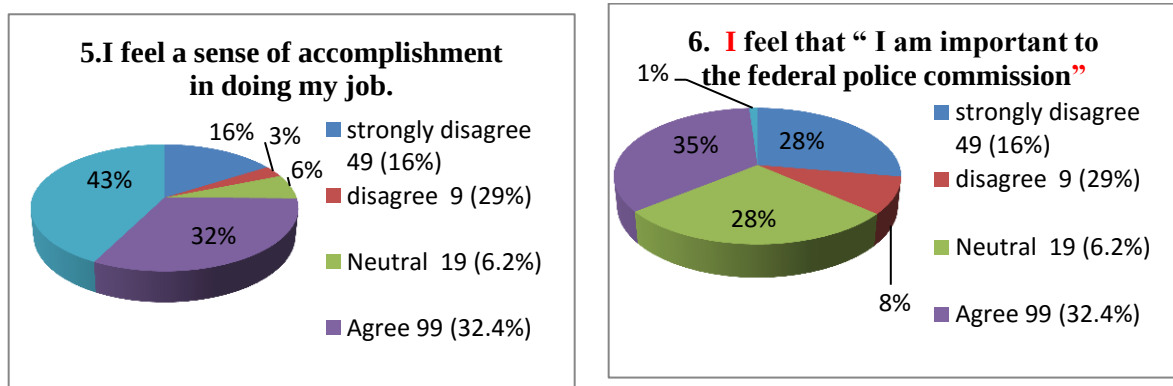


Figure 9: Employee Response to Achievement Their Achievement

4.1.4.1.4. The Impacts of Job Satisfaction on Employees' Motivation

To check job satisfaction five questions were asked as shown in the table 7. Participants answer for the first question shows that 18.6% of respondents agreed, only 15% disagreed and 17.6% were neutral while recording their responses. In the second question, 35.3% of respondents agreed, only 5.9% disagreed and 7.5% were neutral while recording their responses. For the third question, 35% of respondents agreed, 1.6% disagreed and 7.2% were neutral while recording their responses. For the fourth question, the table shows that 31% of respondents agreed, 3.9% disagreed and 7.2% were neutral while recording their responses. For the fifth question The table shows that 28.9% of respondents agreed, 10.1% disagreed and 15% were neutral while recording their responses.

Table 7: Employee Response to Job Satisfaction

Job satisfaction	Strongly disagree		Disagree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
7. Generally, I am satisfied with police job	74	24.2	46	15	54	17.6	57	18.6	75	24.5
8. I like the kind of work I am doing in police organization	57	18.6	18	5.9	23	7.5	108	35.3	100	32.7
9. I look forward to going to work each day	37	12.1	5	1.6	22	7.2	107	35	135	44.1
10. I feel that my work is meaningful for the institution	36	11.8	12	3.9	22	7.2	95	31	114	46.1
11. I am allowed to pursue personal self-fulfillment from job	59	19.3	31	10.1	46	15	86	28.1	84	27.5

4.1.4.1.5 The Impacts of Reseponsibilities on Employees' Motivation

Figure 8 shows the respondent's responses when the researcher asked them two questions if they agreed that the level of employee responsibilities within the organization impacted their overall motivation. For the first question, 8% indicated disagree and 22% indicated that they strongly disagreed respectively. 14% were neutral and indicated that they neither agreed nor disagreed that the level of employee responsibilities within the organization impacted their overall motivation. On the contrary, 37% indicated agree and 19% indicated that they strongly agreed respectively that the level of employee responsibilities within the organization impacted their overall motivation. For the second question, 15% indicated disagree and 10% indicated that they strongly disagreed respectively, 7% neutral. On the contrary, 23% agree and 45% indicated that they strongly agreed respectively. The overall result of the survey shows that most employees consider responsibilities has impact on their motivation.

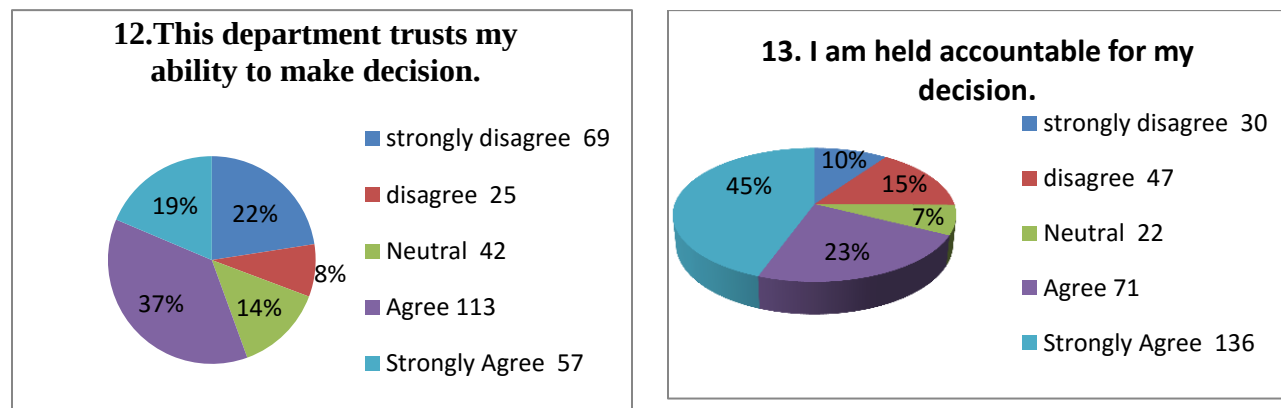


Figure 10: EmpolyeResponse to Responsibilities

4.1.4.2 Extrinsic Motivation

Individuals are extrinsically motivated when they engage in the work to obtain some goal that is apart from the work itself (Amabile, 1993). This survey is conducted with the help of four extrinsic motivational factors i.e. job security, good wages, promotion & growth, and recognition. Questions were designed on each of these variables, in the following part, we will discuss each of these factors according to the survey results with the help of the pie chart

4.1.4.2.1 The Impacts of Payment on Employees' Motivation

One of the most important factors among other motivational factor is the salary that employees get after performing their duties. Fluctuation in payment may change employee's motivation level because it serves to fulfill their basic needs. Keeping in mind this importance employees are asked whether they are satisfied with the payments they get from their organization or not. For the first question the results of the descriptive statics table show that 9.2% of respondents agreed, 17% recorded disagreement with this statement, and 18.6% neutral. In the second question, 15% agreed; only 21.6% disagreed with the statement that they can't get the monetary compensation as compared to other people on a similar service. The results confirm that most employees in federal police are not happy with their salary. As mentioned earlier police services in Ethiopia is the most challenging sector for employees regarding their salaries.

Table 8: EmployeeResponse to Payment

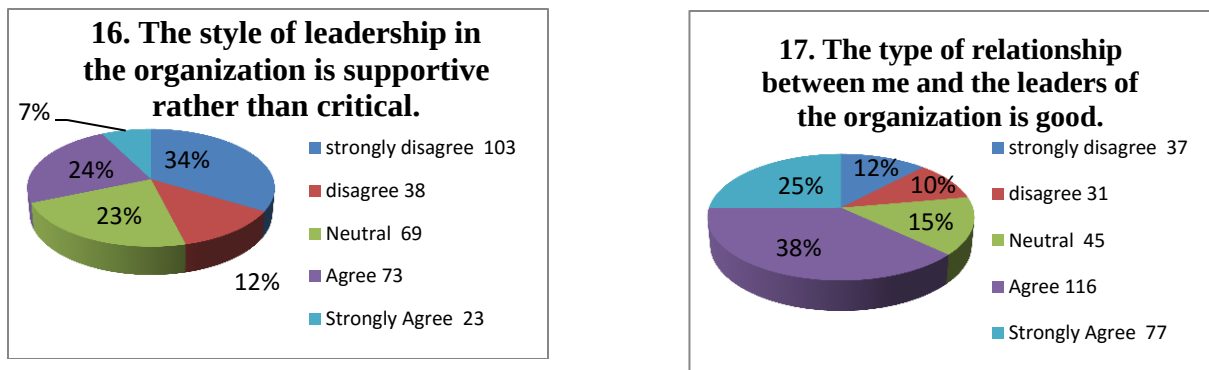
Salary	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	F	%	F	%	F	%	F	%	F	%
14. I receive a fair salary here compared to workers in the other occupations.	145	47.4	52	17	57	18.6	28	9.2	24	7.8
15. The monetary compensation/salary structure has an impact on my level of motivation.	140	45.8	66	21.6	42	13.7	46	15	12	3.9

4.1.4.2.2 The Impacts of Leadership Style on Employees' Motivation

Figure 9 shows the results which were obtained when the respondents were asked to indicate if they agreed that the leadership style within the organization affects employee motivation levels. The first question was asked about leadership support for the employee, 34% (n = 103) indicate that they strongly disagreed that the leadership support within the organization affects employee motivation levels. 23% of the respondents (n = 69) were noncommittal and indicated that they neither agreed nor disagreed that the leadership style within the organization affects employee

motivation levels. On the other hand, 7% of the respondents (n = 23) indicated agree and 24% of the respondents (n = 73) indicated strongly agree that the leadership support within the organization affects employee motivation levels.

Figure 11: Empolyees' response to Leadership



4.1.4.2.3 The Impacts of Work Environment on Employees' Motivation

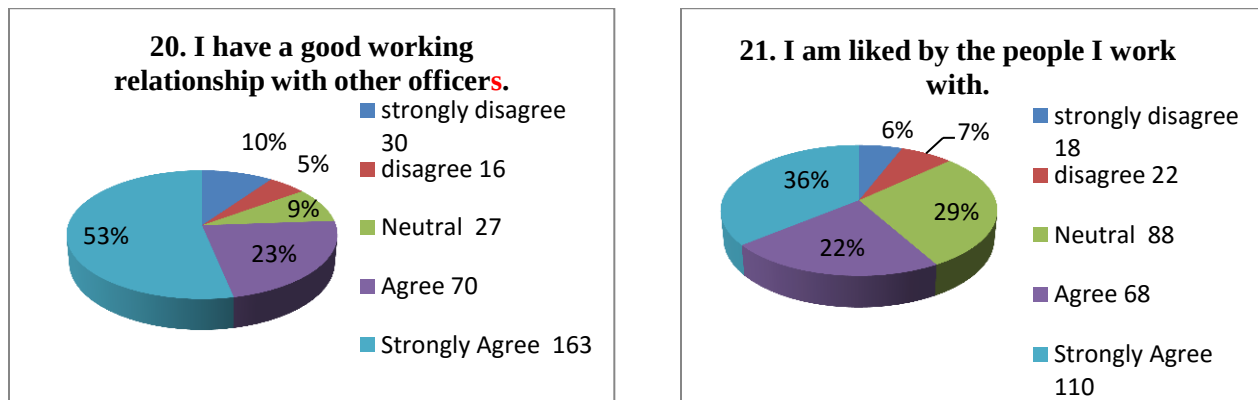
The study aimed to assess how working conditions influence employee motivation. According to the findings relations between working conditions influenced employee motivation to a great extent as shown by percent. Table 9 shows the results which were obtained when the respondents were asked to show if they thought the first question was the quality equipment of the work influenced motivation. (21.6%) respondent indicated that they disagreed that the quality of the work equipment influenced motivation. (18.6%) respondents were noncommittal and indicated that they neither agreed nor disagreed that the quality of the work equipment influenced motivation. On the other hand, a lower proportion of the respondents, 66 respondents (20.3%) indicated that they agreed that the quality of the work equipment influenced motivation. The rest of the respondents totaling 17 (5.6%) indicated that they strongly agreed that the quality of the work environment influenced motivation.

Table 9: Employee Response to Work Environment

Work Environment	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	F	%	F	%	F	%	F	%	F	%
18. The equipment I work with is good.	104	34	66	21.6	57	18.6	62	20.3	17	5.6
19. The quality of working environment at the organization is good.	126	41.2	29	9.5	70	22.9	52	17	29	9.5

4.1.4.2.4 The Impacts of Intrapersonal Relationship on Employees' Motivation

Figure 10 shows the results which were obtained when the respondents' two questions were asked to indicate whether they thought that employee relationship influenced motivation. For the first question, 10% indicated that they strongly disagreed and 5% disagreed respectively that interpersonal relationships influenced motivation. 9% were noncommittal indicating that they neither agreed nor disagreed that organizational relationship influenced motivation. 13% and 53% indicated that they agreed and strongly agreed respectively that interpersonal relationships influenced motivation. For the second question, 6% indicated that they strongly disagreed and 7% disagreed respectively that lovable relationship influenced motivation. 29% were noncommittal indicating that they neither agreed nor disagreed that organizational relationship influenced motivation. 22% and 36% indicated that they agreed and strongly agreed respectively that employee-management relationship influenced motivation.

**Figure 12: Employee Response to Interpersonal Relationship**

4.1.4.2 .5 The Impacts of Job Security on Employees' Motivation

Job security is one of the important factors in police services that affect both employee motivation and performance. Two questions were asked about job security, in the first questions, respondents were asked whether they feel safeguarded or not when getting job security from the organization. The table result shows that 12.7% respondents agreed that job security gives them a sense of safeguarding in their job, whereas, only 14.7% disagreed with the statement, respondents disagreed that job security does not give them a sense of safeguarding in their job, Another question was asked to know whether the job itself will decrease the quality of work or not. 19.8% of respondents agreed that insecurity of job will decrease the quality of their work and only 16.2% disagreed with this statement. The researcher concluded from our survey results that most police employees consider job security important factor for their performance and if their job is not secure it may add low quality to the police services. There are few employees (28.4% and 26.8% neutral) who don't consider job security as an important factor. They are the newest employees of the organization and they wish to get the job opportunities from other embassies, hotels that are why they don't consider job security that important.

Table 10: Empolye response to job security

Job Security	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree	
	F	%	F	%	F	%	F	%	F	%
22. The department safeguards me when investigated regarding complaints about me.	85	27.5	45	14.7	86	28.4	39	12.7	51	16.7
23. The nature of my job in itself influences me at my job.	65	21.2	50	16.2	82	26.8	60	19.8	49	16

4.1.4.3 The Levels of Performance

Table 11 shows the results which were obtained when the respondents were asked to indicate whether their performance that employee indicated very high.

Table 11: The Levels Police Employee Police Services Performance

Work Environment	Very low		Low		Neutral		High		Very high	
	F	%	F	%	F	%	F	%	F	%
24. Your usual willingness and ability to fulfill a police obligation.	13	4.2	23	2.7	34	11	111	36	125	40.6
25. Your Ability to execute the assigned inspection records.	21	6.8	18	5.8	61	19.8	90	29.2	116	37.7
26. Your Powers to perform missions as a team.	27	8.8	5	116	45	146	98	31.8	137	42.5
27. Your ability to execute orders that will soon be given to you.	20	6.5	8	2.6	26	8.4	102	33.1	150	48.5
28. The performance score that you have for your mandate.	27	8.8	30	9.7	37	12	109	35.4	103	33.4
29. As a police officer your response to the occurred problems	24	7.8	23	7.8	20	6.5	127	41.2	112	36.4
30. The result you got at the organization before	88	28.6	4	1.3	46	14.9	111	36	57	18.5

4.1.5 Difference in motivation as a function of Demographic Characteristics

In this study, attempts were made to examine demographic characteristics as factors, which may affect the motivation of police employees. Demographic characteristics were sex (female, male), age (below 25, 25-34, 35-44 and 45-54 years), education (Primary Education, Secondary Education, Certificate, Diploma, Degree, Post Graduate Diploma and Masters), work experience (below 0-7, 8-14, 15-21, 22-28, and Above 29 years) and Rank (junior, middle, higher-level rank) of participants of the present study. To answer differences in motivation as a function of sex characteristics, independent sample t-test was used to check whether there was statistically significant mean difference in scores of employees' motivation Because of their sex (gender) difference. One way ANOVA was used to determine the statistically significant mean differences in employees' score of motivation due to the difference in their levels of age, experience, education, and rank.

4.1.5.1 Employees Motivation by Sex

In this study, by applying an independent samples t-test, the researcher attempted to check whether there was a statistically significant mean difference in scores of employee's motivation as a function of their sex (gender) difference. The results were presented in the Tables 12.

Table12: Independent sample t-test for differences in motivation as a function of Gender Category (n = 256 males and 50 females)

Variable	Sex	N	Mean	SD	t	df	p
Motivation					.054	304	.957
	Male	256	73.7266	17.54310			
	Female	50	73.5800	18.08381			

As the table 12 shows that an independent sample t-test indicated that there was no significant difference in motivation between males (n= 256, M = 73.7, SD = 17.5) and females (n=50, M = 73.6, SD = 18.1) police employees who give a police services at federal police. Finally the result indicated that, $t(304) = .054$, $p = .96$, two-tailed). There is no statistically significant difference in the level of motivation between the two sexes.

4.1.5.2 Difference in Police Employees Motivation by Age

An attempt was made to determine the statistically significant mean differences in employees Score of motivation due to the difference in their age level. A one way ANOVA revealed the following results which were presented in two subsequent Tables (Table 13 and Table 14).

Table 13: One - Way ANOVA Summery Table Comparing Employee's Motivation by theirAge Groups

							DF		F	P
	N	%	M	SD	Min	Max	B/n. G	W/n. G		
Below 25	79	25.8	75.4177	17.67412	37.00	115.00	3	302	3.207	.023
25-34	167	54.6	71.0958	18.08855	29.00	124.00				
35-44	37	12.1	79.4324	12.72255	53.00	95.00				
45-54	23	7.5	77.5217	17.93896	35.00	96.00				
Total	306	100	73.7026	17.60253	29.00	124.00				

A one- way between group Analysis of Variance was conducted to explore the difference in motivation among the levels of police employee's age. Participants were divided into four groups according to their age level (group 1: below 25, Group 2: 25-34, Group 3: 35-44 and Group 4: 45-54). As the result indicated, the mean score of police employee total age level is (M=73.7 and SD = 17.6) which indicates on average police employees' level motivation.

The ANOVA indicated that there is statistically significant difference in motivation between age groups ($F= 3.207$, $p < .023$). **Post-hoc Turkey** comparison further showed the following results.

Table 14: Post-hoc Tukey Test between Age Groups below 25, 25-34, 35-44 and 45-54 Years of Police Employees' Age Groups

(I) Age level the respondent	(J) Age level the respondent	Mean Difference (in age) ((I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound Upper Bound	
Below 25	25-34	4.32191	2.37798	.267	-1.8213	10.4652
	35-44	-4.01471	3.46918	.654	-12.9770	4.9475
	45-54	-2.10402	4.12605	.957	-12.7632	8.5552
25-34	Below 25	-4.32191	2.37798	.267	-10.4652	1.8213
	35-44	-8.33662*	3.16423	.044	-16.5111	-.1622
	45-54	-6.42593	3.87317	.347	-16.4319	3.5800
35-44	Below 25	4.01471	3.46918	.654	-4.9475	12.9770
	25-34	8.33662*	3.16423	.044	.1622	16.5111
	45-54	1.91069	4.62406	.976	-10.0351	13.8564
45-54	Below 25	2.10402	4.12605	.957	-8.5552	12.7632
	25-34	6.42593	3.87317	.347	-3.5800	16.4319
	35-44	-1.91069	4.62406	.976	-13.8564	10.0351

*. The mean difference (age groups) is significant at the 0.05 level.

A post hoc comparison using the Tukey HSD test indicates that the mean score for group three years' age group was significantly different from group one, group two, group four, and group five years' experience.

As depicted in the above table, a post hoc comparison using the Turkey HSD test reported those years of police employees' significantly influence motivation. Thus, from this post hoc result, it

is concluded that police employees who had 35-44 years' age are ($M = 79.4$ and $SD = 12.7$) motivated than other groups.

4.1.5.3 Difference in Police Employees Motivation by Experience

An attempt was made to determine the statistically significant mean differences in employees Score of motivation due to the difference in their work experience. A one way ANOVA revealed the following results which were presented in two subsequent Tables (Table 15 and Table 16).

Table 15: One - Way ANOVA Summery Table Comparing Employee's Motivation by Their Years' Work Experience

Years' work experience.	N	%	Mean	SD	Min	Max	DF	B/n. G	W/n. G	F	P
0-7	148	48.4	77.9865	14.47963	37.00	115.00	4	301	10.594	.000	
8-14	121	39.5	67.2314	19.53448	29.00	124.00					
15-21	14	4.6	84.2143	9.93965	61.00	96.00					
22-28	9	2.9	61.2222	24.85849	35.00	96.00					
Above 29	14	4.6	81.8571	.36314	81.00	82.00					
Total	306	100	73.7026	17.60253	29.00	124.00					

A one- way between group Analysis of variance was conducted to explore the difference in motivation among the levels of police employees' age. Participants were divided into four groups according to their years of work experience (group 1: 0-7, Group 2: 8-14, Group 3: 15-21 and Group 4: 22-28). Group 5: having above 29 years of work experience.

The ANOVA indicated there is a statistically significant difference in motivation between levels of experience ($F = 10.6$, $p < .001$). Post-hoc Turkey comparison further showed the following results.

Table 16: Post-hoc Tukey Test between Age Groups Below 0-7, 8-14, 15-21, 22-28, and Above 29 years of Police Employees of Experience

(I) experience of the respondent	Work (J) experience of the respondent	Work Mean Difference (I-J)	Std. Error	Sig.	95% Interval Lower Bound	Confidence Upper Bound
0-7	8-14	10.75508*	2.03326	.000	5.1750	16.3351
	15-21	-6.22780	4.63876	.665	-18.9584	6.5028
	22-28	16.76426*	5.69557	.029	1.1334	32.3951
	Above 29	-3.87066	4.63876	.920	-16.6012	8.8599
8-14	0-7	-10.75508*	2.03326	.000	-16.3351	-5.1750
	15-21	-16.98288*	4.68328	.003	-29.8356	-4.1302
	22-28	6.00918	5.73189	.832	-9.7213	21.7397
	Above 29	-14.62574*	4.68328	.017	-27.4785	-1.7730
15-21	0-7	6.22780	4.63876	.665	-6.5028	18.9584
	8-14	16.98288*	4.68328	.003	4.1302	29.8356
	22-28	22.99206*	7.08791	.011	3.5401	42.4440
	Above 29	2.35714	6.27033	.996	-14.8511	19.5654
22-28	0-7	-16.76426*	5.69557	.029	-32.3951	-1.1334
	8-14	-6.00918	5.73189	.832	-21.7397	9.7213
	15-21	-22.99206*	7.08791	.011	-42.4440	-3.5401
	Above 29	-20.63492*	7.08791	.031	-40.0869	-1.1830
Above 29	0-7	3.87066	4.63876	.920	-8.8599	16.6012
	8-14	14.62574*	4.68328	.017	1.7730	27.4785
	15-21	-2.35714	6.27033	.996	-19.5654	14.8511
	22-28	20.63492*	7.08791	.031	1.1830	40.0869

*. The mean difference is significant at the 0.05 level.

A post hoc comparison using the Tukey HSD test indicates that the mean score for group three years' experience was significantly different from group one, group two, group four, and group five years' experience.

As depicted in the above table, a post hoc comparison using the Turkey HSD test reported that years of experience significantly influence motivation. Thus, from this post hoc result, it is concluded that police employees who had 15-21 years' experience are ($M = 84.2$ and $SD = 9.9$) motivated than other groups.

4.1.5.4 Difference in Police Employees Motivation by Educational Level

An attempt was made to determine the statistically significant mean differences in employee Scores of motivation due to the difference in their levels of education. A one way ANOVA revealed the following results which were presented in two subsequent Tables (Table 17 and Table 18).

Table 17: One - Way ANOVA Summery Table Comparing Employee's Motivation by their Educational Level

	N	Mean	SD	Min	Max	DF		F	P
						B/n. G	W/n. G		
Primary Education	9	85.7778	5.06897	78.00	93.00	6	299	4.512	.000
Secondary Education	58	79.1207	17.32970	35.00	115.00				
Certificate	33	63.7576	12.00529	37.00	92.00				
Diploma	156	73.3077	17.64328	37.00	97.00				
Degree	33	69.0909	17.90140	29.00	91.00				
PGD	6	79.8333	34.79895	53.00	124.00				
Masters	11	81.1818	4.04520	73.00	83.00				
Total	306	73.7026	17.60253	29.00	124.00				

A one- way ANOVA between-group Analysis of variance was conducted to explore the difference in motivation among the levels of education. Participants were divided into seven

groups according to their levels of education (group 1: Primary Education, Group 2: Secondary Education, Group 3: Certificate Group 4: Diploma, Group 5: Degree, Group 6: Post Graduate Diploma and Group 7: Masters Degree) group levels of education. As illustrated in the table, the mean score of police employee levels of education is $M=73.7$ and $SD = 17.6$ which indicates on average police employees' were, have moderate levels of education.

Therefore there is a statistically significant difference in motivation between educational level ($F= 4.5$, $p < .001$). Post-hoc Turkey comparison further showed the following results.

Table 18: Post-hoc Tukey Test between Educational Levels of Police Employees of Educational Level

(I) Level of education	(J) Level of education	Mean Difference (I-J)	Sig.
Primary Education	Secondary Education	6.65709	.930
	Certificate	22.02020*	.012
	Diploma	12.47009	.334
	Degree	16.68687	.128
	Post Graduate Diploma	5.94444	.994
	Masters	4.59596	.997
Secondary Education	primary Education	-6.65709	.930
	Certificate	15.36311*	.001
	Diploma	5.81300	.288
	Degree	10.02978	.101
	Post Graduate Diploma	-.71264	1.000
	Masters	-2.06113	1.000
Certificate	primary Education	-22.02020*	.012
	Secondary Education	-15.36311*	.001
	Diploma	-9.55012	.056
	Degree	-5.33333	.864
	Post Graduate Diploma	-16.07576	.339
	Masters	-17.42424	.054
Diploma	primary Education	-12.47009	.334
	Secondary Education	-5.81300	.288

	Certificate	9.55012	.056
	Degree	4.21678	.855
	Post Graduate Diploma	-6.52564	.969
	Masters	-7.87413	.755
	primary Education	-16.68687	.128
	Secondary Education	-10.02978	.101
Degree	Certificate	5.33333	.864
	Diploma	-4.21678	.855
	Post Graduate Diploma	-10.74242	.790
	Masters	-12.09091	.392
	primary Education	-5.94444	.994
	Secondary Education	.71264	1.000
Post Graduate Diploma	Certificate	16.07576	.339
	Diploma	6.52564	.969
	Degree	10.74242	.790
	Masters	-1.34848	1.000
	primary Education	-4.59596	.997
	Secondary Education	2.06113	1.000
Masters	Certificate	17.42424	.054
	Diploma	7.87413	.755
	Degree	12.09091	.392
	Post Graduate Diploma	1.34848	1.000

A post hoc comparison using the Tukey HSD test indicates that the mean score for certificate levels of education was significantly different from primary education, Secondary Education, Diploma, Degree, PGD, and Masters Level of education. Thus, from this post hoc result, it is concluded that police employees who had a master's degree level education with ($M = 81.2$, $SD = 4.0$) better in their motivation than other groups.

4.1.5.5 Difference in Police Employees Motivation by Rank Level

An attempt was made to determine the statistically significant mean differences in employees Score of motivation due to the difference in their rank. A one way ANOVA revealed the following results which were presented in two subsequent Tables (Table 19 and Table 20).

Table 19: ANOVA Regressions for Employee's Motivation by their rank Level

Ranks of the respodant	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	37.747	47	.803	4.931	.000
Within Groups	42.018	258	.163		
Total	79.765	305			

Based on the above table 19, the relationship between rank and employees' motivation is Significant ($F= 4.93$, $P<0.01$). F value, which is the ratio of the variance between groups and variance within-groups, is well above 1 (if F value is close to 1, it implies that the null hypothesis is accepted). Therefore, the result states that police rank affects employees' motivation.

Table 20: Post-hoc Tukey Test between Junior, Middle and Higher Level Police Ranks

(I) Ranks of the respondent	(J) Ranks of the respondent	Mean Difference (I-J)	Sig.
Junior level rank	Middle Rank	-1.45690	.882
	Higher Rank	-8.73510	.167
Middle level Rank	Junior Rank	1.45690	.882
	Higher Rank	-7.27820	.382
Higher level Rank	Junior Rank	8.73510	.167
	Middle Rank	7.27820	.382

Post hoc comparisons using the Tukey HSD test indicate that the mean score for Higher Rank employees was significantly different from middle and junior level ranked employees. Thus, from this post hoc result, it is concluded that police employees who had a higher rank level are

better in their motivation than those Police employees who had Middle-level Rank. Also, it indicates that police employees' who had Middle-level Rank are better in their motivation than junior level ranked employees.

4.2 Defference in Demographic Factors (Experience, Educational Level), With Rank

Table 21: Post-hoc Tukey Test between Police Employee Police Rank across Work Experiance [One-Way Analysis of Variance (ANOVA)]

95% Confidence Interval for Mean								
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimu m	Maximu m
0-7	148	1.49	.787	.065	1.37	1.62	1	3
8-14	121	5.02	1.151	.105	4.82	5.23	3	9
15-21	14	6.57	1.089	.291	5.94	7.20	5	8
22-28	9	8.00	.500	.167	7.62	8.38	7	9
Above 29	14	10.50	.519	.139	10.20	10.80	10	11
Total	306	3.73	2.644	.151	3.43	4.02	1	11

From Table 23 the mean result police employee police services experience those who have Above 29 years' experience relatively tended to get higher level rank in police services than the rest of the groups. On the contrary, the result showed that police services experience those who have within 22-28 years' experience were likely to get middle-level rank on police services than the other groups. On the other side, police employee police services experience those who have 0-7, 8-14, 15-21 years' experience level were likely to get junior level ranks on police services than the other groups from the standard deviation, relatively large variability was observed those how have among experience levels between 29 years of police services experience in terms of their rank on police services, whereas relatively junior rank on police services was demonstrated by Below 21 age police services.

Table 22: One - Way ANOVA Summery Table the Interaction of Employees Rank by their Experience

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1862.094	4	465.523	517.349	.000
Within Groups	270.847	301	.900		
Total	2132.941	305			

In the above Table, 24 significant results were obtained. The value of F is 517.34 which reaches significance with p – value of <.001 which is less than .05 alpha levels. This means that there is a statistically significant difference between the means of the different experience levels of the police employee in terms of their police rank.

Table 23: Post-hoc Tukey Test between PoliceEmployee Police Rank across Educational Level [One-Way Analysis of Variance (ANOVA)]

					95% Confidence Interval for Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Primary Education	9	1.56	1.333	.444	.53	2.58	1	5
Secondary Education	58	2.86	2.424	.318	2.22	3.50	1	8
Certificate	33	1.88	2.408	.419	1.03	2.73	1	10
Diploma	156	3.87	2.514	.201	3.47	4.27	1	11
Degree	33	5.91	1.910	.332	5.23	6.59	3	11
Post Graduate Diploma	6	7.50	.548	.224	6.93	8.07	7	8
Masters	11	4.91	2.023	.610	3.55	6.27	4	9
Total	306	3.73	2.644	.151	3.43	4.02	1	11

From Table 27 above from the mean result Post Graduate Diploma, master's degree, and BA Degree holders police employees relatively tended to have a higher rank on police services than the rest of the groups. On the contrary, the result showed that Secondary Education, Diploma, holder police employees were likely to have a moderate rank on police services than the other groups. On the other side, Primary Education, Certificate holder police employee were likely to have junior rank on police services than the other groups from the standard deviation, relatively large variability was observed among Post Graduate Diploma, Degree and Masters holder police employee in terms of their rank on police services, whereas relatively junior rank on police services was demonstrated by Primary Education, Certificate holder police employee.

Table 24: One - Way ANOVA Summery Table the Interaction of Employees Rank by their Educational Level

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	459.735	6	76.622	13.692	.000
Within Groups	1673.206	299	5.596		
Total	2132.941	305			

In the above Table, significant results were obtained. The value of F is 13.7 which reaches significance with p – value of <.001 which is less than .05 alpha levels. This means that there is a statistically significant difference between the means of the different educational levels of the police employee in terms of their police rank.

4.3 Correlation Analysis Results

4.3.1 Bivariate Correlation Analysis

The question discussed in the first chapter aimed to investigate the relationship between independent variables (motivation (Recognition, Promotion, Achievement, Job satisfaction, Responsibilities, Payment, Leadership, Working environment, Interpersonal relation, and Job security)) and dependent variable (employees' job performance and motivation) in the federal police. Correlation analysis is done to examine this relationship. The Pearson Product-Moment

Correlation Coefficient is a statistic that indicates the degree to which two variables are related to one another. The sign of a correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 and +1.00. Variables may be positively or negatively correlated. A positive correlation indicates a direct positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse, negative relationship between two variables (Ruud et. al. 2012).

Table 25 below clearly shows that the relationship between two variables will be negligible, low, moderate, substantial, or very strong.

Table 25: Correlation Coefficient

Correlation coefficient(r)	Strength of the correlation
From 0.01 up to 0.09	Negligible association
From 0.10 up to 0.29	Low association
From 0.30 up to 0.49	Moderate association
From 0.50 up to 0.69	Substantial association
From 0.70 and above	Very strong association

Source: Williams M, KhataJabor, Joe W. Kotrlik, J. C. Atherton, A. (2011)

Determining the degree of association between the selected internal and external factors (Recognition, Promotion, Achievement, Job satisfaction, Responsibilities, Payment, Leadership, Working environment, Interpersonal relation, and Job security) and employees' motivation is the main purpose of conducting an analysis using Pearson correlation. So, in this section, the first ten hypotheses were tested based on the correlation result summarized in table 4.11 below. In the next part correlation between intrinsic motivational factors (Recognition, Promotion, Achievement, Job satisfaction, Responsibilities) and employee motivation, and the correlation between extrinsic motivational factors (Payment, Leadership, Working environment, Interpersonal relation, and Job security) and employee motivation were calculated with the help of bivariate Pearson correlation coefficient.

4.3.1.1 The Relationship between Intrinsic and Extrinsic Factors of motivation and Motivation

4.3.1.1.1 The Relationship between Intrinsic Factors of Motivation and Motivation

Table 26: The Correlation between Intrinsic Factors (Recognition, Promotion, Achievement, Responsibilities, and Job Satisfaction) and Employee Motivation

	1	2	3	4	5	-
Recognition	-					
Promotion	.760**	-				
Achievement	.273**	.243**	-			
Job satisfaction	.716**	.693**	.489**	-		
Responsibilities	.335**	.420**	.258**	.482**	-	
Motivation	.763**	.796**	.589**	.873**	.593**	-

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The results of the Pearson correlation in the above table 30 indicated that there was a significant positive relationship between recognition and motivation, ($r = .763, n=306, p < .001$), promotion, and motivation ($r = .403, n=306, p < .001$), achievements, and motivation ($r = .589, n=306, p < .001$), Satisfaction and motivation ($r = .873, n=306, p < .001$), responsibility and motivation ($r = .593, n=306, p < .001$).

Therefore, this indicated that the organization gives recognition to the police officers who did valuable jobs, having a great impact to increase police officers' motivation to work more, and Promotion plays a significant role to motivate police officers to work more productively and cohesively in maintain order and enforce laws. Whereas there was significant relation of satisfaction and achievement in rank motivation, this shows that satisfaction and achievement play a significant role to motivate police officers to work in more favorable and discipline ways

in behaving in a good manner and accepting the military ground rules. And also there is a significant relationship between responsibilities in rank motivation, giving responsibility plays a significant role to motivate police officers to work in more valuable and organized ways to maintain order and enforce laws. To conclude, recognition, promotion, achievements, satisfaction, responsibility had significant relationships with motivation.

4.3.1.2 The Relationship between extrinsic Factors of motivation and Motivation

Table 27: The Correlation between Extrinsic Factors (Payment, Leadership, Work Environment, Interpersonal Relationship, Job Security.) and Employee Motivation

Correlations

	1	2	3	4	5	6
Payment	1					
Leadership	.194**	1				
Work environment	.394**	.277**	1			
Interpersonal relationship	-.231**	.134*	.076	1		
Job security	.379**	.073	.423**	.115*	1	
Motivation	.369**	.475**	.539**	.279**	.610**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The results of the Pearson correlation in the above table 31 indicated that there was a significant positive relationship between Payment and motivation, ($r = .369$, $n = 306$, $p < .001$), Leadership, and motivation ($r = .475$, $n = 306$, $p < .001$), Work environment, motivation ($r = .539$, $n = 306$, $p < .001$), Interpersonal relationship and motivation ($r = .279$, $n = 306$, $p < .001$), Job security and motivation ($r = .610$, $n = 306$, $p < .001$).

Thus, we can finalize that from the correlation outcomes any consistent change in the independent Variables such as increase relevant recognition, increase on financial and non-financial motivational Practice, better-quality leadership practice, strong interpersonal

relationship, improvement in the working environment and strong job security have a positive impact on the police service motivation and enforce public order performance.

4.5 Regression Analysis

4.5.1 Multiple Linear Regression Analysis

Regression analysis is a systematic method that can be used to investigate the effect of one or more predictor variables on the dependent variable. That is, it allows us to make statements about how well one or more independent variables will predict the value of a dependent variable. Specifically, this multiple regression was conducted in order to investigate the effect overall of selected determinant factors on employees' job performance which is clearly stated at the hypothesis

4.5.2 The Impacts of Motivation on Performance

Table 28: Multiple Linear Regression Model Summary

Model summary^b

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.460 ^a	.211	.185	4.987

b. Dependent Variable: Performance

As shown in the above table 30 the overall bundle of determinant factors of the ten independent variables intrinsic motivational factors, such as recognition, promotion, achievements, job satisfaction, and responsibilities and Extrinsic motivational factors such as payment, leadership, work environment, interpersonal relationship, job security explains 21.1 % ($R^2 = .211$) of the dependent variable (employees' performance). This suggests that 21.1 % of employees' police services performance level in the federal police clearly depends on the independent variables. Since as the result show table 4.18 the result $F = 7.910$ which is greater than 1 and $P < 0.01$ we can conclude that the combination of determinant factor has a positive effect on employees' performance which is statistically significant and confident at 99%.

Table 29: ANOVA**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1966.881	10	196.688	7.910	.000 ^b
	Residual	7335.619	295	24.867		
	Total	9302.500	305			

a. Dependent Variable: Performance

b. Predictors: (Constant), job security, Leadership, interpersonal relationship, Achievement, Responsibilities, Work environment, Recognition, Payment, Promotion, Job satisfaction

The above table demonstrated that the overall significance in the regression analysis. In this case, intrinsic and extrinsic factors of motivation as predictor variables had a significant impact on employee performance, The higher F value and less significance value ($p < .0005$) indicate that the model reaches statistical significance and this tests the null hypothesis that multiple R in the population is equal to zero. $F = 7.10$, $p = .>0.01$ Thus, this indicated that intrinsic and extrinsic factors of motivation had a statistically significant contribution to employee performance. In addition, the combination of job security, Leadership, interpersonal relationship, Achievement, Responsibilities, Work environment, Recognition, Payment, Promotion, and Job satisfaction had statistically significant effect on police employee performance.

Table 32: Multiple Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22.170	1.711		12.955	.000
Recognition	-.086	.212	-.036	-.405	.686
Promotion	-.003	.194	-.002	-.017	.986
Achievement	.073	.070	.063	1.040	.299
Job satisfaction	.282	.097	.278	2.898	.004
Responsibilities	-.038	.174	-.014	-.218	.828

Payment	-.481	.161	-.205	-2.995	.003
Leadership	-.077	.159	-.028	-.482	.630
Work environment	.892	.150	.376	5.954	.000
interpersonal relationship	.167	.181	.055	.921	.358
job security	-.575	.174	-.234	-3.309	.001

a. Dependent Variable: Performance

From the above table 34 we can easily compare the relative contribution of each of the different variables by taking the beta value under the unstandardized coefficients. The higher the beta value, the strongest its contribution becomes. Accordingly, work environments (Beta=.892) makes the strongest unique contribution to explaining the dependent variable in which the results revealed that, a one unit increase or positive change in "organizational culture" would lead to a 89.2% increase the level of employees' job performance and followed by Job satisfaction(Beta=.282), interpersonal relationship (Beta=.167), Achievement Beta=.073)On the other hand, job satisfaction , interpersonal relationship and achievements are contributors to explaining the dependent variable with beta values of 28.2%, 16.7% and 7.3% respectively. Finally, Promotion (Beta= -.003), Responsibilities (Beta=-.038), Leadership (Beta= -.077) Recognition (Beta=-.086), Payment (Beta=-.481), job security (Beta=-.575)are contributors to explaining the dependent variable. When we see the statistical significance of each variable from the above coefficients table 4.19, Promotion (Sig. =.986), Responsibilities (Sig. =.828), Recognition (Sig. =.686), Leadership (Sig. =.630), interpersonal relationship (Sig. =.358), Achievement (Sig. =.299) have a statistically significant contribution (Sig>.05) for the prediction of the dependent variable.

To conclude that the table of model summary indicates that both intrinsic and extrinsic motivation has some impact on employee performance. The ANOVA table indicates that the model of the study is statistically significant and valid. Furthermore, the coefficients table indicated that intrinsic motivation has more impact on employee performance as compared to

extrinsic motivation. The purpose of the study is fulfilled by getting these results.

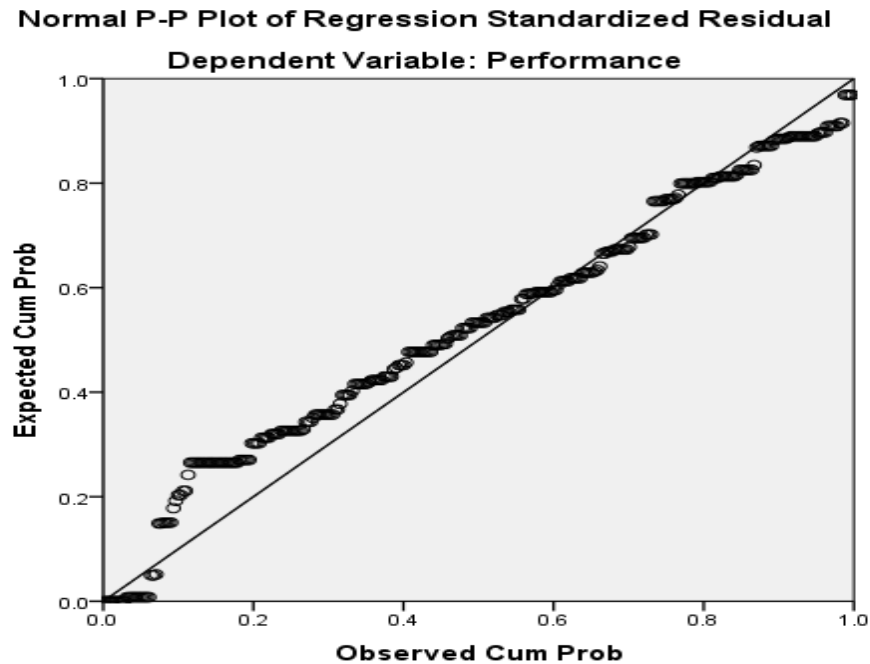


Figure 13: P Normal P-P Plot of regression Standardized Residual

The Normal Probability Plot is normally used to check whether the assumptions made in the study are correct or not. If the points lie in a reasonable straight diagonal line from bottom left to top right, this would suggest a deviation from normality (Pallant, 2005, p.151). The above Normal Probability Plot shows a fixable line from bottom left to top right, meaning that is deviation is made from normality and no assumption of the study is violated.

4.6 Qualitative Analysis

The researcher asked a question related to intrinsic factors of motivation in the Federal Police leaders and the following responses were collected through interview questions as summarized below;

4.6.1 Intrinsic and extrinsic factors of motivation and police employees' motivation

4.6.1.1 The intrinsic factors and motivation of police employees'

The informant (police officers) said the following to intrinsic factors of motivation in relation employees' motivation.

One division leader with 21 years of police services said:

“To enable the police officer and improve their work motivation the institution gives support to police members with different levels and times based on their evaluated performance. For example, one of the mechanisms in which the institute to give recognition for a police officer, giving recognition by Certification for their achievements, providing rewards for their police operational services achievement, making promotion through ranks' in accordance with the rules of the institution to maximize their satisfaction. And, contributing a cash prize, and providing responsibility make the police officer to achieve well and enforce the law”

As operational leaders with 11 years police services said:

“As the institute recognizes, the majority of police officers are not largely getting promotion based on their knowledge and performance. The fact in the institution there is the practice of nepotism, most police officers' exercise it being with their relative to upgrade employees' without their ability. Secondly, the payment system of the institution has made most officer dissatisfied, therefore, less satisfied monthly payment have a negative impact on employee's motivation level”

Another indoctrination officer with 17 years police services said:

“This institution provides educational opportunities to members of the institution to learn from the outside of the work place to bring police employees' motivation to police services and to increase their executing performance”

The above interview result indicated that the interviewed police officers have shown that recognition, promotion, responsibilities, have a direct impact on police employees at Federal

Police. In relation to this idea, the researcher concluded that the mechanism that the organization used to motivate police officers has its own drawbacks instead of motivating police employees. Therefore, the Federal Police has to use different variables such as giving recognition, promotion, and improving employee's responsibilities to motivate police officers to achieve organizational goals and enforcing law.

6.1.1.2 The intrinsic factors and motivation of police employees'

The informant (police officer) said the following to intrinsic factors of motivation in relation employees' motivation.

As operational leaders with 11 years police services said:

"The Institute has different levels of payment at different levels; As a result, the payment system is largely dependent on their responsibilities. As such, the vast majority of the police employees giving services in the institutions are the new employee they serve below 7 years of work experience and have high levels of education as compared to those who have more than 7 years' experience. Based on this reason they are not happy with the payroll system that provides them. As compared with other law enforcement organization police officer give police services 24 hours daily. This condition makes them dissatisfied and demotivated, for police services".

Division leader with 21 years of police services said:

"The institution has different levels of paying system; in this system, the employees are not motivated and would not motivate. In this case, the police officer did not work with motivation, this shows that completing their national duties and leaving the institution is their target goals. The fact is most of the police force have less than 7 years of experience and they are relatively new. In Ethiopia, there are similar organizations with federal police; their payment system with the same services pay rate of 24-hour services shows differences. Based on these differences employees are not happy and motivated with their payment system."

Operational leaders with 11 years police services said:

“When the army is engaged in various activities, such as in the case of civil unrest, they work to prevent this violence and to maintain relative peace, they must get enough materials. However, peacekeeping materials for the protection of the army at the time of such violence are limited (not balanced and enough) to change the occasion. On the other side, police employee’s interactions with members are usually good for coordinating for police services mission. On the other hand, sometimes conflicts of interest between members of the police employees are happen. This is conflict because’s death of one another, and makes other disciplined police employees frustrated and demotivated to give police services”

Indoctrination officer with 17 years of police services said

“The organization is not working well to protect its members in the event that they are being held accountable for failing to comply with the law and in the event of an accident. For this reason, police employees are not motivated to confidently enforce the law”

From the above interview result, it is indicated that the interviewed police officers have shown that payment, interpersonal relationships, job security, have a direct impact on police employees’ motivation and performance at the Federal Police. .

CHAPTER FIVE

DISCUSSIONS

The main purpose of this study was to determine the factors influencing police employee's motivation and how it impacts on police employees' performance in Addis Ababa, the case of the federal police. Hence, a discussion was made on the results of the analysis in accordance with the objectives of this study. First, the result obtained about determining the difference in demographic factors (age, sex, working experience, educational level, and rank) on employee motivation will be discussed.

5. Quantitative discussion.

5.1. Motivational Differences as a function of Demographic Characteristics

Examining the effects of demographic variables like sex, age, experience, education, and rank on police employee's motivation was the first research question of the present study.

5.1.1 Police Employees' Motivation by Sex, Age, Levels of Education, Experience, Rank.

Regarding sex differences in police employees, the finding of the present study shows that a statistically significant difference in police employees' scores of motivation was not observed as it has been performed via an independent samples t-test. The result indicated that there was no significant difference in motivation between males and females police employees'. Finally, the result indicated that sex of police employees' had no impact on their motivation. That is, male police employees' motivation and female police employees' motivation was not found to be different.

Examining whether there are significant differences in police employees' motivation as a function of age was another objective of the present study from the first research question. A research result indicated that there was a statistically significant difference in police employees' motivation scores for the four age groups (below 25, 25-34, 35-44, and 45-54 years). Besides, the result specified that police employees' who were in the age group of 35-44 years was better in their motivation than those employees' who were in the age group of below 25 years, 25-34

years, and 45-54 years. Also, it indicates that police employees of (45-54) were better in their motivation than those ages below 25. Police employees of group one age group were better in their motivation than group two age group employees'.

Concerning police employees' educational level, results in the present study demonstrated that there was a difference among police employees' on motivation, by their educational levels. That is, the education had statistically significant effect on police employees' motivation. A result indicates that police officer those who had certificate levels of education was significantly different from primary education, Secondary Education, Diploma, Degree, PGD, and Masters's degree Level of education. Thus, from this post hoc result, it is concluded that police employees who had a master's degree level education were better in their motivation than other groups. Similar findings were done in Australia by Vernon, (2010), indicated that educational groups of police employees showed only a small difference in motivation. In both cases, the effect size was also small (partial eta squared=.020) difference by police educational levels and therefore do not have a large effect on police motivation.

About police employees' work experience, in the present study demonstrated that there was a difference among police employees' on motivation, due to difference in their work experience. That is, work experience had an effect on police employees' motivation. A result indicates that police officer those who had between 15-21 years' experience was different from 0-7, 8-14 years of experience, 22-28 years of experience and (above 29) years' experience. Thus, from this research result it is concluded that police employee who had 15-21 years' experience with are better in their motivation than other groups. This study confirms the findings that were indicated by Vernon, (2010).

With regard to police employees' rank, the present study demonstrated that there was a difference among participant police employees' on motivation, due to differences in their rank they achieved. That is, the rank had an effect on police employees' motivation.

Besides, about 'police employees' rank, in the present study demonstrated that there was a statistically significant difference among participants on their motivation. A present study indicates that a Higher Ranked employee was significantly different from middle and junior level

ranked employees' motivation. The relationship between rank and employees' motivation is significant. Therefore, the result states that police rank has an effect on employees' motivation. Similarly, the research done in Australia by Vernon, (2010), indicated that rank is an important independent variable and predictors of police motivation and that there is large variance in motivation between different ranks.

5.5. The Relationship between Factors of Motivation (Intrinsic and Extrinsic) and Motivation

5.5.1 The Relationship between Intrinsic Factors of Motivation and Motivation

The second research question of the study was to examine the relationship between the selected intrinsic motivational factors (i.e, Recognition, Promotion, Achievement, Job satisfaction, Responsibilities) and police employees motivation at Federal police?, and Pearson product-moment correlation coefficient indicated that there was statistically significant positive correlation between motivation and Recognition, Promotion, Achievement, Job satisfaction, Responsibilities. The results also confirmed that intrinsic motivational factors have an impact on employee motivation. This study finding is inconsistent with the studies conducted by Lindner (1998) show individuals in public sector organizations just like the police are motivated by altruism, social welfare, and equity issues. However, the study confirms the results of Njambi (2017) in which numerous intrinsic factors were influence employee motivation. These included worker achievements, recognition, responsibility, and advancement, the extent to which the personnel experience among other elements.

Intrinsic motivation was measured by considering five factors that were, recognition, promotion, achievement, job satisfaction, and responsibilities. Most of the employees of federal police agreed that they are being motivated by recognition, promotion, achievement, job satisfaction, responsibilities while the interview result indicated that most of them also agreed that inappropriate treatments caused de-motivation of working in the Organization.

The present research results indicated a strong positive relationship between intrinsic motivational factors and employee motivation. Therefore, if the intrinsic motivational factors for

the employees are increased it will also increase their motivation level. This is also confirmed by the impact of intrinsic motivational factors on employee performance results. Lower employee intrinsic motivational factors will also lower their motivation and performance levels. Therefore, the results proved that to motivate employees for police services, management has to provide intrinsic motivation. More specifically management has to consider recognition, promotion, and satisfaction in consideration while applying any intrinsic compensation plan for their employees.

5.5.2 Extrinsic Motivational Factors and Employee Motivation

The third research question of the study was to examine the relationship between extrinsic motivational factors (i.e, Payment, Leadership, Working environment, Interpersonal relation, and Job security) with employees' motivation at Federal police? And Pearson product-moment correlation coefficient was employed. In the present study, the Pearson product-moment correlation coefficient indicated that there was a statistically significant positive correlation between motivation and Payment, Leadership, Working environment, Interpersonal relation, and Job security. The results also confirmed that extrinsic motivational factors have impact on employee motivation.

The study which is conducted in Kenya by Ssegawa, (2014) confirms the present study, all the extrinsic factors observed influenced employee job motivation; such as leadership style, remuneration structure, environment of the job and job safety had the strongest influence. Similarly, Njambi (2014) mentioned that the extrinsic factors touch the achievement aspects of worker motivation and affiliation motivation as well as competence motivation. According to his finding, extrinsic factors include work conditions, pay, fringe benefits, and the work environment among others. Moreover, the extrinsic factors are essential in influencing the employee to strive at achieving the set objectives by efficiently performing the required tasks. The extrinsic motivation was measured by considering five factors that were, Payment, Leadership, Working environment, Interpersonal relation, and Job security. More of the employees of federal Police agreed that they are being motivated by Payment, Leadership, Working environment, Interpersonal relation, and Job security while the interview result indicated that most of them also agreed that inappropriate treatment such as non-satisfactory payment, weak leadership, uncomfortable work environment caused inappropriate work motivation in the organization. The present research results indicated a strong positive relationship between intrinsic motivational

factors and employee motivation. Therefore, if the intrinsic motivational factors for the employees are increased it will also increase their motivation level. This is also confirmed by the impact of extrinsic motivational factors on employee performance results. Lower employee extrinsic motivational factors will also lower their motivation and performance level. Therefore, the results proved that to create motivated and well-performing police employees in police services, management must provide extrinsic motivators. More specifically management has to consider payment, leadership, and job security in consideration while any intrinsic compensation plan for their employees.

6. Qualitative analysis

6.1 Knowledge and understanding of intrinsic factors and motivation of police employees'

The analysis of qualitative interpretations showed some themes: This view is evident in explanations such as the following: *"As the institute recognizes, the majority of police officers are not largely getting promotion based on their knowledge and performance. The fact in the institution there is the practice of nepotism, most police officers' exercise it being with their relative to upgrad employees' with out their abilty. Secondly, the payment systemof the institution has made most officer disatisfied, therefore, less satisfied monthly payment have a negative impact on employee's motivation level"* Such comments clarify that beliefs about promotion and recognition practiced through nepotism; and the qualitative overall result of the survey shows that most employees consider recognition practice for their motivation is disatified (disagreed). Indeed, as Magayane (2008) shows that the performance of the police officer in Tanzania is exceedingly influenced by favors, corruption, favoritism, forgery of certificates, and trade. This may be a sign of demotivation for the police officer. Differently.Tengpongsthorn (2016) study results show that the qualitative research on promotion explained that inequity in the concern for promotions and prizes was a difficulty to Metropolitan Police work motivation. He concludes that the City Police in the Traffic division sensed strongly fair-mindedness in the consideration of promotion and rewards was able to increase the usefulness of their work motivation.

6.2 Knowledge and understanding of extrinsic factors and motivation of police employees'

The analysis of qualitative interpretations showed some themes: This view is evident in explanations such as the following: *“There are similar organizations with federal police, their payment system with the same services pay rate of 24-hour services shows differences. Based on these differences employees are not happy and motivated with their payment system.”* This paying system leads police officer demotivated and creat high turnover. the results of the descriptive statics table show that 17% of respondents disagreed that their salary is not satisfactory concerning their duties, The results confirm that most employees in federal police are not happy with their salary. Differently, in the same institution, Lameck's (2011) in Daresselam police headquarters discovered those police officers were not motivated by money-related incentives and these variables could not influence Daresselam police officers' performances and motivation.

A Division leader with 21 years of police services: *“The organization is not working well to protect its members in the event that they are being held accountable for failing to comply with the law and in the event of an accident. For this reason, police employees are not motivated to confidently enforce the law”* the quantitative resalts of the present research shows that job security and police employee's has positive correlation and impact on police employees performance. Similarly, the study conducted in Kenya determined that job safety had the strongest influence on motivation (Ssegawa, 2014). Similarly, Njambi (2014) mentioned that job security touch the achievement aspects of worker motivation and affiliation motivation as well as competence motivation.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

INTRODUCTION

Work motivation has its significance in any institute settings, that's why every organization goes for different kind of motivation strategies to employ their employees for better outcomes. Intrinsic and extrinsic motivational factors are considered the most influential factors used by organizations for motivation of their employees. We also used intrinsic and extrinsic motivational factors in the present study to find its relationship with employee motivation and performance. The main purpose of this study was to examine the factors influencing police employee's motivation and its impacts on the performance of police employees. To achieve this objective the study employed a descriptive method design. Federal Police was chosen purposively; and a sample of 379 participants was selected from a population of 30,660 police employees' by using the formula of Krejcie and Morgan (1970) sample size determination. A stratified random sampling technique was used for the selection where 379 police employees' were selected as representatives of the population from each stratum by using proportionate stratified sampling formula.

To collect the data from the respondents the researcher used self-reported questionnaires. The questionnaires have 35 questions and were divided into two main parts. The first part was designed to collect data related to police employees' " demographic variables. The second part of the questionnaire consisted of 30 specially designed Likert-type scales that were developed to measure the levels of police employees' motivation and performance based on the literature review. Before collecting the main research data, a pilot test was conducted on 30 police employees' to check the reliability and validity of the instruments. Based on the pilot test and its feedback, all the questionnaires were used without any change when the main data was collected. Then the questionnaires were administered on 379 police employees'. However, out of the total of 379 selected participants who filled in the questionnaire, only 306 participants did so properly. The collected data were analyzed by using Statistical Package for Social Science (SPSS) version 20. This study used Descriptive statistics like percent and frequency and inferential statistics like Independent t-test, and Analysis of Variance (ANOVA) and Pearson correlation and regression to analyze quantitative data.

Based on the analysis, the following major findings were obtained:

- The results of the survey show that from 306 police employees, most of the Federal Police employees are young. More than 80% population of the Federal Police employees are between 18 to 34 years of age.
- Out of 306 respondents, 48.4% (148) had worked for a period of between 0 - 7 years, had been in services of above 29 years' services.
- There is no difference on the level of motivation between male and female police officer.
- Police employees' who had age below 25 years are better in their motivation in the federal police commission.
- The result concluded that police employee who had between 15-21 years' police service experience have better in their motivation in the federal police.
- The result concluded that police employee who had master's level education were better in their motivation than other groups.
- The resault states that police rank has effect on employees' motivation.
- There is a significant positive relationship between recognition, promotion, achievements, satisfaction, and responsibility with motivation.
- There is a significant positive relationship between Payment, Leadership, Work environment, Interpersonal relationship, Job security with motivation.
- There is a significance effect of recognition, promotion, achievements, job satisfaction and responsibilities, payment, leadership, work environment, interpersonal relationship, job security on employees' police services performance.

6.2. CONCLUSIONS

The main purpose of this study was to determine the factors influencing police employee's motivation and how it impacts on police employees' performance in Addis Ababa, the case of the federal police.

This study had four research questions. The first question was aimed to examine the difference in demographic factors (age, sex, working experience, educational level, and rank) on employee motivation? In this study, there was a difference in the level of motivation between the two sexes, and also regarding age there was a difference was found between age groups. The finding of the study police employees' who had an age between below 25 years olds is better in their motivation than 26-33, 34-45, 46-54 age group police employees'. Regarding about work experience on police services there is statistically significant difference between years' of experience. Thus, from the finding it is concluded that police employee who had 15-21 years' experience is better in their motivation than other groups. Regarding about educational level the finding of the study concluded that there was a statistically significant difference between Certificate level employees, Primary Education, Secondary Education, Diploma, Degree, Post Graduate Diploma and Masters Levels of education. A study concluded that police employee who had master degree level education is better in their motivation than other groups in federal police commission. Finally, the finding concluded on the ranks of police employee indicates that there is no statistically significant difference in motivation across the police employee by their rank groups:

The second research question was aimed to investigate the relationship between intrinsic motivational factors (Recognition, Promotion, Achievement, Job satisfaction, Responsibilities) with employees' motivation at Federal police? In this study there was a significant positive relationship between recognition, promotion, achievements, satisfaction, and responsibility with motivation. Therefore, if the intrinsic motivational factors for the employees are increased it will also increase their motivation level.

The third research question was aimed to investigate the relationship between extrinsic motivational factors (Payment, Leadership, Working environment, Interpersonal relation, and Job security) with employees' motivation at Federal police. In this study there was there is a

significant positive relationship between Payment, Leadership, Work environment, Interpersonal relationship, Job security. Therefore, if the extrinsic motivational factors for the employees are increased it will also increase their motivation level.

The fourth research question aimed to investigate the extent of effect does the overall selected determinant motivational factor have on employees' job performance at Federal police? Finally, in this study, there was a collective significance effect between recognition, promotion, achievements, job satisfaction and responsibilities payment, leadership, work environment, interpersonal relationship, job security on performance. This research finding indicated that the impact of motivational factors on employee performance results. Lower employee motivational factors will also lower their performance level.

6.3. RECOMMENDATIONS

Based on the conclusion made from results, the following recommendations are forwarded.

6.3.1 Recommendation for the Federal Police

The study recommends that the organization has to focus on the police employee security at work since it is beneficial to the institution by having a vigorous workforce which will in turn improve the services standards of the Organization.

The study further recommends that the police services has to invest in a strong strategic reward management team to ensure that the staff is rewarded in accordance with their value to the police services by giving those incentives, promotion, recognition, responsibilities, which are needed to encourage staff to put additional effort to achieve impartiality/ fairness.

The study recommends that the team at the police services should build on the basis of the love of the nation and strong intrapersonal relationships to solve an individual conflict in the institution.

The organization must working well to protect its members in the event that they are being held accountable for failing to comply with the law and in the event of an accident. This would be make police employees more motivated to confidently enforce the law.

Finally, the study recommends that the concerned body fulfills proportionate salary and materials/facilities to police employees require for the development of their sense of belongingness and motivation. This would increase the police employees' motivation for enhanced performance and motivation for the enforcement of the law.

6.3.2 Recommendations for future research

Future studies should be conducted to check, whether regional state police employees are experiencing the same motivational factors in their motivation.

Finally, it is better if future research conducted by using a longitudinal study to clearly understand how much motivational factors affect police employees' motivation in police services.

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APPENDIX

ANNEX I: ENGLISH QUESTIONNAIRE

**ADDIS ABABA UNIVERSITY
COLLEGE OF EDUCATION AND BEHAVIORAL STUDIES
SCHOOL OF PSYCHOLOGY**

The questionnaire prepared to be filled by federal police members

The purpose of this questionnaire is to get some relevant information for the MA research entitled “Factors influencing police employee’s motivation and performance” being conducted in Addis Ababa University, College of Education and Behavioral Studies, School of Psychology. Therefore, the information and responses obtained from you are very important for this research to meet its prime objective. The study can be accomplished successfully only when you complete all the items honestly and genuinely.

The information and responses obtained from you will be kept confidential and used only for the purpose of this research.

You are not required to write your name at any place in the questionnaire.

In response to your choice Mark the (✓) in the box.

Briefly summarize your reaction to open spaces.

Thank you very much for your kind cooperation!!!

Part I- General Background Information

Direction: Here are some items about your background information. For some of the items, you are required to write the necessary information in the blank space provided and for the items in the form of choices, you are required to indicate your response by the sign of (✓) of your appropriate answer.

1. Age group?

A. Below 25

D. 45-54

B. 25-34

E. 55-64

C. 35-44

F. Above 65

1. Gender?

A. Male

B. Female

3. How many years have you worked as a police officer?

A. 0 – 7 Years

D. 22- 28 years

B. 8 – 14 Years

E. Over 29 years

C. 15-21 Year

4. Educational Background?

A. Undergraduate

F. Preparatory school

B. Graduate (MA/MS degree)

G. Secondary school

C. Graduate (Other degree)

H. Elementary,school

D. Post Graduate diploma

I. Others.....

E. Certificate

5. Rank

A. Commissioner

D. Deputy

J. Assistant Inspec

General

Commissioner

K. Chief Sergeant

B. Deputy

E. Commander

L. Sergeant

Commissioner

F. DeputyCommand

M. Deputy Sergeant

Genera

G. Chief Inspector

N. Assistant Sergeant

C. Commissioner

H. Inspector

O. Constable

I. Deputy Inspector

PART III: INTRINSIC AND EXTRINSIC FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION

Direction: Please read each of the following statements carefully and think about your best describing the major intrinsic and extrinsic factors that influence your motivation, and rate them using the scale below by putting a checkmark (√) on the alternative numbers which you believe best describing of intrinsic factors that influence your motivation.

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

STATEMENTS OPTIONS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. When I perform outstanding work the way the department recognized it	1	2	3	4	5
2. I am made to feel I am an asset to this department	1	2	3	4	5
3. There are many opportunities for advancement in my job	1	2	3	4	5
4. I have a good chances of being promoted	1	2	3	4	5
5. I feel a sense of accomplishment in doing my job	1	2	3	4	5
6. The feel that “ I am important to the federal police commission”	1	2	3	4	5
7. Generally, I am satisfied with police job	1	2	3	4	5
8. I like the kind of work I am doing in police organization	1	2	3	4	5
9. I look forward to going to work each day	1	2	3	4	5
10. I feel that my work is meaningful for the institution	1	2	3	4	5
11. I am allowed to pursue personal self-fulfillment from job	1	2	3	4	5
12. This department trusts my ability to make decision	1	2	3	4	5
13. I am held accountable for my decision	1	2	3	4	5
14. I receive a fair salary here compared to workers in the other occupations	1	2	3	4	5
15. The monetary compensation/salary structure has an impact on my level of motivation	1	2	3	4	5

16. The style of leadership in the organization is supportive rather than critical	1	2	3	4	5
17. The type of relationship between me and the leaders of the organization is good	1	2	3	4	5
18. The equipment I work with is good.	1	2	3	4	5
19. The quality of working environment at the organization is good	1	2	3	4	5
20. I have a good working relationship with other officer	1	2	3	4	5
21. I am liked by the people I work with	1	2	3	4	5
22. The department safeguarding me when investigated regarding complaints about me	1	2	3	4	5
23. The nature of my job in itself influences me at my job.	1	2	3	4	5

If there is another intrinsic and extrinsic factor, you can list here

.....

PART IV: THE PERFORMANCE OF POLICE EMPLOYEES'

Direction: Please read each of the following statements carefully and think about your best describing on performance, and rate them using the scale below by putting a check mark (✓) on the alternative numbers which you believe best describe of factors of employee motivation on performance.

1 = very low, 2 = low, 3 = Neutral, 4 = high, 5 = very high.

STATEMENTS OPTIONS	very low	low	Neutral	high	very high
24. Your usual willingness and ability to fulfill a police obligation	1	2	3	4	5
25. Your Ability to execute the assigned inspection records	1	2	3	4	5
26. Your Powers to perform missions as a team	1	2	3	4	5
27. Your ability to execute orders that will soon be given to you	1	2	3	4	5
28. The performance score that you have for your mandate	1	2	3	4	5
29. As a police officer your response to the occurred problems	1	2	3	4	5
30. The result you got at the organization before	1	2	3	4	5

Thank you very much again for your kind cooperation!!!

PART FIVE: INTERVIEW GUIDE FOR POLICELEADERS.

1. Did the intrinsic factors of motivation influence police officers motivation in your organization? Explain? Explain to what extent do you think intrinsic factors influence police officers motivation in your experience?
2. Did are extrinsic factors of motivation influence police officers motivation in your organization? Explain? How do you explain these factors in your experience?
3. And do you think that is there a relationship between motivation and performance in police institution? Explain?

THANK YOU FOR YOUR COOPERATION!!!

APENDEX II: AMHARIC QUESTIONER

አዲስአበባዩኒቨርሲቲ

የትምሕርትና ሥነ-ባህሪ ጥናት ኮሌጅ

የሳይኮሎጂ ት/ቤት

ለፌዴራል ሥራ ስልጣን የቀረበ የጽሑፍ መጠይቅ

የዚህ መጠይቅ ዋና ዓላማ በአዲስአበባዩኒቨርሲቲ በሳይኮሎጂ ትምህርት ቤት ለሁለተኛ (ማስተርስ) ዲግሪ
“በፖሊስ የስራ ላይ ተነሳሽነት እና አፈፃፀማቸው ላይ ያሉ ተፅዕኖዎች”

በሚፈርድ ስለሚካሄደው የምርምር ሥራ አስፈላጊውን መረጃ ለመሰብሰብ ገቢ ሆኖ ከእርስዎ የሚገኘው ትክክለኛ
ምላሽ ለዚህ የምርምር ሥራ መሳካት የሳይኮሎጂ ምርመራ ነው፡፡

ስለዚህ እርስዎ የሚሰጡትን መልሶች ጥናቱ ያለመለትን ግብ እንዲመታ በጣም ጠቃሚ በመሆናቸው የቀረቡትን ሁሉ
ሉዓረፍተ-

ነገር በግልጽነትና በታማኝነት እንዲመልሱ በማክበር እንጠይቃለን፡፡ ከእርስዎ የሚገኙ መልሶች የሚያገለግሉት ለዚህ
ህምርምር ዓላማ ብቻ በመሆኑ አጥኝተው በሚስጥርና በታማኝነት እንደሚይዛቸው በቅድሚያ ለመግለፅ እንወዳለን፡፡

በመጠይቁ ላይ ስም መፃፍ አያስፈልግም፡፡

ለመረጡት ምላሽ በሚሆነው ሳጥን ውስጥ (✓) ምልክት በማድረግ እንዲመልሱ በማክበር እንጠይቃለን
ክፍት ቦታዎች ላይ የሚሰጡትን ምላሽ በአጭሩ ያስቀምጡ

ስለ ትብብርዎ ጥጥር እና መሰጠት አለን!

በፖሊስ አባላት የሚሞላ መጠይቅ

የግል ሁኔታ በተመለከተ

ክፍል አንድ፡ አጠቃላይ መረጃ

መመሪያ- ከዚህ በፊት የፖሊስ ስራ ላይ መረጃ በሚመለከት ዓረፍተ-ነገሮች ቀርቦ ያሉ፡፡ ዓረፍተ-

ነገር በክፍት ቦታ እና በምርጫ መልክ የቀረቡ በመሆኑ የሚወክልዎትን ተገቢ መልስ በ(✓)

ምልክት በሳንቲኬል ስንት ያስቀምጡ

1. የእድሜ ደረጃ?

ሀ. ከ 25 በታች

መ. 45-54

ለ. 25-34

ሰ. 55-64

ሐ. 35-44

ረ. ከ 65 በላይ

2. ፆታ ሀ. ወንድ

ለ. ሴት

3. በፖሊስ ነትሙ ያምን ያክል አመት ሰርተዋል?

ሀ. 0 – 7 አመት

መ. 22- 28 አመት

ለ. 8 – 14 አመት

ሰ. ከ 29 አመት በላይ

ሐ. 15-21 አመት

4. የትምህርት ደረጃ፡-

ሀ. 1ኛ ደረጃ ት/ት. ያጠናቀቀ

ለ. 2ኛ ደረጃ ት/ት. ያጠናቀቀ

በ. ድህረ ምረቃ ዲፕሎማ

ሐ. 2ኛ ደረጃ ት/ት. ያጠናቀቀ

ተ. ማስተርስ

መ. ሰርተፊኬት

ቸ. ዶክተሬት

ሰ. ድፕሎማ

ሌላ ካለዎት.....

ረ. የመጀመሪያ ድግሪ

5. አሁን የያዙት ማዕረግ

ሀ) ከንስታብል

ቀ) ዋና ኢንስፔክተር

ለ) ረዳት ሳጅን

በ) ምክትል ኮሚሽነር

ሐ) ምክትል ሳጅን

ተ) ኮሚሽነር

መ) ሳጅን

ቸ) ረዳት ኮሚሽነር

ሠ) ዋና ሳጅን

ን) ምክትል ኮሚሽነር

ረ) ረዳት ኢንስፔክተር

ነ) ኮሚሽነር

ሰ) ምክትል ኢንስፔክተር

ኘ) ምክትል ኮሚሽነር ጀነራል

ሸ) ኢንስፔክተር

አ) ኮሚሽነር ጀነራል

ክፍልሦስት፡-በሰራተኞች የስራ ተነሳሽነት ላይ ተፅዕኖ የሚያሳድረው ውስጣዊና ውጪዊ ምክንያቶች መመሪያ-

ከዚህ በታች የተዘረዘሩት ዓረፍተ ነገሮች በዋና ዋና የፖሊስ አባላት የስራ ተነሳሽነት ላይ ተፅዕኖ የሚያደርሱ ውስጣዊና ውጪዊ ምክንያቶች ላይ የቀረቡ ሲሆን እርስዎን በተሻለ ሁኔታ ይገልፃሉ የሚሉትን በቁጥር የተጠቀሱትን የስም ምንት ደረጃ የተገለፀ የሚወክልዎትን ቁጥር በማክበብ ይግለጹ።

1 = በጣም አልስማማም, 2 = አልስማማም, 3 = መወሰን ያስቸግረኛል, 4 = እስማማለሁ, 5 = በጣም እስማማለሁ

ዓረፍተ-ነገር	1	2	3	4	5
1. አስደናቂው ጤንነት በመጣሁ ጊዜ ከዲፓርትመንቱ እውቅና አገኛለሁ	1	2	3	4	5
2. የዚህ መስሪያ ቤት ሰራተኛ በመሆኔ ይስተኛኝ	1	2	3	4	5
3. በሥራ ጦርነት ጊዜ የእድገት ዕድሎች አሉ	1	2	3	4	5
4. በመስሪያ ቤቱ ለግለሰቦች ጥሩ እራስን የማሻሻያ እድሎች እንዳሉ ይሰማኛል	1	2	3	4	5
5. ሥራዬን በትክክል በማከናወን በትወቅት እርካታ አገኛለሁ	1	2	3	4	5
6. አኔላፌዴራል ፖሊስ ኮሚሽን አስፈላጊ እንደሆነ ከዚህ ይሰማኛል	1	2	3	4	5
7. በአጠቃላይ በፖሊስ ሥራ ረክቻለሁ	1	2	3	4	5
8. በፖሊስ አደረጃጀት ውስጥ የምሠራውን ሥራ እወዳለሁ	1	2	3	4	5
9. በየቀኑ ወደ ፖሊስ ሥራ ለመሄድ ዝግጁ ሆኜ እጠብቃለሁ	1	2	3	4	5
10. ሥራዬ ለተቋሙ ትርጉም ያለው እንደሆነ ይሰማኛል	1	2	3	4	5
11. ከሰራሁት ስራ በመነሳት እራሴን የተሻለ ሁኔታ እንዳበቃ እድል ይሰጠኛል።	1	2	3	4	5
12. ተቋሙ በስራ ላይ በምሆን በትጊዜ የምሰጠውን ወሳኔ ተማሚነት ያሳያል።	1	2	3	4	5
13. በስራ ላይ ለምሰጣቸው ማናቸውም ወሳኔዎች ተጠያቂ እንደሆነ ከዚህ ይሰማኛል	1	2	3	4	5
14. ከሌሎች የሥራ መስኮች ጋር ሲነፃፀር የተሻለ ድምዳሜ ይከፈለኛል	1	2	3	4	5
15. በተቋሙ ገንዘብ አከፋፈል ስር ዓትድስተኛኝ	1	2	3	4	5
16. በተቋሙ ውስጥ የሚተገበረው የአመራር ዘዴ ቤደስተኛኝ	1	2	3	4	5
17. በእኔ እና መሪዎች መካከል መልካም ግንኙነት አለ	1	2	3	4	5
18. ተቋሙ ውስጥ የሥራ መገልገያ መሳሪያዎች ጥሩናቸው	1	2	3	4	5

- | | | | | | |
|--|---|---|---|---|---|
| 19. በተቋሙውስጥየአሰራርጥራትአለ | 1 | 2 | 3 | 4 | 5 |
| 20. ከስራባልደረቦችጋርመልካምግንኙነትአለኝ | 1 | 2 | 3 | 4 | 5 |
| 21. የስራባልደረቦችእኔንይወዱኛል | 1 | 2 | 3 | 4 | 5 |
| 22. በስራላይበምሆንበትጊዜተቋሙለደህንነቴጥበቃ/ዋስትናያደርግልኛል። | 1 | 2 | 3 | 4 | 5 |
| 23. አሁንየምሰራውስራአይነትበራሱተፅዕኖአለዉ | 1 | 2 | 3 | 4 | 5 |

ሌላውስጣዊሁኔታካለ፣እዚህመዘርዘርይችላሉ

.....

ክፍልአራት፡-የሰራተኞችየሥራአፈፃፀም።

መመሪያ-

ከዚህበታችየተዘረዘሩትዓረፍተነገሮችበዋናዋናየፖሊስአባላትየስራአፈፃፀማቸውንለመላካትየቀረቡሲሆንእርስዎንበተሻለሁኔታይገልፃሉየሚሉትንበቁጥርየተገለፀዉደረጃላይየሚስማሙበትንቁጥርበማክበብይግለፁ።

1 = በጣምዝቅተኛ, 2 = ዝቅተኛ, 3 = መወሰንያስችግረኛል, 4 = ከፍተኛ 5 = በጣምከፍተኛ

ዓረፍተ-ነገር

- | | 1 | 2 | 3 | 4 | 5 |
|----------------------------------|---|---|---|---|---|
| 1. ለፖሊሳዊግዳጅያለዎትወትሮዝግጁነትናየመፈፀምአቅም | 1 | 2 | 3 | 4 | 5 |
| 2. የተሰጡትንየምርመራመዝገቦችየመፈፀምአቅም | 1 | 2 | 3 | 4 | 5 |
| 3. ፖሊሳዊተልዕኮዎችንበቡድንየመፈፀምአቅም | 1 | 2 | 3 | 4 | 5 |
| 4. በቅርብሃላፊዎትየሚሰጡትዕዛዞችንየመፈፀምአቅምዎት | 1 | 2 | 3 | 4 | 5 |
| 5. ለተሰጡዎትግዳጅየሚያስመዘግቡትየአፈፃፀምዉጤት | 1 | 2 | 3 | 4 | 5 |
| 6. ለተፈጠሩችግሮችየሚሰጡትፖሊሳዊምላሽ | 1 | 2 | 3 | 4 | 5 |
| 7. ከዚህበፊትበመስሪያቤቱያገኙትዉጤት | 1 | 2 | 3 | 4 | 5 |

በድጋሚ፤ውድጊዜዎትንናትብብርዎንሰለሰጡኝእጅግአመሰግናለሁ!!

ክፍል አምስት

ለፖሊስ አመራሮች የተዘጋጀ ቃለ መጠይቅ መመሪያ።

1. በፖሊስ አባላት የስራ ተነሳሽነት ላይ ተፅዕኖ የሚያደርሱ ውስጣዊ ምክንያቶች በመስሪያ ቤቱ ምን ድኅናቸው? እነዚህ ተፅዕኖዎች በእርስዎ የስራ ተነሳሽነት ላይ ተፅዕኖ አላቸው?
2. በፖሊስ አባላት የስራ ተነሳሽነት ላይ ተፅዕኖ የሚያደርሱ ውጫዊ ምክንያቶች በመስሪያ ቤቱ የትኞቹ ናቸው? እነዚህ ተፅዕኖዎች በእርስዎ የስራ ተነሳሽነት ላይ ተፅዕኖ አላቸው?
3. በፖሊስ አባላት የስራ በአፈፃፀም ምን ይመስላል? ለእርስዎ እንዴት ያዩታል

ለትብብርዎ እና መሰግናለን !!!

APENDEX III: RELIABILITY TEST

1. Cronbach's Alpha and item total statistics for intrinsic motivation factors scale with no items deleted

Reliability Statistics

Cronbach's Alpha	N of Items
.841	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected if Item-Total Correlation	Cronbach's Alpha if Item Deleted
Recognition.	42.6667	60.368	.822	.767
Promotion.	43.5333	61.085	.569	.833
Achievement.	42.1333	69.223	.615	.821
Job Satisfaction	30.1333	47.844	.751	.788
Responsibilities	42.6000	69.628	.588	.826
.				

2. Cronbach's Alpha and item totals statistics for extrinsic motivation factors scale with no items deleted

Reliability Statistics

Cronbach's Alpha	N of Items
.877	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected if Item-Total Correlation	Cronbach's Alpha if Item Deleted
Payment	30.6667	34.023	.842	.819
Leadership.	28.4000	38.041	.782	.832
Work environment.	29.6000	40.662	.781	.832
Inter personal Relationship	27.6000	52.524	.554	.886
Job security	27.4667	48.809	.672	.864

3. Cronbach's Alpha and item totals statistics for performance scale with no items deleted

Reliability Statistics

Cronbach's Alpha	N of Items
.718	7

Item-Total Statistics

	Scale if Deleted	Mean Item	Scale Variance Item Deleted	Corrected if Item-Total Correlation	Cronbach's Alpha if Item Deleted
Performance1	27.23		4.668	.640	.628
Performance2	27.87		5.085	.378	.704
Performance3	27.50		4.948	.491	.670
Performance4	27.20		5.338	.533	.666
Performance5	27.10		6.783	-.043	.769
Performance6	27.50		4.948	.491	.670
Performance7	27.20		5.338	.533	.666

5. Cronbach's Alpha and item totals statistics for intrinsic, extrinsic motivation and performance scale

Reliability Statistics

Cronbach's Alpha	N of Items
.906	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected if Item-Total Correlation	Cronbach's Alpha if Item Deleted
Recognition.	110.5333	256.189	.869	.886
Promotion.	111.4000	265.352	.545	.905
Achievement.	110.0000	278.207	.608	.900
Job Satisfaction	98.0000	232.414	.779	.892
Responsibilities.	110.4667	275.637	.640	.898
Payment	112.8667	252.051	.788	.889
Leadership.	110.6000	256.524	.821	.888
Work environment.	111.8000	268.924	.722	.894
Inter personal Relationship	109.8000	292.786	.584	.903
Job security	109.6667	283.954	.698	.898
Work Performance	86.2000	283.062	.351	.916