

**PROMOTIONS AS A MOTIVATION FACTOR TOWARDS EMPLOYEES'  
PERFORMANCE: A CASE STUDY OF UGANDA POLICE FORCES (UPF)  
(1995- 2005)**

**BY**

**DDAMULIRA SSERUYANGE CHRIS**

**BA (SS), DIP. IN LAW**

**2004/HD03/2347U**

**DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF  
ARTS IN LEADERSHIP AND HUMAN RELATIONS STUDIES, IN THE  
DEPARTMENT OF RELIGIOUS STUDIES, FACULTY OF ARTS, MAKERERE  
UNIVERSITY.**

**SUPERVISOR: ASSOC. PROF. S.KABAZZI – KISIRINYA**

**SEPTEMBER 2009.**

## DECLARATION

To the best of my knowledge, I solemnly declare that this dissertation is a result of my personal efforts, original work and has never been submitted / published to any institution/University for any award. All rights reserved upon my responsibility

Name.....

Signature.....

Date.....

This thesis has been submitted for examination with the approval of the following supervisor

**Associate Professor.**

**S. Kabazzi - Kisirinya**

Signature.....

Date.....

## **DEDICATION**

I dedicate this piece of academic work to the following people, my late wife Allen Nnyesigire Sseruyange Ddamulira, late brother Vitali Ddamulira Nnyombi and my late father Ddamulira Vitali whose efforts were so invaluable yet have not lived to taste the fruits of my education. May their souls rest in eternal peace.

## ACKNOWLEDGEMENT

The preparation of this dissertation is an exasperating exercise that I attribute to many people. The following are some of whom I am indebted to;

The first person in this struggle is my supervisor Associate Professor, S. Kabazzi-Kisirinya in the Department of Religious Studies Makerere University, who has been so instrumental in academic and social spheres. I am so grateful for his relentless efforts to direct me in all these arenas.

In a special way, I would like to extend my vote of thanks to my mother Christina Nalowoga Ddamulira and the Rubaiza family for their role in nurturing me and modelling me in a responsible manner and in educating me.

I would like also to thank my children, brother Edward Ssengonzi Ddamulira, my friends Annet Nalujje, Mawanda Anthony and Lt. DR Gonyi for their contribution and patience as I worked upon this research.

Last but not least, I would like to sincerely thank my Superiors at work, Colonel James Mugira who persistently allowed me to work while studying with utmost trust and Colonel Leo Kyanda for his fortitude and tolerance as I accomplished this research.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>i</b>
<b>DEDICATION</b> .....	<b>ii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iii</b>
<b>TABLE OF CONTENTS</b> .....	<b>iv</b>
<b>LIST OF TABLES</b> .....	<b>vii</b>
<b>ABBREVIATIONS AND ACRONYMS:</b> .....	<b>viii</b>
<b>ABSTRACT</b> .....	<b>ix</b>
<b>CHAPTER ONE: GENERAL INTRODUCTION</b> .....	<b>1</b>
1.0        INTRODUCTION AND BACKGROUND TO THE STUDY .....	1
1.1        Introduction to the study .....	1
1.2        Background to the study .....	7
1.3        Statement of the Problem.....	8
1.4        Definition of Key Terms:.....	9
1.5        Scope of Study: .....	9
1.6        Objectives of the Study:.....	10
1.7        Research Questions:.....	10
1.8        Conceptual framework:.....	11
1.9        Justification of the Study: .....	12
<b>CHAPTER TWO</b> .....	<b>14</b>
<b>LITERATURE REVIEW</b> .....	<b>14</b>
2.0        Introduction.....	14
2.1        Motivation.....	14
2.2        The relationship between motivation and performance.....	15
2.3        Procedures used by the Uganda Police Forces to promote its Officers.	16
2.4        Effectiveness of promotions as a strategy for motivating employees....	17
2.5        Recommendations for improvement of performance at work place in Uganda with reference to the Uganda Police Forces.....	19

2.6	Emerging gaps. ....	21
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>		<b>22</b>
3.0	Introduction.....	22
3.1	Research Design.....	22
3.2	Area of Study and Population .....	22
3.3	Sample Selection and Size .....	22
3.4	Data collection methods.....	23
3.5	Data processing & Analysis.....	23
3.6	Ethical consideration.....	23
<b>PRESENTATION, ANALYSIS AND DISCUSSION OF THE FINDINGS .....</b>		<b>24</b>
4.0	Introduction.....	24
4.1	Results from the Survey Conducted on the Officers of the Uganda Police Forces .	24
4.1.1	Demographics and Background Information.....	24
4.1.1.1:	Gender distribution of Police Officers.....	24
	Figure 1: Distribution of Police Officers by Gender .....	24
4.1.1.2:	Age group of Police Officers .....	25
	Figure 2: Chart showing the Age distribution of Police Officers .....	25
4.1.1.3:	Education Level of Police Officers.....	26
	Figure 3: Education level of Police Officers.....	26
4.1.1.4:	Years of service in UPF .....	27
	Figure 4: Years of service in the UPF.....	27
4.1.1.5	Factors for stay of Officers in UPF.....	28
4.1.1.6	Designation and Rank in UPF.....	29
4.1.2	Promotion of Police Officers .....	30
4.1.2.1:	Whether an Officer has ever been promoted .....	30
	Figure 5: Whether an Officer has ever been promoted.....	30
4.1.2.2	Factors that contributed to the promotion of the Officers.....	30
4.1.2.3	Reasons as to why the Officers think they are not promoted .....	32
	Reason for no promotion .....	32
4.1.2.4:	How current job position in UPF affects performance of the Police Officers .....	33
4.1.2.5:	Occupation the Police Officers would opt for other than serving the UPF .....	34
4.1.2.6:	Reasons for opting for the new occupations/leaving the UPF.....	35
4.1.2.7:	Factors that attracted Police Officers to join UPF .....	36
4.1.2.8:	Factors affecting performance of the Officers at work.....	38
4.1.2.9:	What Officers think can be done to make them effective and efficient ..	39
4.2	Results from the Survey conducted on the members of the Police Council responsible for promotions. ....	40

4.2.1: Effect of promotion.....	41
4.2.2: General behavior and working effort Officers who were once promoted .....	41
4.2.3: Other tools used to motivate Police officers besides Promotions.....	42
4.2.3.4: Comparison of how the UPF promotes its officers with other Police officers .....	43
in the region .....	43
4.2.3.5: Brief on the Criteria Used by the UPF to promote its Officers .....	43
4.2.3.6: Rating performance of the high-ranking Officers to low ranking Officers .....	44
4.2.3.7: Whether the UPF has strategies for motivating the retiring Officers .....	45
4.2.3.8 Recommendations to the UPF in areas of motivation of their Officers....	45
<b>CHAPTER FIVE: .....</b>	<b>47</b>
<b>SUMMARY, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>47</b>
5.0 Introduction.....	47
5.1 Summary of Findings.....	47
5.2 Conclusion .....	52
5.3 Recommendations.....	52
<b>REFERENCES .....</b>	<b>56</b>
<b>APPENDICES .....</b>	<b>59</b>
Appendix I      Budget Estimates .....	59
Appendix ii     Timeframe.....	61
Appendix iii    Number of categories of officers over years.....	62
Appendix iv     NUMBER OF OFFICERS WHO LEFT OVER YEARS .....	63
Appendix v:     QUESTIONNAIRE .....	64

## **LIST OF FIGURES**

Figure 1: Distribution of Police Officers by Gender .....	24
Figure 2: Chart Showing the Age Distribution of Police Officers.....	25
Figure 3: Education Level of Police Officers .....	26
Figure 4: Years Police Officers Have Been Serving the UPF .....	27
Figure 5: Whether Officers Have Ever Been Promoted .....	30

## **LIST OF TABLES**

Table 1: Factors attracting Officers to stay in UPF .....	28
Table 2: Job Designation and Rank of Respondent Police Officers.....	29
Table 3: Factors that contributed to promotion of Police Officer.....	31
Table 4: Factors that contributed to no promotion of Police Officer.....	32
Table 5: How the current position affects Police Officers' duties.....	33
Table 6: Occupation Police Officers would opt for other than serving UPF.....	34
Table 7: Reasons for opting for the new occupations/leaving UPF.....	36
Table 8: Factors that attracted Police Officers to join UPF .....	37
Table 9: Factors affecting performance of Officers at work.....	38
Table 10: What Officers think can be done to make them effective and efficient .....	39
Table 11: Effect of promotion.....	41
Table 12: Behavior of Officers after promotion .....	41
Table 13: Other tools used to motivate Police Officers besides Promotions.....	42
Table 14: Comparison of how UPF promotes its Officers with other Officers in the region .....	43
Table 15: Brief on the Criteria Used by UPF to promote its Officers .....	44
Table 16: Rating performance of high-ranking Officers to low ranking Officers .....	44
Table 17: Whether UPF has strategies for motivating retiring Officers.....	45
Table 18: Recommendations to UPF in areas of motivation of their Officers .....	46
Table 19: Number of categories of Officers over years.....	62
Table 20: Number of Officers who left over years .....	63



## **ABBREVIATIONS AND ACRONYMS:**

UPF            Uganda Police Forces.

MPPU         Mobile Police Patrol Unit.

**ICITAP        International Criminal Investigative Training Assistance  
Programme.**

CID            Criminal Investigation Department.

GSD            General Service Department.

PSU            Public Safety Unit.

SRB            State Research Bureau.

SPSS          Statistical Package for Social Scientists.

## ABSTRACT

This study is an assessment of the way promotions can be a motivation factor towards the employees' performance. The study targeted the Police Forces in Uganda and specifically the Kampala Central and extra areas.

In the process of carrying out this study, it was guided by the following objectives:

- i. To establish the procedures which the Uganda Police Forces uses in the exercise of promoting its Officers.
- ii. To assess the procedures used in the promotion of the Uganda Police Officers.
- iii. To investigating the effectiveness of promotions as a motivation of the Officers of the Uganda Police Forces.
- iv. To suggest the possible way forward for the improvement of performance at workplace in Uganda.

The above objectives clearly guided the researcher in designing research questions as follows:

What is promotion? What procedures does the Uganda Police Force use to motivate its employees? Are the procedures in promotions effective in motivating the Officers in the Police Forces? Is there any relationship between promotions and performance at work place?

In the same way, the researcher reviewed the relevant literature in the fields of motivation and promotions in particular. This literature was also analyzed hence filling gaps therein thus creating the relevance of undertaking the study.

The findings of the study indicate that promotions have an inducement towards the members of the police especially owing to the fact that they always attribute it to good payoff and general increased good welfare and standards of living. That also some of the procedures used in the promotions include, discipline, years of service, handwork, tolerance, good record intelligence, among others. The reasons as to why some officers are not promoted are that the whole process is filled with corruption, tribalism and political bickering among other factors. The reasons as to why some officers could opt for other professions are that they were somewhat dissatisfied with the forces' poor living conditions, less remuneration, job insecurity among others.

The study recommends that the promotions as a motivation factor is of paramount importance in any profession and that the following should be done: improvement of the general welfare of the Working Force, provisions of good social amenities, proper induction of the Officers when promoted, job security to be provided, insurance of the Police Officers, increment in the remuneration, avoidance of political bickering among others.

## **CHAPTER ONE: GENERAL INTRODUCTION**

### **1.0 INTRODUCTION AND BACKGROUND TO THE STUDY**

#### **1.1 Introduction to the study**

The history of the Ugandan Police began in 1900 when Special Commissioner Sir Harry Johnston instituted the Armed Constabulary with 1,450 Africans under the command of British district Officers. In 1906 the Protectorate Police replaced the constabulary, and the colonial government appointed an Inspector General as the Commanding Officer of all Police detachments.

Although created as a civilian Force, the Police frequently carried out military duties. In 1907, for example, Police detachments participated in internal security operations in the Western Kingdom of Toro and the Eastern District of Bugisu. To support this expanded role, colonial authorities enlarged the Protectorate Police, and in 1908 they opened a fingerprinting bureau in Kampala. By 1912 the Police operated fifteen stations and possessed a small criminal investigation division, a countrywide heliograph signal system, and a small bicycle pool for transport. The Police continued their paramilitary functions, patrolling border areas between Uganda and German East Africa (later Tanzania) during the First World War and patrolling Karamoja District to suppress cattle raiding and border skirmishes.

After 1918 the Police became a more traditional Internal Security Force. Most of their work involved homicide investigations; traffic control; and supervision of motor vehicle,

bicycle, and trade licenses. Worldwide economic depression caused the colonial government to reduce the size of the Police Force from its 1926 level of 33 officers and inspectors with 1,368 in the rank and file to 27 Officers and inspectors with 1,087 ranks (<http://www.country-data.com/cgi-bin/query/r-14172.html>).

It should be noted again that during the 1960s, the Uganda Police Forces comprised of a Uniform Branch, which was assigned mainly to urban duties; Special Branch and Criminal Investigation Department (CID); Special Constabulary; Special Force Units; Signals Branch; Railway Police; Police Air Wing; Police Tracker Force; Police Band; and Canine Section. Four regional Commanders directed Police operations and assisted the Inspector General. The Police Council was composed of the Inspector General, the permanent secretary of the Ministry of Internal Affairs, and four other members appointed by the minister following the recommended policies regarding recruitment and conditions of service. The council was charged with promotions, operations and discipline. The Public Service Commission, in consultation with the Inspector General, appointed senior police officers. The Police Training School in Kampala conducted initial training for new recruits. In-service training for non-commissioned Officers and constables took place at the Uganda Police College at Naguru, and many Officers studied in Australia, Britain, Israel, and the United States.

During the late 1960s, the government increased its use of the Police, and in particular, the CID, to eliminate political dissent. Some politicians complained that this emphasis allowed street crime to flourish. President Obote also created the General Service

Department (GSD) outside the police organization to monitor the political climate and report disloyalty. Some GSD agents infiltrated other organizations to observe policies and record discussions. They reported directly to the president on political threats arising from other government agencies and the public. However, these people were feared by the public as they served as the agents of state.

During the 1970s, the Police Force was practically moribund, but President Amin, like his predecessor, used a number of agencies to root out political dissent. More arrests were made for political crimes than for street crimes or corruption. Amin's government relied on the Military Police, the Public Safety Unit (PSU), and the State Research Bureau (SRB) to detect and eliminate political disloyalty. In 1971 Amin created the SRB as a military intelligence unit directly under the president's control. Its agents, who numbered about 3,000, reportedly kidnapped, tortured, and murdered suspects in their headquarters in Nakasero. Many SRB personnel were not trained officers but some had studied in Police and Military Academies in Britain and the United States. Most served one-year tours of duty with the SRB and were then assigned to military duty, government services, or to Ugandan Embassies as guards.

During the early years of the Amin regime, the PSU and the Military Police also acquired reputations as terrorist squads operating against their compatriots. In 1972 the PSU, which was created as an armed robbery investigative unit within the civil police organization, was equipped with submachine-guns. Amin ordered PSU agents to shoot robbers on sight, but in practice, he exerted almost no control over them, and PSU agents became known among many Ugandans as roving death squads.

In the early 1980s, the strength of the Police Forces was only about 2,500, many of whom were trained in Britain or North Korea. The heads of the four Police departments' Administration, Criminal Investigation, Operations, and Training reported to the Ministry of Internal Affairs. The Special Branch of the CID assumed the responsibilities of the SRB. The Police Special Force, a paramilitary riot control unit, engaged in widespread atrocities against people who opposed the regime, especially in Buganda.

When the NRA seized power in 1986, President Museveni inherited a force of 8,000 (eight thousand) officers both trained and untrained. A screening exercise revealed that out of the 8,000 personnel, only 3,000 (Three thousand) qualified to be retained as police officers. The government augmented this Force by contracting 2,000 retired police officers. However, at 5,000 this force was too small to maintain law and order. President Museveni therefore ordered the NRA to assume responsibility for internal security. He also announced plans to upgrade Police training and equipment increase the force to 30,000 personnel, revive a defunct marine unit to combat smuggling on Uganda's lakes, improve the Police Air Wing's reconnaissance capability by acquiring more aircraft, and form a new paramilitary unit to bolster internal security.

In December 1988, Uganda's Inspector General of Government initiated investigations into charges of Police abuse, in the hope of improving the Force's reputation. In July 1989, he also announced the creation of new departments of political education, legal affairs and loans, and local government, but their authority had not been fully defined.

In December 1989, President Museveni announced that the Police, then numbering almost 30,000, and other Internal Security Organs eventually would assume responsibility for law and order in all districts except Lira, Apac, Gulu, Kitgum, Moroto, Kotido, Soroti, and Kumi--where antigovernment rebels remained active. He also announced plans to end the army's internal security mission as the Police assumed greater responsibility for law and order. These changes would enable the army to pursue new training programs and, he hoped to; improve morale. Museveni also directed the Minister of Internal Affairs to augment Police salaries by providing basic rations, such as food, soap, and blankets, and to find ways of supplementing training costs for the police Officers as deemed necessary.

During the 1980s, Britain, France, North Korea, Egypt, and Germany provided assistance to the Uganda Police Force. British instructors taught courses on Criminal Investigations and Police Administration, and they trained future Police instructors. British assistance also included supply equipment, such as high frequency radio sets and Land Rovers, and London agreed to furnish bicycles, office equipment and other supplies, and crime detection kits. However, this was not adequate due to increased need for training of police officers and thus the NRM government sought for assistance from other foreign countries like France to train the Ugandan Police Forces.

In 1989 French Police Officials provided three-month training courses in riot control and suppression techniques. The first thirty Ugandans to complete this training became Instructors for subsequent courses. In December 1990, another French team of five Police Officials trained 100 Ugandan Police Officers in antiriot techniques. President Museveni



also accepted North Korean offers of equipment and training assistance. By July 1989, P'yngyang also had trained and equipped Uganda's newly established Mobile Police Patrol Unit (MPPU) of 167 Officers.

By May 1991, the Police Force numbered about 20,000. Despite British, French, and North Korean training, the government admitted that the Police still needed specialized training programs to improve its investigative capabilities.

To date, the United States through its State Department has provided \$1.3 million in support through this initiative, known as the International Criminal Investigative Training Assistance Program (ICITAP). Since its inception, the Program has supported the establishment of a crime database, assisted in the development of a skills-based curriculum at the UPF Academy, and reinforced core investigative tenets including respect for Human Rights, responsibility to the community, and crime scene reporting skills all, of which aim at better leadership dimension in Uganda subject to the existing law in articles 211 (1), (2), (3) and 212 of the 1995 Uganda Constitution that empowers Police execute such service to the Citizenry.

The study consequently sought to establish the effectiveness of promotions as a motivation factor on the employees' performance in the Uganda Police Forces. The study has been carried out in the Police stations of Kampala Central and Kampala extra to include Kira Road Police station, Jinja road , Kawempe, Kibuli and Old Kampala Police Stations.

The researcher, who is a member of the Uganda Peoples' Defence Forces got interested in the topic owing to the fact that the two Institutions namely the Uganda Police Forces and the Uganda Peoples' Defence Forces have many unique features in common and by this, he has experienced many colleagues' challenges with regard to motivation in both Institutions and above all, he has been reading some literature on promotional studies.

## **1.2 Background to the study**

There has always been a situation that most individuals would wish to take up jobs of high profile positions. However, even when people are promoted, the first thought is income rather than performance; hence the performance might not match the promotion, though most employees demand promotions for their contributions, time and effort towards the achievement of organizational goals. The results of lack of recognition are insubordination, tardiness, high absenteeism, constant grievances and high turn over (Githuku in Kiwanuka MBA 1999).

It is highly recognized by various scholars that the extrinsic motivators, under which promotions fall, are adequate to effect good performance once in place (Koonz and Leizichi, 1991). But if promotions were to match with high level of performance in a work environment, then it would be expected that Uganda Police Forces would have the best quality performers, especially given the evident phenomenon of the professionalisation of the Police. The implementation of promotions in the Ugandan Police Forces witnessed today especially as seen in the new Vision of 3<sup>rd</sup>, November

2005 where the President promoted 82 Police Officers is envisaged to reduce labor turn over, insubordination and gain full commitment of the officers to their work. To this end, Police Public Relations Officer, Mr. Mugenyi (2005:3) asserts, “the promotions were long overdue. It is also a way of motivating personnel and creating room in the ranks...we expect efficiency because within the ranks there were also people holding positions not commensurate with their ranks” However, this is sometimes not the case, implying that there is a problem with the promotions as a factor of motivation for performance. This prompted the researcher to investigate into the nature of this state.

### **1.3 Statement of the Problem**

Promotions as a motivator for performance at work place are a vital phenomenon in realizing organizational aims and objectives. However, this aspect is not given priority in developing countries like Uganda. It should be noted that in some instances where promotions have been used as a tool for motivation, results are fruitful to some extent. This is manifested in the continued efforts of professionalisation of the Uganda Police Forces and given the fact that the UPF envisages it to reduce labour turnover, insubordination and enhancing gainful commitment of Police Officers. However, it is also evident in the Uganda Police Forces that promotions sometimes do not correlate with performance of Officers at work place. This prompted the researcher to find out the procedures used in promotions, assessing the various procedures and to suggest the way forward with particular reference to the Uganda Police Forces in Kampala Central and Kampala extra.

#### **1.4 Definition of Key Terms:**

##### **a) Promotion**

Promotion is a change of assignment to a job at a higher level in an organization. The new job normally provides an increase in pay, status and demands more skills and responsibility.

##### **b) Motivation**

Motivation derives from a Latin word “movere” which means to move. Thus it is a set of processes that stimulate, direct and maintain human behavior towards attaining a goal.

##### **d) Performance**

Refers to the record of a person’s accomplishments at workplace.

##### **e) Tardiness**

This is sluggishness or laziness shown especially in performing someone’s work.

##### **f) Insubordination:**

Stubbornly refusing to carry out assigned duties especially from a superior.

##### **g) Cohesion**

This is unity or oneness at work.

#### **1.5 Scope of Study:**

On the subject matter, the research focused generally on motivation. However special emphasis was put on promotions as a motivating factor for performance in the Uganda Police Forces.

As regards the geographical scope, the study was conducted in Kampala Central and the Extra region to include the police stations of Kibuli, Kira Road, Kawempe, Katwe, Jinja

road and Old Kampala. The researcher chose the above mentioned areas to represent the holistic view of the general UPF.

As regards the time scope, the study covered a period of 1995 – 2005. It should also be noted that this period of ten years was chosen because it is when major changes took place in the Uganda police forces.

### **1.6 Objectives of the Study:**

The general objective of the study has been to assess the promotions as a motivation factor on employees' performance in the Uganda Police Forces.

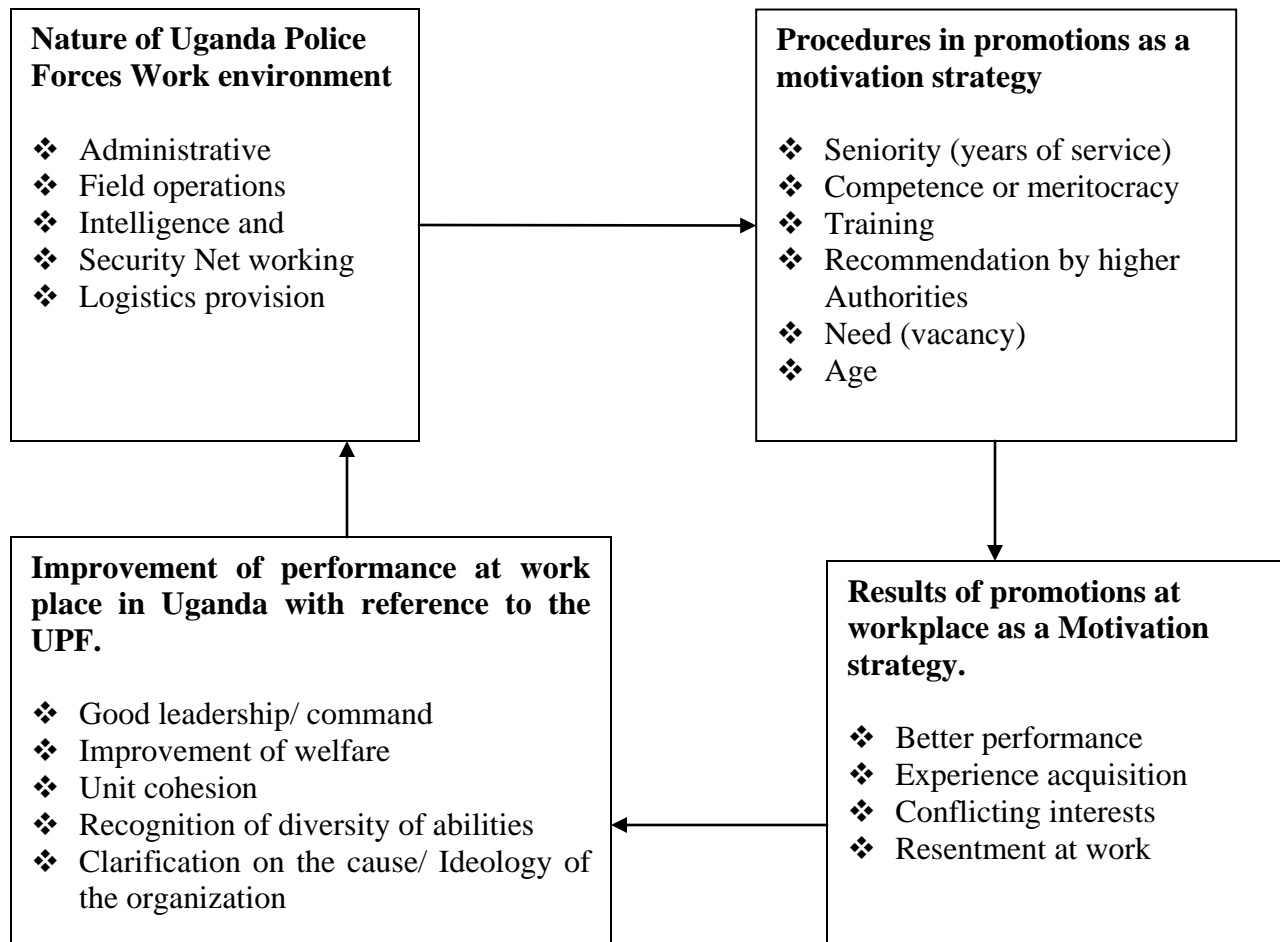
#### **Specific Objectives**

- i. To establish the procedures which the Uganda Police Forces uses in the exercise of promoting its Officers.
- ii. To assess the procedures used in the promotion of the Uganda Police Officers.
- iii. To investigating the effectiveness of promotions as a motivation of the Officers of the Uganda Police Forces.
- iv. To suggest the possible way forward for the improvement of performance at workplace in Uganda.

### **1.7 Research Questions:**

- i) What is promotion?
- ii) What procedures does the Uganda Police Forces use to motivate its Officers?
- iii) Are the procedures in promotions effective in motivating Officers of the Uganda Police Forces?
- i) Is there any relationship between promotions and performance at work place?

## 1.8 Conceptual framework:



The above conceptual model elaborates the nature of the Uganda Police Forces work environment that is administrative, field operations, security bound and intelligence networking among others. Amidst this environment, suffices promotions as a motivation strategy for motivation of officers of the UPF. The procedures through which promotions are conducted include seniority, competence, age, training and recommendation by higher Authorities. It is believed that after a promotion has been bestowed upon an employee in the Uganda Police Forces, the individual can perform better, acquire experience or perform poorly in his service especially through conflicting with other

employees or resenting work in extreme context. It is against this background that there is need for improvement of performance at work place in Uganda with reference to the UPF. The steps suggested can be through instituting good leadership, improvement of welfare, unit cohesion, recognition of diversity of abilities of various employees and clarification on the ideology or the vision, mission and the goals of the organization among others.

**Theoretical frame work:**

This study was based on Abraham Maslow theory of hierarchy of need. Abraham Maslow (1943) contends that human behaviour is motivated by need arranged in a hierarchy of five levels; namely physiological, safety, social, esteem and self-actualization. According to Maslow once lower levels are satisfied, the individual strives to satisfy higher level needs. This is true in the case of the Uganda police force. As one joins the forces, the major concerns are job security, salary, and survival as seen in table 8 of the research findings (why people join Police Forces), but as one goes higher, the needs change and levels of satisfaction change accordingly. That is why some officers find promotion, recognition, training and deployment more motivating than other factors as shown by the research findings in the table 13, (other motivating factors)

**1.9 Justification of the Study:**

The study targeted promotion as a motivation factor for performance at work place. It is very important to note that this aspect has not been given much attention in the developing countries like Uganda. In consequence, this has made some of the organizations to have high labour turnover that impede organizational efficiency and effectiveness. In some instances also, it is evident that when promotions are used as a

motivator towards better performance at workplace, the results do not measure up to the required standards. The clarification for this state of affairs was not yet established. Therefore, the research sought to investigate into such a trend taking on the Uganda Police Forces as a focal point and endeavor to scrutinize its leadership implications.

#### **1.10 Significance of the Study:**

The study will be of great significance to administrators or managers of institutions, as it will highlight the effectiveness of promotions in performance at work place in Uganda and specifically to the Uganda Police Forces.

The research will serve as reference material for scholars and help to generate academic arguments and further areas of study.

It will reinforce the existing literature for the benefit of policy makers, scholars, employers and employees in Uganda.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This section attempted to enlighten further the existing knowledge on promotions as a motivator in relation to work behavior and satisfaction, the research identified the gaps in the literature cited and more knowledge added on to the existing one.

#### **2.1 Motivation**

Motivation derives from a Latin word “movere” which means to move. It is therefore, a set of processes that stimulate, direct and maintain human behavior towards attaining desired goals. Furthermore, it is a multi- dimensional concept that has been studied by many scholars, researchers and managers, both early and contemporary. Scholars like Elton-Mayo, Mary Foller parker, Douglas MC Gregor, Abraham Maslow, Edward Lawler, Fredric Herzberg and many other researchers agree that motivation is a prime mover for employees’ performance and organizational success.

Motivation at workplace takes two facets; these are, intrinsic and extrinsic. According to Armstrong (2001:157), the former deals with the factors that influence people to move in a particular direction or behave the way they do. These include responsibility, autonomy, and interesting and challenging work opportunities for advancement; whereas the latter is concerned with what is done for the people to make them feel inspired to perform. This includes rewards such as increased pay, praise, sincere handshake, promotion and recognition.

Divergent ideas have been presented by these different theorists on how to motivate workers. However, none has been the final answer because human beings are complex in nature (Landy and Becker, 1987). The focal point in this study has been the promotions as a strategy of motivation of employees at workplace.

## **2.2 The relationship between motivation and performance**

Management works with people to achieve the goals of the organization. Humankind being complex in nature implies that sometimes his actions are driven by his desires and needs. Managers/ leaders must work with individual goals, and direct them to achieve organizational goals. Therefore, managers have to create an atmosphere where individuals work willingly to contribute to the achievement of the goals of the organization. It is important that managers look at the employees as an important key to the success of their organizations and gives them what motivates them to maximize their productivity (Vroom & Jogo, 1992). Effective motivation therefore, is the willingness and ability to achieve the goal (Stoner & Freeman, 1989). Thus, motivation increases performance level, gives better image to customers, sustains high morale of employees, encourages employees' innovation and creativity, reduces labour turn over and absenteeism, enhances goal attainment and hence better productivity. Motivation therefore, has an impact on performance.

Different theories have been advanced to show the relationship between motivation and performance. Among these theories is the expectancy theory which is evident in promotion at workplace. This idea is supported by Vroom (1964) who says that peoples' behaviour is influenced by the expected out comes of their actions. What one expects, determines his or her performance. The theory is based on two central ideas: expectancy

and valency. Expectancy is the degree of belief that a particular act will produce a particular outcome. Valency is the anticipated value of an expected out come. Both Valency and Expectancy depend on the individual's perception of a situation. For instance, if an individual believes strongly that promotion is based on performance and merit, he will apply more effort to achieve high performance in order to be promoted. On the other hand, if one believes that promotion is based on age, experience and length of service, he or she will be less inspired to perform. The individual's behaviour is formed not on some sense of objective reality, but on his own perception of reality, that is how he/she actually sees the world around him or her. The expectancy theory thus, contends that the individual perceives a relationship between three concepts: effort, rewards and performance.

### **2.3 Procedures used by the Uganda Police Forces to promote its Officers.**

The procedures that the Uganda Police Forces follow when promoting its Officers are varied and one needs a thorough assessment whenever a critique in this matter is made. Laurie (1996: 717) contends that, morale has been recognized to be of paramount importance to the Forces and that one of the tenets of morale is promotion at the workplace.

The Uganda Police Forces has a configuration that includes a Police council and Police Authority that are responsible for the promotions of the Police Officers. These include the minister of internal affairs, Attorney General, Inspector General of Police, deputy Inspector General of Police, among others. The council and the Authority promote Police

Officers as it deems fit but in particular, they normally consider the following procedures as per the Police Act Cap.303 sections 9 and 11.

Academic qualifications are of paramount importance in as far as promotions in the Police Forces are concerned. For example, for any Bachelors' Degree holder qualifies to be a cadet Assistant Superintendent of Police liable to confirmation after a probation of six months service in the forces.

Related to the above is the issue of the results of any standard professional examinations as stipulated from time to time by the Police Authority and the Police Council and following the classified reports and approval by one's superior is also another essential tool for promotion in the Uganda Police Forces.

Also, when there are vacancies in the Uganda Police Forces then, the Council and the Authority can take a resolution to promote.

#### **2.4 Effectiveness of promotions as a strategy for motivating employees**

Bohlander Snell (2004) puts it forward that promotions involve change of the assignment to that of a higher level in the organization. The new job normally provides an increase in pay and status and demands more skills and carries more responsibility. Promotions enable an organization to utilize the skills and abilities of its personnel more effectively thus, good performance realized. The three principle criteria for determining promotions are merit, seniority, and potential.

Promotions however, are sometimes constrained by the fact that many organizations do not determine it following these three principles (merit, seniority and potential). Often the problem is determining how much consideration to give to each factor. A common problem in organizations is that promotion primarily depends on past performance and seniority that sometimes leads to promotion of employees to levels of their incompetence. This is called the *Peter Principle* as put forward by Armstrong and Bohlander.

Promotions sometimes move with status in a group of other employees in an organization. Stephen Robbins et al (1999) say that status is a prestige grading, position, or rank within a group. It is therefore, important for employees to believe that the status of an individual in a system is congruent with the job he or she is assigned to.

The possibility of advancement often serves as a major incentive for superior managerial performance and promotions are the most significant way to recognize superior performance. Therefore, it is extremely important that promotions be fair, based on merit and untainted by favoritism (James et al, 2000:397). In some instances, even fair and appropriate promotions can create a number of problems for instance, members of an organization who are bypassed feel resentful, which may affect their morale and productivity. In Uganda's context there is always a problem of failure to retain staff especially higher cadres. This is evident in the Uganda Police Forces. Barungi (2005) contends that this problem has its roots in conditions of service and job satisfaction.

There is no practical way to indicate that a man was impassioned outside the area of his/her competence without prejudice to his/her career, the up or out promotion policy

ignores the possibility that a man/woman may have the ability to perform with excellence in a lower grade job even though he may not have the ability for a higher grade job (Laurence et al, 1969:53). This is still consistent with the Peter Principle, where one is promoted to his highest level of incompetence that is a common phenomenon in the Uganda Police Forces and other organizations.

On the other hand, it is quite possible to turn in years of satisfactory performance without receiving a promotion. Some organizations are structured in a manner that does not allow for frequent promotions, and even above-average performance is expected as a normal contribution. Sometimes contributions are recognized with extra financial rewards instead of promotions and at times not. If one has achieved results, but has not been rewarded by frequent promotions, then he or she may face objections from other potential employers who consider lack of promotions as an indication of few achievements or inability to get along with others.

## **2.5 Recommendations for improvement of performance at work place in Uganda with reference to the Uganda Police Forces.**

Police leadership has many challenges in many arenas and one of the largest challenges is providing the transformational leadership necessary to engender cultural changes in the attitudes and beliefs of the line Officers in order to induce motivation to the upcoming officers. James Kouzes and Barry Posner in their book, *The Leadership Challenge*, provide five principles for getting extraordinary things done in organizations. They claim that effective leaders challenge the process, they take risks, challenge the system, and challenge the way things are done. They also inspire a shared vision which involves

breathing life into what are the hopes and dreams of others, and enable them to see the exciting possibilities that the future holds. They also enable others to act and enlist the support of all those who are necessary to get results, as well as those who will be affected by the results. Their role is to encourage collaboration and teamwork and make it possible for others to do good work. They model the way and lead by example. Leaders must encourage the heart of their followers to carry on (*Kouzes and Posner, 1987*)

The above cited significant principles highlight the need for Police Forces and other organizations to reckon with the importance of the leadership development in and proper planning especially in areas of motivating the employees so that such institution can realize fruitful results or meet its goals and objectives. In this respect therefore, promotions can be implemented but with a careful and scrutinized stance to avoid boomerang especially as earlier seen in the Peter Principle.

Society benefits by being protected by officers who feel good about the job and not merely earning a paycheck. Motivational training that outlines the style for personal growth has been proven among corporate personnel to enrich employee development. Mullins (1996) contends that Companies and agencies benefit in this training by encouraging personnel to help find solutions to old problems. People support what they create, the difference between an employee who views himself as "semi-retired" versus a "go-getter" is the level of trust he has in management's vision.

It is also argued that selecting a competent team is essential that individuals are motivated, flexible, able to work as team members, have integrity, and inspire trust, ability and willingness to turn their hands to various problems. Adair (1987) asserts that

other managerial skills of value in a community service oriented environment especially tailored to the police forces and other institutions include networking and liaison skills, capacity to manage change, and ability to evaluate effectiveness. In line with Adair's argument, when this idea is effectively implemented in the police spheres, could produce tangible results in the Uganda Police Forces as well as other organisations.

## **2.6 Emerging gaps.**

Following the reviewed literature, it is evident that most scholars and theorists were presenting a general view of motivation like Vroom Yetton, Bohlander Snell, Stoner & Freeman, Freeman et al, Armstrong, Laurence among others. There is an aspect of promotion as a motivation strategy but not very much hinting on the armed forces like the Uganda Police Forces. The research therefore sought to investigate into the promotions as a motivation factor on the employees' performance in general and specifically, to the Uganda Police Forces.

It was not clearly established in the reviewed literature exactly, what causes employees specifically the officers of the Uganda Police Forces to perform poorly even when promoted. This is evidenced by the constant reshuffles that have occurred in the UPF at both senior and junior levels. Therefore, in Chapter four, the research carried out a scrupulous investigation into this matter of national concern and relevant results got .



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Introduction**

In this section of research, various components were viewed like the research design, study area and population, sampling, data collection methods, data management and analysis, among other methods that form the base on which the research objectives will be achieved.

### **3.1 Research Design**

The study used a blend of descriptive and analytical designs, well aware that none of them singly would give sufficient/ reliable findings in the study of this nature consequently, both qualitative and quantitative methods were employed in data collection and analysis.

### **3.2 Area of Study and Population**

The survey population included Uganda Police Force (UPF) Officers from Police Headquarters, Kampala Central Police and Kampala extra including Kira Road, Kawempe, Jinja Road, Katwe, Kibuli and Old Kampala station. This area was chosen because it represents all the work environment of the Forces Departments and this would help the researcher gather information with ease.

### **3.3 Sample Selection and Size**

The researcher used 100 respondents. 1 Inspector General of Police (IGP), 5 Commissioners of Police, 8 Assistant Commissioners, 10 Senior Superintendents, 10 Superintendents, 20 Assistant Superintendents, 5 Inspectors of Police , 5 Assistant Inspectors of Police and 36 General Duty Officers. The above police officers were chosen

because they were representative of the different ranks in the Forces and their information would be reliable for the study.

### **3.4 Data collection methods**

The study used both primary and secondary sources. The Uganda Police Forces officers in Kampala Central and extra areas were used to give information required for this study with the use of questionnaires. Secondary sources of data included published material from books, dissertations, journals, newspapers, bulletins and magazines. The researcher used a pre-test procedure to ensure the quality of the questionnaires. This employed 20 questionnaires, distributing them evenly in the Kampala Central and extra areas.

The study also used focus group discussions so that the gathered information is debated on and crosschecked to ensure that it is accurate and reliable.

### **3.5 Data processing & Analysis**

The data collected was coded and edited in order to ensure accuracy of the research. Statistical Package for Social Scientists (SPSS) and Excel computer packages were also used in the analysis of the data.

### **3.6 Ethical consideration.**

The researcher obtained an introductory letter from the Department of Religious Studies explaining the purpose of the research that greatly assisted him to get permission from the authorities in the Uganda Police Forces where the researcher is currently working as well as facilitating his movement to the Uganda Police Forces where the study was carried out. The Officers who constitute the respondents of this research were also contacted in a friendly approach to ensure smooth research process.

## CHAPTER FOUR:

### PRESENTATION, ANALYSIS AND DISCUSSION OF THE FINDINGS

#### 4.0 Introduction

In this chapter, two different surveys were carried out to find out the effect of promotion as a motivation factor of employees' performance with a case study of Uganda Police Forces (UPF). In one of the surveys, any Officer in the Uganda Police Forces was a legible respondent. This survey covered a sample of 100 respondents of which five were members of the Police Council that is responsible for promotions while the second survey was purposely conducted on a sample of five members of the Police Council that is responsible for promotions.

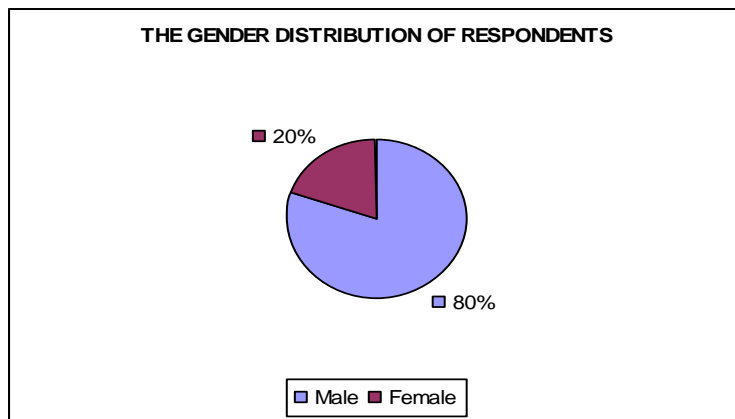
#### 4.1 Results from the Survey Conducted on the Officers of the Uganda Police Forces

##### 4.1.1 Demographics and Background Information

##### 4.1.1.1: Gender distribution of Police Officers

Of the 100 Officers of the Uganda Police Forces, 20% of them were female while 80% were male.

**Figure 1: Distribution of Police Officers by Gender**

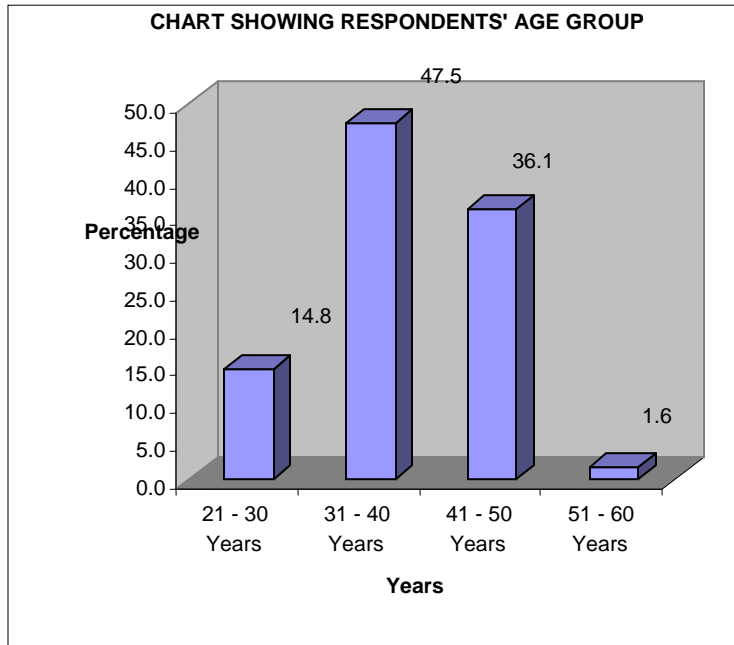


Source: Study Findings.

#### 4.1.1.2: Age group of Police Officers

Majority (47.5%) of the Police Officers were in the age range of 31 to 40 years followed by 36.1% lying in the 41 to 50 years age range. 14.8% were between 21 and 30 Years while 1.6% were between 51 and 60 Years. No Police Officer was below 20 years neither above 60 Years.

**Figure 2: Chart showing the Age distribution of Police Officers**

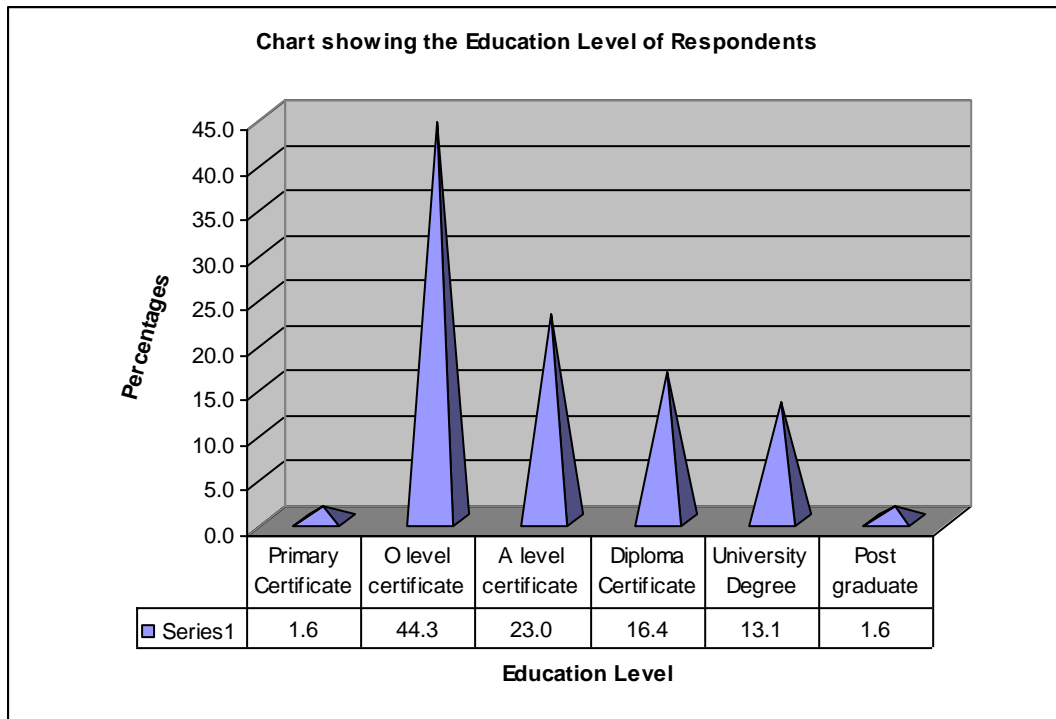


Source: Research Findings.

### 4.1.1.3: Education Level of Police Officers

The highest percentage (44.3%) of the Police officers had an O' level certificate as their highest education level followed by the 23% with an A' level certificate, 16.4% with a Diploma, 13.1% with a University degree, only 1.6% with a Postgraduate and only 1.6% with a Primary Certificate.

**Figure 3: Education level of Police Officers**



Source: Study Findings.

#### 4.1.1.4: Years of service in UPF

42.6% of the respondent Police Officers had served the Uganda Peoples Police Force for 16 to 20 Years, 13.1% had served for an interval of 21 and 25 Years, An equal percentage of 11.5% had served for 1-5 years and 6-10 years (23% of the total respondents had served the Uganda Police Force for 1 to 10 Years), while only 3.3% had served for less than a year and 8.2% had served for more than 25 Years.

**Figure 4: Years of service in the UPF**

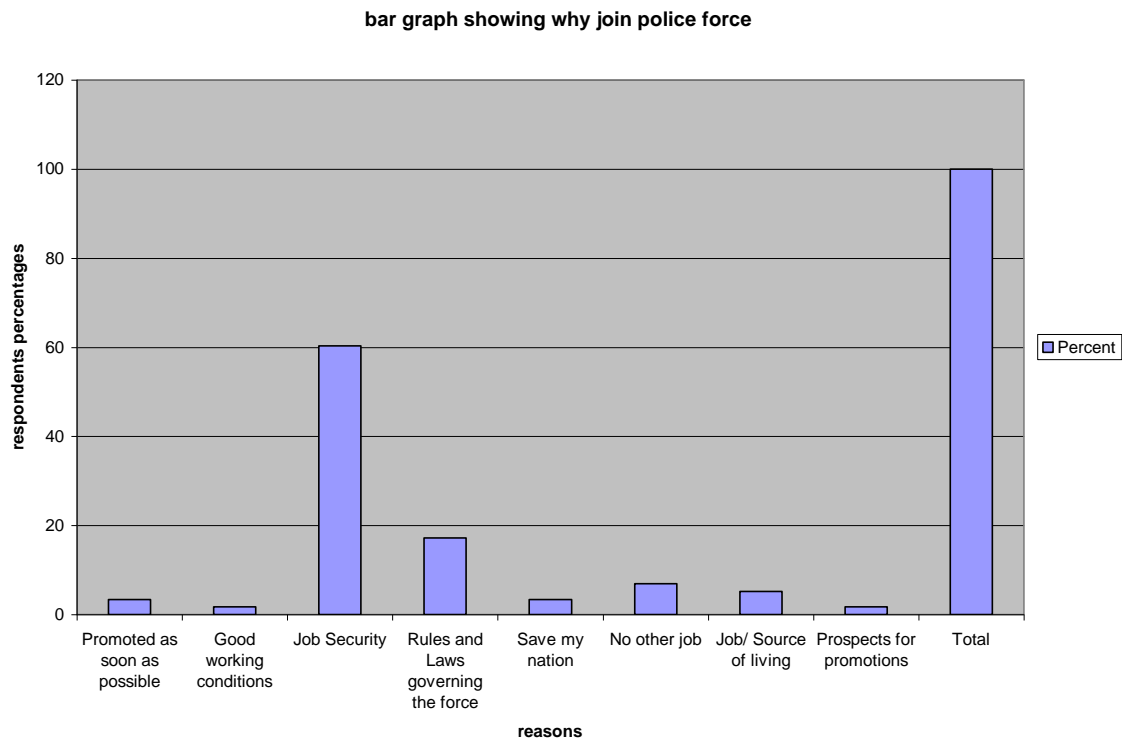


Source: Study findings.

#### 4.1.1.5 Factors for stay of Officers in UPF

Job security was the leading attribute attracting Police Officers to stay in UPF. This was followed by the rules and Laws governing the Force and the fact that the officer was promoted as soon as possible. 60.3% had stayed in UPF because of job security while 17.2% were forced by the rules and laws governing the Force, 6.9% were serving the UPF because they had no other immediate jobs, 5.2% stayed there because it was their source of living, 3.4% stayed because the benefits they got in early promotions, 3.4% were there with the greatest objective of serving the nation while 1.7% stayed in UPF because they have prospects of being promoted.

**Figure 1: Factors why Officers stay in UPF**

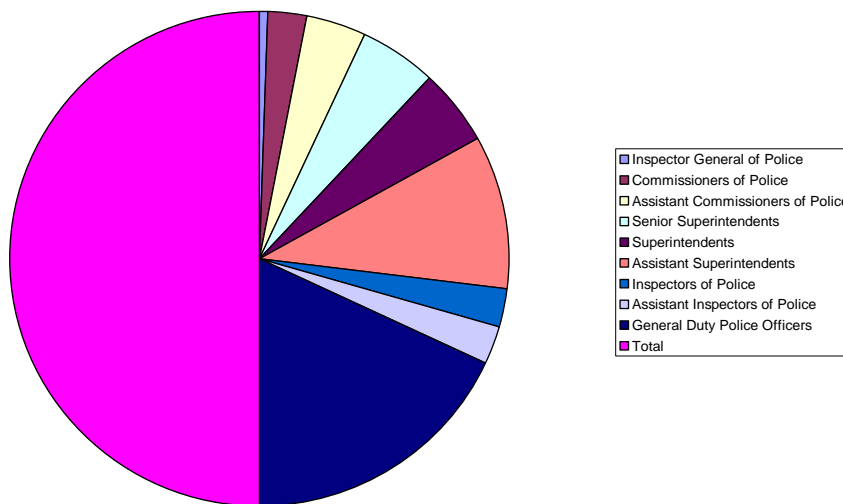


#### 4.1.1.6 Designation and Rank in UPF

In order to establish the designation and rank in UPF, the research interviewed Inspector General of Police (IGP), five Commissioners of police, eight Assistant Commissioners, ten Senior Superintendents, ten Superintendents, twenty Assistant Superintendents, five Inspectors of Police, five Assistant Inspectors of Police and thirty-six General Duty Police Officers.

**Table 1: Job Designation and Rank of Respondent Police Officers**

pie chart showing responsibilities of respondents



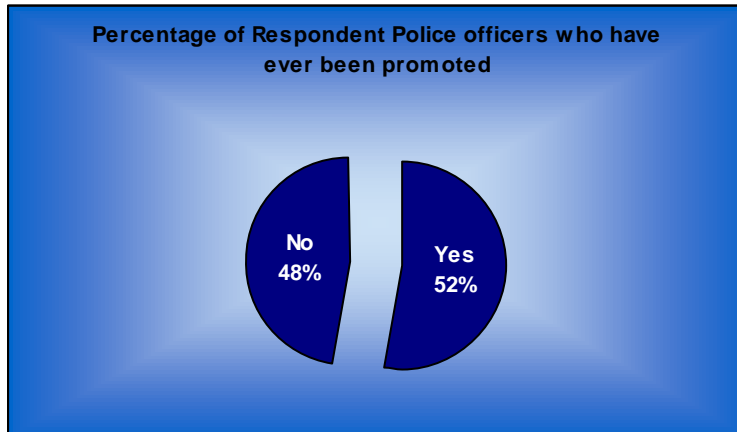


## 4.1.2 Promotion of Police Officers

### 4.1.2.1: Whether an Officer has ever been promoted

52% of the respondent Police Officers had ever been promoted while 48% had never been promoted.

**Figure 5: Whether an Officer has ever been promoted**



Source: Study Findings.

### 4.1.2.2 Factors that contributed to the promotion of the Officers

The 52% promoted Police Officers gave various reasons that they thought that could have contributed to their promotions, which included discipline, hard work, education standard, good record, leadership capabilities, efficiency and so many other factors. As shown in the table below, discipline and hard work were the leading factors that Officers thought contributed to their promotions, each with 19.5%. These factors were followed by Education standard (7.1%), possession of a good record, leadership capabilities, and efficiency each with 6.2%, experience in serving the Police Force and obedience with 4.4% each, smartness, personal presentation and public relationship with 3.5% each.

**Table 2: Factors that contributed to the promotion of Police Officers**

<b>Factor for Promotion</b>	<b>Count</b>	<b>Percentage of Responses</b>
Years of Service	5	4.4
Discipline	22	19.5
Hard work	22	19.5
Dedication	6	5.3
Tolerance	1	0.9
Good Record	7	6.2
Leadership abilities	7	6.2
Efficiency	7	6.2
Education standard	8	7.1
Smartness	4	3.5
Personal Presentation	4	3.5
Public Relationship	4	3.5
Unity/Cooperation	1	0.9
Intelligence	2	1.8
Obedience	5	4.4
Experience	3	2.7
Faithful	2	1.8
Vacancy	2	1.8
Age	1	0.9
Total	113	100

Source: Research Findings.

#### 4.1.2.3 Reasons as to why the Officers think they are not promoted

Those who have not been promoted also gave reasons why they have not been promoted. The reason given include; the fact that some had just joined the Police Force (15.9%), others could say that it was an administrative matter. others attributed this to the unfairness in the selection and promotion procedure, segregation, corruption, tribalism, education level, favoritism and “technical know who”, influence of politicians and the fact that Police Constables work on contractual basis.

**Table 3: Factors why police officers have not been promoted:**

Reason for no promotion	Count	Pct of Response
Have just joined	7	15.9
Constables work on Contract	3	6.8
Administrative matter	7	15.9
High Competition	1	2.3
No reasonable cause	3	6.8
Unfairness in the selection procedure	6	13.6
Poor promotion methods	2	4.5
Segregation	2	4.5
Corruption	3	6.8
Favoritism	2	4.5
Political Influence	1	2.3
Tribalism	3	6.8
Technical know who	2	4.5
Nepotism	1	2.3
Level of Education	1	2.3
Total	44	100

Source: Research Findings.

#### 4.1.2.4: How current job position in UPF affects performance of the Police Officers

Only 11.5% had their current position not affecting their duties in UPF while the remaining 88.5% were either affected positively or negatively. This was embedded in Officers being demoralized (9.2%), overworked and fatigue (11.4%), no cooperation from other Police Officers (5.4%), negative attitude and opposition from the public (3.4%). Looking at the table below, the current positions were mainly affecting the duties Police Officers negatively.

**Table 4: How the current job position affects Police Officers' duties**

How Position affects Performance	Count	Pct of responses
Tiresome	5	5.7
Risky	2	2.3
Gives confidence	3	3.4
Responsibility	3	3.4
Demoralizes	8	9.2
No respect	5	5.7
Harassment	4	4.6
Overwork	5	5.7
Fair	1	1.1
Total frustration	3	3.4
No cooperation	5	5.7
Negative attitude from Public	3	3.4
Bridges superiors and subordinates	1	1.1
Government experience	3	3.4
Self supervision	1	1.1
Decision making capabilities	7	8
Improve public relationship	2	2.3
Not stationary	3	3.4

No allowances	1	1.1
No promotion	1	1.1
No facilitation	3	3.4
Has no effect	10	11.5
Trust from People	2	2.3
Gives Courage	2	2.3
Accommodation	1	1.1
Transport	1	1.1
Supervision capabilities	1	1.1
No Library for research	1	1.1
Total	87	100

Source: Research Findings.

#### **4.1.2.5: Occupation the Police Officers would opt for other than serving the UPF**

Apart from serving the Police Forces, the other occupation that Police would opt for include business and self employment (27.1%), farming and agriculture (13.5%), teaching (7.3%), working with other organizations (7.3%), politics (5.2%), and accounting at (5.2%). Other things they engage in include pursuing further education, law, and nursing and others as shown in the table below

**Table 5: Occupation the Police Officers would opt for other than serving the UPF**

<b>Other Occupations</b>	<b>Count</b>	<b>Pct of Responses</b>
Self employment/Business	26	27.1
Farming	13	13.5
Counseling	2	2.1
Pursue further studies	3	3.1
Legal profession	2	2.1
Any other civil service job	3	3.1
Teaching	7	7.3

Journalist	1	1
Join Peace keeping agencies	4	4.2
Working with other Organizations	7	7.3
Politics	5	5.2
Human Resource Management	1	1
Lawyer	3	3.1
Nursing	3	3.1
Accountant	5	5.2
Preaching	1	1
Politics	2	2.1
Statistician	1	1
Monitoring and Evaluation	1	1
Project Planner	1	1
Security Officer	1	1
Management	1	1
Military service	1	1
Voluntary service	1	1
Nothing	1	1
Total	96	100

Source: Research Findings.

#### **4.1.2.6: Reasons for opting for the new occupations/leaving the UPF**

Depending on the occupation Police Officers would opt for different reasons were given to clarify on the matter. Police Officers opted for the other occupations because they believe these other occupations had better payments and they can easily meet their home financial needs, some want to be self employed (10.9%). Other factors that make them opt for other occupations other than serving UPF were the poor living conditions and accommodation in the UPF, to become independent and free, to stay near their homes and relatives and many others as given in the table below.

**Table 6: Reasons for opting for the new occupations/leaving the UPF**

Why opt for those jobs	Count	Pct of Responses
Work near Home	4	4.3
Earn Daily	4	4.3
Meet Home financial needs	7	7.6
UPF conditions of work are poor	4	4.3
Poor accommodation in UPF	7	7.6
No allowances	1	1.1
No transport	2	2.2
Availability of schools	2	2.2
Availability of land, water \$ Pasture	1	1.1
Better remuneration	23	25
Job security	5	5.4
Work for shorter hours	2	2.2
Retirement	1	1.1
Work with no motivation	7	7.6
No promotions	2	2.2
Mismatch between qualification and job	1	1.1
Self employment	10	10.9
Independency and Freedom	5	5.4
Gain Respect	2	2.2
Easy to get a loan	2	2.2
Total	92	100

Source: research findings

#### **4.1.2.7: Factors that attracted Police Officers to join UPF**

Various factors were given that attracted Police Officers to join the Uganda People's Police Force. The most commonly given factors included the desire for these police officers to serve their country (15.3%), need to get employed and earn a living (24%), smartness of Police Officers and their beautiful uniforms (8.7%). Other given reasons include the desire to fight lawbreakers, desire to learn how to handle and deal with the public and many others as shown in the table below.

**Table 7: Factors that attracted the Police Officers to join the UPF**

<b>What attracted to Police</b>	<b>Count</b>	<b>Pct of Responses</b>
To serve my country	23	15.3
To Earn a living	16	10.7
Need of employment	20	13.3
Imitation from role models	7	4.7
Good salary	2	1.3
Be Respected	10	6.7
Good working conditions	4	2.7
Insecurity at home area	1	0.7
Smartness and beautiful police uniform	13	8.7
Desire to speak different languages	2	1.3
Desire to travel across the world	3	2
Desire to know cultures	1	0.7
Fight law breakers	7	4.7
Patriotism	3	2
Good discipline police has	2	1.3
Honesty in Police	1	0.7
Protect Lives and property	6	4
Lack of school fees for further studies	3	2
Learn how to handle the public	5	3.3
Free accommodation	2	1.3
To be popular	1	0.7
Job security	8	5.3
Police Band	1	0.7
Understand Law	2	1.3
Develop a profession	3	2
Interest and Love	3	2
<b>Total</b>	<b>150</b>	<b>100</b>

Source: Research findings



#### 4.1.2.8: Factors affecting performance of the Officers at work

Police Officers have a number of problems that affect the performance of their activities and duties among which include poor accommodation and the poor living conditions, lack of logistics, little payments, lack of transport facilities, poor motivation, overworking, lack of equipments, lack of cooperation from the general public, mistreatment from superiors, limited man power, influence by politicians and many others as given in the table below.

**Table 8: Factors affecting performance of Officers at work**

<b>Factors affecting Performance</b>	<b>Count</b>	<b>Pct of Response</b>
Lack of logistics	20	10.5
Lack of enough equipments	9	4.7
Poor accommodation/living conditions	25	13.1
Little Payments	20	10.5
Language	1	0.5
Political influence	6	3.1
Lack of Transport	22	11.5
Over working	15	7.9
Poor communication	8	4.2
Lack of medical care	9	4.7
Lack of lunch	7	3.7
Poor social services	2	1
Mistreatment from superiors	3	1.6
No motivation	10	5.2
poor working relationship with the pub	5	2.6
No promotions	4	2.1
Lack of facilitation	8	4.2
Lack of training	2	1
No allowances	2	1
Discrimination	3	1.6

Limited man power	5	2.6
Pressure from bosses	2	1
Pressure from bosses	1	0.5
Total	191	100

Source: Research findings

#### 4.1.2.9: What Officers think can be done to make them effective and efficient

Depending on the problems given, Police Officers raised a number of things that can be done to enable them effectively and efficiently perform all their duties. Among the suggested solutions include improving on their accommodation and living conditions (15.1%), increasing on their payments, giving them allowances and having their salaries paid promptly (26.2%), providing transport facilities (11.1%), and many other solutions as given in the table below.

**Table 9: What Officers think can be done to make them effective and efficient**

What can be done	Count	Pct of Responses
Improve on accommodation	30	15.1
Give allowances	20	10.1
Salary Increment	29	14.6
Pay retirement Package	2	1
Have promotions	8	4
Provide adequate logistics and funds	13	6.5
Independency in UPF/free from Politics	5	2.5
Train more Police Officers	10	5
Job security	4	2
Provide transport facilities	22	11.1
Sensitization	4	2
Improve on sanitation	7	3.5
Provide social amenities	9	4.5

Provide medical care	5	2.5
Pay promptly	3	1.5
Better treatment of police	8	4
Equal distribution of Police officers	2	1
Give Police officers freedom	2	1
Sponsor Officers for further education	3	1.5
Introduce Civilian Clothes	2	1
Improve Public cooperation	1	0.5
Improve communication	2	1
Enhance spirit team	1	0.5
Make Police attractive	4	2
Transparency	3	1.5
Total	199	100

Source: Research findings.

#### **4.2 Results from the Survey conducted on the members of the Police Council responsible for promotions.**

As stated above, five members of the Police Council responsible for promotions were interviewed to find out the effect of promotion on the various attributes determining performance of Police Officers.

#### 4.2.1: Effect of promotion

As illustrated in table 11 below, all the committee members said that promotion increase hard work very much (100%), promotions increase cooperation among officers very much (100%), promotions increase team work very much (100%). 50% believe that promotions can very much reduce fraud/corruption while 50% believe promotions have a little effect in reducing in fraud/corruption.

**Table 10: Effect of promotion**

	<b>Very much</b>	<b>Little</b>	<b>Total</b>
Increased hard work (%)	100		100
Increased operation among officers (%)	100		100
Reduced in fraud/Corruption (%)	50	50	100
Increased Team work (%)	100		

Source: Author.

#### 4.2.2: General behavior and working effort Officers who were once promoted

33.3 % could not comment on the general behavior and working effort of once promoted UPF Officers because they were not close to them. However, they were certain that Officers once promoted become biased, 33.3% believe some of the promoted Officers work harder while others relax and 33.3% believe that promoted Officers work more responsibly

**Table 11: Behavior of Officers after promotion**

<b>Category label</b>	<b>Pct of Responses</b>
Cannot tell but become biased	33.3
Some work and some relax	33.3
Behave more responsibly	33.3
Total	100

Source: Research findings.

#### 4.2.3: Other tools used to motivate Police officers besides Promotions

Respondent members of the Police Council responsible for promotions all (100%) agreed that there are other tools besides promotions that UPF uses to motivate its Officers. The most commonly given tools that the UPF uses in motivation besides promotion were providing further training to Police Officers (33.3%), deploying of Police Officers in offices with better working conditions (16.7%), commendations (16.7%), assigning Police Officers to foreign missions (16.7%) and improving on the welfare of Police Officers (16.7%). (Table below)

**Table 12: Other tools used to motivate Police Officers besides Promotions**

<b>TOOLS UPF USES TO MOTIVATE</b>	<b>Count</b>	<b>Responses</b>
Deployment in good offices	1	16.7
Training officers	2	33.3
Commendations	1	16.7
Assignments in foreign missions	1	16.7
Improved welfare	1	16.7
Total	6	100

Source: Research findings.

#### **4.2.3.4: Comparison of how the UPF promotes its officers with other Police officers in the region**

Though the respondent members of the Council responsible for promotions tried to compare the way UPF promoted its Officers with other Police Forces in the region (East Africa/Africa in general), 50% could not give conclusive comparisons, as they did not know how promotions were being done in these other Police Forces. However, 25% could not find any difference and 25% believed a lot of improvement was desired in the criteria and procedure used in promoting Police Officers in Uganda. This is illustrated in the table below.

**Table 13: Comparison of how the UPF promotes its Officers with other Police Officers in the region**

<b>COMPARISON OF HOW UPF PROMOTES</b>	<b>Count</b>	<b>Pct of Cases</b>
Do not know	2	50
A lot is desired in the procedure and criteria	1	25
No difference	1	25
Total	4	100

Source: Research findings.

#### **4.2.3.5: Brief on the Criteria Used by the UPF to promote its Officers**

One of the respondents said that the criteria were fine and it depended on experience, discipline, education, and hard work of police officers and availability of vacancies. The other respondents believed the criteria were not defined; they are filled with tribalism and corruption as clearly indicated in the tale below.

**Table 14: Brief on the Criteria Used by UPF to promote its Officers**

Category label	Count	Pct of Cases
Criteria not defined	1	12.5
Tribalism	1	12.5
Corruption	1	12.5
Experience	1	12.5
Discipline	1	12.5
Education	1	12.5
Work	1	12.5
Availability of Vacancies	1	12.5
<b>Total</b>	<b>8</b>	<b>100</b>

Source: Research findings.

#### **4.2.3.6: Rating performance of the high-ranking Officers to low ranking Officers**

On rating the performance of the high-ranking Officers to the lower ranking Officers, 66.7% said that the high-ranking Officers were not considerate to the lower ranking. The high-ranking officers treat the lower ranking Officers as slaves which lead to frustration as illustrated in the table below.

**Table 15: Rating performance of high-ranking officers to the low ranking Officers**

Category label	Count	Pct of Responses
They are not considerate	1	33.3
Boss-Slave relationship that frustrates	1	33.3
Perform better and more responsible	1	33.3
<b>Total</b>	<b>3</b>	<b>100</b>

Source: Research findings.

#### 4.2.3.7: Whether the UPF has strategies for motivating the retiring Officers

33.3% of the respondents did not know whether the UPF had strategies for motivating retiring the Police officers by settling them in civilian life, 33.3% said the strategies do not exist while 33.3% say that Police Officers were not given time for retirement

**Table 16: Whether the UPF has strategies for motivating retiring Officers**

Category label	Count	Responses
Can not tell	1	33.3
Does not exist	1	33.3
No time given for retirement	1	33.3
<b>Total</b>	<b>3</b>	<b>100</b>

Source: Research findings.

#### 4.2.3.8 Recommendations to the UPF in areas of motivation of their Officers

In order for the Uganda Police Forces management/ command to motivate its Officers and its other employees, different recommendations were suggested which include promoting Police Officers when they are still young/energetic so that they can perform to their expectation (33.3%), the UPF should have a well defined criteria for promotions basing on the qualifications (33.3%) and Police Officers who are not content with the Police Force should have the freedom to walk out whenever they wish to do so. This is indicated in the table below.



**Table 17: Recommendations to UPF in areas of motivation of their Officers**

<b>Category label</b>	<b>Count</b>	<b>Pct of Responses</b>
People should be promoted when they are still young	1	33.3
Promotions must be made basing on qualification	1	33.3
Those not content must be left to go	1	33.3
<b>Total</b>	<b>3</b>	<b>100</b>

Source: Research findings.

## **CHAPTER FIVE:**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS.**

#### **5.0 Introduction**

This chapter presents the summary findings and conclusions of the study covered extensively in the last four chapters. It is devoted to the discussion of recommendations on the findings as far as promotion as a motivational factor towards employees is concerned.

#### **5.1 Summary of Findings**

The majority of the respondents in the study were males an indication that this sector either has more males than females or males occupy the high responsibility and thus are more informed as compared to their counterparts this is indicated by; of the 100 Officers of the Uganda Police Forces, 20% of them were female while 80% were male.

The majority of the Police Officers have O' level certificate as their highest education level followed by A' level certificate holder and only very few hold Diplomas and University Degree.

The research revealed that Police Officers have a number of problems that affect the performance of their activities and duties among which include poor accommodation and the poor living conditions, lack of logistics, little payments, lack of transport facilities, poor motivation, overworking, lack of equipments, lack of cooperation from the general public, mistreatment from superiors, limited man power, influence by politicians

All the focus group discussion members believed that promotion increase hard work very much, increase cooperation among, increase team work and can very much reduce fraud/fraud.

Very few personnel had their current position not affecting their duties in UPF while the majority (88.5%) was either affected positively or negatively. This was showed in Officers being demoralized, overworked and fatigue, lack of cooperation from other Police Officers and negative attitude and opposition from the public.

The biggest percentage of the respondents were in the middle age of 31-40 years and these represented about 50% of the respondents and about 36% of the respondents were between the ages of 41-50 years. And very few were below 30 and above 50.

On the level of education; majority of the respondents held ordinary level certificates this represented about 44% of all the respondents. 23% held an advanced level certificate and only about 3% held diploma and university degrees.

Majority of the respondents have served in the Police Force for more than 15 years as indicated by about 64% of the respondents. About 36% have served for only ten years or less.

The research showed that Job security was the leading attribute attracting Police Officers to stay in UPF. This was followed by the good Rules and Laws governing the Forces and the fact that the Officer was promoted as soon as possible

The research also revealed that the promotion model of the UPF had no clear criteria and the respondents believed the criteria were not clearly defined; they are filled with tribalism and corruption

Majority of the respondents did not know whether the UPF had strategies for motivating retiring the Police Officers by settling them in civilian life and that Police Officers were not given time to prepare for retirement

Over 60% of the respondents who have stayed longer in the Police Force site the issue of job security as one of the factors that attract them to serve longer in the force. 17% of the respondents cited the rules and laws governing the Force as another factor keeping them in Force. Less than 3% cited good working conditions and prospects for promotion as factors inspiring them to stay in the Force. The rest gave reasons such as having no option to take on.

Depending on the problems given, Police Officers raised a number of things that can be done to enable them effectively and efficiently perform all their duties. Among the suggested solutions include improving on their accommodation and living conditions,

increasing on their payments, giving them allowances and having their salaries paid promptly, providing transport facilities.

Majority of the respondents in the survey were Assistant Superintendents, followed by their Seniors and Assistant Police Commissioners. Only one Inspector General of Police responded to the survey.

The survey could not comment on the general behavior and working efforts of the Officers once promoted because the respondents were not close to them. However, they were certain that officers once promoted; some become biased, some of the promoted Officers work harder while others relax while others believe that promoted Officers work more.

The research showed that apart from serving the Police Forces, the other occupations that Police could opt for include business and self employment, agriculture, teaching, working with other organizations, and politics.

This research has shown that their other agreed that there are other tools besides promotions that UPF can use to motivate its Officers. These include among others providing further training to Police Officers, deploying of Police Officers in offices with better working conditions, commendations, assigning Police Officers to foreign missions and improving on the welfare of Police Officers.

Of all the respondents who participated in this survey; 52% of the respondents consented to having been promoted to those positions and the other 48% have never received any promotion of any form.

The study also found that the main factors for upon which promotions are based are basically discipline and hard work and these account for over 40% of all the promotions. Other major ones are education levels, efficiency and leadership skills.

Over 45% of the respondents who have not been promoted have either just joined the Force, sight administrative matters and unfairness in the selection criteria

In order for the Uganda Police Forces management/ command to motivate its officers and its other employees, different recommendations were suggested which include promoting Police Officers when they are still young/energetic, the UPF should have a well defined criteria for promotions basing on the qualifications and police officers who are not content with the police force should have the freedom to walk out.

The study has shown that Various factors that attract Police Officers to join the Uganda People's Police Force and they include; the desire to serve their country, the need to get employed and earn a living and smartness of Police Officers and their beautiful uniforms

## **5.2 Conclusion**

Proper motivation of Police Officers with promotions inclusive will reduce corruption within the Police Force, increase hard work, increase teamwork and it will reduce corruption. In addition, the Police Officers will have a settled mind in their profession. There will be a reduction in the likelihood of the Police Officers to opt for other occupations. Actually, proper motivation will reduce on the increased desire for Police Officers to leave our nation to render their services in other countries. Therefore, this promotion will improve on the performance of the Police Officers.

However, some of the Police Officers promoted Officers may not perform according to their expectations if the criteria used in their promotions are not well defined. Police Officers must be promoted basing on their records, discipline, hard work, and experience and education level. Promotions must not be based on tribalism, corruptions or influence of politicians as this demoralizes those who are not promoted.

## **5.3 Recommendations**

As seen in the results presentation, promotion is a crucial tool in motivation of the employees. Police Officers could easily opt for other different occupations just because of the better motivation facilities they offered. Motivation of the Police Officers can be done in different ways that can be financial, social, economic and political and academic.

Financially, the Police Officers can be made stable at their work with no intentions of crossing to other occupations if they receive an increment in their salaries which at times

is derived from promotions. They should be paid in comparison to the payments in the other professions/occupations they want to cross too. Such occupations suggested included agriculture, teaching, nursing, and many others. Salaries should be paid promptly and the government should consider giving Police Officers some allowances in order to induce them perform effectively and efficiently.

Depending on the problems given, the researcher is of the view that a number of things can be done to enable officers effectively and efficiently perform all their duties. Among the suggested solutions include improving on their accommodation and living conditions, increasing on their payments, giving them allowances and having their salaries paid promptly.

Socially, the working conditions of the Police Officers need to be improved. Motivation here can be done through improving on the accommodation facilities of Police Officers, improving on their conditions of work, giving the Police Officers some freedom and independence. There is need for provision of lunch, proper sanitation and medical facilities “A health mind lives in a healthy body”.

Academically the research has revealed very poor levels so in order to modernize the Force and ensure suitable grounds for promotion the officers should be encouraged to go for further studies not only on the force affairs but also in other fields.



The UPF should have strategies for motivating retiring the Police Officers by settling them in civilian life and that Police Officers be given time to prepare for retirement.

There should be proper facilitation at the workplace. Transport facilities, research facilities and accommodation facilities need to be provided. These not only motivate the Police Officers but also make their working conditions better. Short and long term courses should be provided to improve on the knowledge of the Police Officers.

The UPF should be an independent institution without influence of politicians. The criteria used for promotion of Officers should be well defined depending on the qualifications of Police Officers. This should be free from corruption, tribalism, technical know who but it should be based on experience and capabilities.

Advocacy should be made for recruitment of personnel with high education levels into the Police Force. More people with Degrees and Postgraduate degrees need to be recruited in the force. This will erase away the inferiority complex some of the Police Officers have, the negative attitude and undermining the Forces by the general public. There is need to increase on the cooperation of the Police Force with the general public.

In order for the Uganda Police Forces management/ command to motivate its Officers and its other employees, different recommendations were suggested which include promoting Police Officers when they are still young/energetic, the UPF should have a

well defined criteria for promotions basing on the qualifications and Police Officers who are not content with the Police Force should have the freedom to walk out.

The administration of Ugandan Police Force should seek to learn how the other Police Forces in the region are run and how they are motivated.

After serving in the Police Forces, they (Police Officers) should be prepared to take on other occupations like self employment, farming and agriculture, teaching, working with other organizations and joining politics.

## REFERENCES

- Adair, J (1987), *Effective Teambuilding*, Pan, London.
- Albanese Robert (1988), *Management*, South Western publishing company.
- Armstrong Michael, (2001), *Human Resource Management Practice*, 8<sup>th</sup> edition, Kogan.
- Baron, R. & Greenberg J (1990), *Behavior in organizations*, Allyn & Bacon.
- Barungi T.C, Report of the Ag. Commissioner of Police Medical services, during a Workshop  
For Medical Personnel of the force at Hotel Africana on June 24, 2005.
- Bohlander, Snell G. (2004), *Managing Human Resources*, 13<sup>th</sup> Edition, International Student  
edition.
- Cole, G.A (1990); *Management Theory and practice*, ELBS, DP Publications.
- Drucker Peter (1989), *the Practice of Management*, Heinemann Publishing Corporation.
- Edwin, Flippo (1984), *Personnel Management*, Sixth Edition, McGraw Hill International Edition.
- E. Flippo, (1984), *Personnel Management*. McGraw-Hill International.
- Gardner J.W, (1961), *Excellence: Can We Be Equal and Excellent Too?* New York: Harper and  
Row.
- Githuku, S (1997), *How to Motivate Employees for Peak Performance*, The East African,  
August 4<sup>th</sup> –10<sup>th</sup>
- Harold, Koontz; Heinz etal (1988), *Management*, MacGraw International Edition
- Herzberg, F., (1968), *One More Time; How Do You Motivate Employees?*  
Harvard Business Review, January-February.
- Kanter, R. (1989), *The New Managerial Work*, Harvard Business Review, November-December.
- Kayemba, M. (1996), *Motivational Aspects in Uganda*, MBA Dissertation Makerere University.
- Kiwanuka.A.W. (1999), *Effectiveness of Salary in the Motivation of Employees*,  
MBA Dissertation Makerere University.
- Kouzes, J. and Posner, B. (1987). *The Leadership Challenge: How To Get Extraordinary*

*Things Done in Organizations*, San Francisco, CA: Jossey-Bass.

Landy, Becker F. W. (1987), *Motivational Theory Reconsidered in Cummings*,

L. & Staw, B. (eds). *Research in Organizational Behavior*, Vol.9 pp1-40.

Laurence J. Peter et al, (1969), *The Peter Principle: why things always go wrong*,

New York: William Morrow.

Lawler Edward, (1973), *Motivation in Work Organization*, California: Cole publishing company,

Lester Richard, (1992), *Concepts for AirForce Leadership*, Alabama:

Air University Press, Maxwell Air force base.

Michael Armstrong (1994), *How to be an even Better Manager*, 4<sup>th</sup> Edition. Clays Ltd, St Ives

plc Britain.

Milkovich George T. (1997), *Human Resource Management*. 8<sup>th</sup> Edition, Cornell University

Miles, E, (1965), *Human Relations or Human Resources?* Harvard Business Review. July-August.

Mintzberg, H. (1975) “*The Manager Job: Folklore & Fact*”, Harvard Business Review July-August.

Mugenyi (2005), *The New Vision*, Thursday, November, Vol. 20, No.263.

Mullins J Laurie, (1996), *Management and Organizational Behavior*, 4<sup>th</sup> edition, Pitman Publishing

London.

Museveni Y.K. , (1997), *The Mustard Seed*.

Ross A Webber, (1999) *Basic Elements of Managing Organizations*, Revised edition, University of

Pennsylvania.

Schiemann, W.A (1987) *The journal of Business and psychology*. Fac Vol. 2(1) pp. 7-30.

Skolnick, J.H. (1966). *Justice Without Trial: Law Enforcement in a Democratic Society*, New

York: John Wiley and Sons.

Stephen, P. Robbins (1993), *Organizational Behavior*, prentice Hall International Edition.

Stephen, P. Robbins (1999), *Management*, 6<sup>th</sup> edition, Prentice Hall International, Inc.

Stoner, J, Freeman, and Gilbert (2000); *Management 6<sup>th</sup> edition*, Prentice Hall.

Terms and conditions of service of the Uganda Peoples' Defence Forces. 1993.

Vroom, V. (1964); *Work and Motivation*, John Wiley & Sons, Inc.

Waswa J Balunywa (2000) *Pamphlet on Management issues* 3<sup>rd</sup> edition, Kampala:

The Business Publishing group.

## APPENDICES

### Appendix I Budget Estimates

No	ITEM	QTY	EACH	AMOUNT
1	Personnel			
	• Typist	01	70.000=	70.000=
	• Guide	01	100.000=	100.000=
	<b>Sub- Total</b>			<b>170.000=</b>
2	Equipments			
	• Camera	01	120.000=	120.000=
	• Film	01	5.000=	5.000=
	• Developing and Printing photos			20.000=
	• Clipboard	02	5.000=	10.000=
	• Umbrella	03	5.000=	15.000=
	• Markers	06	1.200=	7.200=
	• Bags	02	10.000=	20.000=
	<b>Sub- Total</b>			<b>197.200=</b>
3	Travel in the field	03		300.000=
	Meals	03	Lunch 5.000 for 30 days	450.000=
	Accommodation	03	Super 5.000 for 30 days Lodge 15.000 for 30 days	450.000= 1.350.000=
	<b>Sub- Total</b>			<b>2.550.000=</b>
4	Stationary			
	• Reams of ruled papers	02	10.000=	20.000=
	• Reams of plain papers	02	10.000=	20.000=
	• Folders/ Notebooks	10	1.800=	18.000=
	• Computer printing	150	1000=	150.000=
	<b>Sub- Total</b>			<b>208.000=</b>
5.	Secretarial Services			
	• Type setting and printing	30	1.000=	30.000=

	<ul style="list-style-type: none"> <li>• Photocopying.</li> <li>• Binding</li> <li>• Diskettes</li> </ul>	08 04 03	1.500= 5.000= 2.000=	12.000= 20.000= 6.000= <b>68.000=</b>
6.	<ul style="list-style-type: none"> <li>• Miscellaneous</li> <li>• Telephone services</li> <li>• Tape recorder</li> <li>• Dry cells</li> </ul>	01 08	3.000=	200.000= 50.000= 100.000= 24.000= <b>374.000=</b>
	<b>Grand Total</b>			<b>3.567.200=</b>

## Appendix ii Timeframe

<b>Time</b>	<b>Activity</b>
November 2005	Visiting the field (pre-test exercise)
December 2005 and January 2005	Data collection
February and March 2006	Data analysis
April and May 2006	Compiling the Report
September 2006	Submission of the dissertation



**Appendix iii                      Number of categories of officers over years**

**Table 18: Number of categories of officers over years**

<b>Category of Officers</b>	<b>Years</b>					
	1999	2000	2001	2002	2003	2004
Commissioners of Police					9	9
Assistant Commissioners of Police	24.00	36	43	25	33	44
Superintendents	111.00	113	130	127	98	142
Senior Superintendents	46.00	47	48	50	49	94
Assistant Superintendents	230.00	246	250	252	241	372
Other Officers	4,113.00	4,240	4,348	3,116	12,666	13,623

**Appendix iv NUMBER OF OFFICERS WHO LEFT OVER YEARS****Table 19: Number of officers who left over years**

Category of Officers	Refreshment	Voluntary Retiring	Absconded	Dismissal	Others
Commissioners of Police		2		1	2
Assistant Commissioners of Police					
Superintendents			1		
Senior Superintendents		2		3	2
Assistant Superintendents				2	1
Other Officers		11	9	9	30

**Appendix v:**

**QUESTIONNAIRE**

**AN ASSESSMENT OF PROMOTIONS AS A MOTIVATION FACTOR ON EMPLOYEES' PERFORMANCE: A STUDY OF UGANDA POLICE FORCES.**

*(To be filled by officers of Uganda Police Forces)*

Allow me to greet you and thank you in your capacity for better services you are providing to our country. I request you to complete this questionnaire form to allow me full fill my obligation for the award of Masters Degree in Leadership and Human Relation studies. The purpose of this research will be to assess or analyse how promotions gives employees effort and energy to work more efficiently or work more hard on their duties, in particular, The Uganda Police Forces (UPF).

(1) Sex

- a) Male.
- b) Female.

2) Age

- a) Below 20
- b) 21-30
- c) 31-40
- d) 41-50
- e) 51-60
- f) Above 60

3) Education level

- a) Primary certificate
- b) O'level certificate
- c) A' level certificate
- d) Diploma certificate
- e) University degree
- f) P ostgraduate

g) Any other, (*please specify*)

.....

4) How long have you been in the force (UPF)?

- a) Below 1-year.
- b) 1-5 years.
- c) 6-10 years.
- d) 11-15 years.
- e) 16-20 years.
- f) 21-25 years.
- g) 25 years and above

5) What has attracted you to stay in UPF (tick the most appropriate)?

- a) Reasonable salary.
- b) Promoted as soon as possible.
- c) Good working conditions.
- d) Job security.
- e) Rules and laws governing the force (UPF).
- f) Others (*please specify*)

.....

.....

6) (i) What is your current job designation and rank (state it)

.....

(ii) How many years have you stayed in that same job or rank (state the years).

.....

7) Have you ever been promoted?

- a) Yes
- b) No

8) If **Yes**, what factors do you think contributed to your promotion?

- i).....
- ii).....
- iii).....
- iv).....
- v).....

(9) If **No**, why do you think you are still in such a position?

- i).....
- ii).....
- iii).....
- iv).....

10) How does your current position in the Police Forces affect performance of your duties?

- i).....
- ii).....
- iii).....
- iv).....
- v).....

11) What other kind of occupations would opt for apart from serving Police?

- i).....
- ii).....
- iii).....
- iv).....

12) Why would opt for the above, rather than serving in the Police Forces?

- i).....

- ii).....
- iii).....
- iv).....

13) Please rank the following expectations from your job/duties in order of importance to you, starting from 1 for the most important up to 7 for the least important.

- a) Medical. -----
- b) Lunch. -----
- c) Salary increment. -----
- d) Housing allowances. -----
- e) Promotions. -----
- f) Good working conditions. -----
- g) Job security. -----

14) What attracted you to join the Police Forces? (Give your views)

- i).....
- ii).....
- iii).....
- iv).....

15) What factors affect your performance at work place?

- i).....
- ii).....
- iii).....
- iv).....
- v).....

16) What do you think should be done to make you effectively and efficiently perform all you your duties?

i).....

ii).....

iii).....

iv).....

v).....

**Thank you for your co-operation, I wish you a better stay in the forces.**

## QUESTIONNAIRE:

### AN ASSESSMENT OF PROMOTIONS AS A MOTIVATION FACTOR ON EMPLOYEES' PERFORMANCE: A STUDY OF UGANDA POLICE FORCES.

*(To be filled by the members of the Police Council responsible for Promotions)*

I wish to express my sincere gratitude and appreciation for your effort towards the stability of our country.

I am investigating the effectiveness of promotions in motivating employees/officers in the Uganda Police Forces.

Kindly spare a few minutes of precious time to answer this questionnaire form. This study is purely for academic purposes in the completion of Masters Degree in leadership and Human Relations Studies although the UPF may benefit from its findings and will be treated with *utmost confidentiality*. Thank you for your cooperation.

- 1) Please allow me and kindly give me the organization chart of the UPF.
- 2) Kindly also give me how UPF ranks are arranged from the lowest to the highest.
- 3) Could you kindly give me the number of Officers who left UPF in the following categories over the last 6 years as at December 31<sup>ST</sup> each year?

Category of officers	YEARS					
	1999	2000	2001	2002	2003	2004
Commissioners of Police						
Assistants commissioners of Police						



Superintendents						
Senior Superintendents						
Assistant Superintendents						
Any other Officer (Please state)						

4) Allow me to get data on the following, by indicating the number of Officers who left the Police Forces in the following categories due to:

Category	Reasons for leaving				
	Retrenchment	Voluntary Retiring	Absconded	Dismissals	Others (specify)
Commissioner of Police					
Superintendent					
Assistant superintendent					
Assistant commissioner of Police					
Senior superintendent					
Any other (please state)					

5) From your past experience in the UPF, does promotions have any effect on the following areas?

(Tick as appropriate)

<u>AREA</u>	<u>EFFECT</u>			
	Very much	little	No effect	
a) Increased hard work.	.....	.....	.....	.....
b) Increased cooperation				
Among officers.	.....	.....	.....	.....
c) Reduced in fraud/				
Corruption.	.....	.....	.....	.....
d) Increased teamwork.	.....	.....	.....	.....

6) From your experience, how do comment on officers who were once promoted to higher profile duties in matters of their general behaviors and working effort in the Force/UPF?

.....

.....

.....

.....

.....

7) i) Besides promotions, are there any other tools that the UPF uses to motivate its officers?

- a) Yes       b) No

7) ii) if yes, can you please list them in order of importance (starting with the most important)

1-.....

2-.....

3-.....

4-.....

5-.....

6-.....

7-.....

8) How do you compare the way UPF promotes its officers with other forces in the region (East Africa/Africa in general)? Briefly explain.

.....  
.....  
.....

9) In brief, give the criteria that Uganda Police Forces uses to promote its Officers

.....  
.....  
.....

10) In your own view, how do you rate the performance of high ranking Officers to lower ranking Officers? Please briefly explain.

.....  
.....  
.....

11) Apart from motivating officers still in the serving force, does the Uganda Police Forces have strategies of motivating retiring officers by settling them in civilian life? Briefly explain.....

.....  
.....

12) What are your recommendations to the Uganda Police Forces management / Command in the areas of motivation of their Officers and other employees? Briefly explain.

.....  
.....  
.....

**Thank you for your co-operation, I wish you a better stay in the forces.**