

## Factors Influencing Job Motivation and Performance: Empirical Evidence from the Ethiopian Federal Police

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### Abstract

*Motivation is one of the factors playing a significant role in increasing the capacity of human performance and productivity. Among the various components of the criminal justice system, the police play a vital role in meeting the public demand for justice. Motivating police officers is, thus, crucial to increase efficiency in combating crime. This study aimed to investigate and understand the motivational factors and their contributions to motivating police officers. The study employed a quantitative research method as a strategy. Three hundred six participants were selected using a stratified sampling technique. Of those, three hundred respondents filled out and returned the questionnaires. Data was collected using intrinsic and extrinsic motivational scale measures. The study found that the predictive validity of intrinsic (recognition, promotion, achievement, job satisfaction, and responsibilities) and extrinsic motivational factors (payment, leadership, work environment, interpersonal relations, and job security) are decisive in motivating the officers to do more work. The findings show that positive relationships between intrinsic and extrinsic motivational factors determine the police officer's motivation to enforce the law. In addition, regression analysis revealed that job satisfaction, payment, work environment, and job security are the most significant predictors of job performance. The study reminds police officials and others to revisit human resource management policies and develop new ones informed by empirically supported research findings.*

**Keywords:** Extrinsic Motivation, Intrinsic Motivation, Motivation, Performance, Police

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## **Background**

The existence of police in modern society is to provide social services, control crime, and enforce the law (Bruce, 2011). It is, thus, omnipresent in areas where human beings settled to protect their life and properties. Its main task is, thus, to create a neighborhood free of crime and social disorders. The police are required to partake in the concept of motivation by ensuring fairness and transparency in the working procedures and legal frameworks of the institution. However, when disparity, partiality, favoritism, and internal politics dominate the system, it erodes the feeling of courage and team spirit necessary in policing to maximize mutual efforts in combating crime. Likely, the strategies developed to motivate and increase the officers' initiative in fighting crime and social disorders in the community impart room to manage fairness and equity. To this end, police ranks, fair promotions, and salary increments are often included in the establishment proclamations to inspire new officers joining the police force. Police leaders and chiefs of police stations are accountable for fully implementing these acts to motivate new recruits. Researchers and practitioners are currently showing interest in studying the causal factors of motivation to increase police officers' commitment to ensure safety and public order. In this context, motivation refers to the internal and external factors that drive police officers to achieve personal and organizational goals within their daily and planned activities. Therefore, motivating police officers is considered as the major task of police leaders to fundamentally bring change on the work behavior and spirit among the police officers. An essential aspect of this effort includes improving the living standards of police officers to boost their morale in fighting crime and maintaining public safety in their communities (Meese, 1993). Policing is evitable in the social system to protect law-abiding citizens from criminals and disobedient people. Police officers, whether they are on beat patrol or other duties, have a significant impact on the non-police population. The behavior demonstrated by officers contributes to the nation's esteemed position and dignified status. Police officers' work performances are improved by recognizing the essence of professionalism and expanding opportunities for job satisfaction (Meese, 1993). However, this does not mean police practices are exempt from public criticism. Nevertheless, the importance of security to safeguard the human being from dangers is irreplaceable in regulating the functionality of the socio-economic structure of any society, despite the arguments on the availability and accessibility of social interactions to maintain sustainable development.

Throughout history, communities have been responsible for protecting their areas from disorder and unlawful practices. To establish a sense of security in

residential areas, it is necessary to have a legitimate agency accountable for ensuring peace and order. This is crucial for creating an environment conducive to increasing the feeling of security. As a result, the police are organized with clear missions outlined in the constitution to ensure peace, provide services, enforce the law, and control crime. While the state is still dominant within the security sector in the present era, it is not the sole significant actor because the notion that everyone has a right to guard themselves against any threat has existed since the time out of mind (Dempsey, 2008, p. 281).

The police force should prioritize employee well-being, staff training and development, and strategic reward management to retain a skilled and knowledgeable workforce. It is, thus, commendable to scheme incentive packages to motivate and improve performance. Police officers should be involved in decision making and problem-solving to improve a healthy workforce, increase staff productivity, achieve extra effort from a police officer, and make communication across all levels of the police force efficient and faster (Ngungi et al., 2012). In general, the police have been the leading organization charged with the responsibility of the maintenance and preservation of public peace and security.

The motivation of police employees is the most important of the management to increase efficiency in keeping public peace and order. Goldstein (1997) mentions that if the police perform their role effectively, society benefits immeasurably, and the government scores highly; if the police perform poorly, the damage to police confidence and democratic principles can be irreparable. There is no sufficient and reliable information on factors that motivate or demotivate police in their workplace (Bragg, 2003). However, the specific elements motivating officers to pick performance in patrolling the beats are not rigorously examined and unpacked to forward feasible and commendable suggestions. These elements include enjoying the work, using skills, a sense of accomplishment, a chance to be creative, and training (Lameck, 2011).

To simplify, Hyde et al. (2003) mentioned that lack of financial benefits, the work itself, work ethics, promotion, and better physical conditions are factors taking the working behavior of employees downward. This gap remains under question and needs scientific investigation considering the context of different environments.

Most motivational instruments, such as rewards on individual and group bases commonly used by private sector managers, are unavailable to police supervisors or other public sector directors (Halsey & Osborn, 1992). The study conducted by Magayane (2008) pointed out that corruption, favoritism, forgery of

certificates, and nepotism are factors influencing the performance of police officers. It can be used as an example to comprehend the adversarial effects of the police officer's demotivation arising from. In the same vein, Lameck (2011) commented that police officers are not that long motivated by money-related incentives and that these variables could not influence the officers' performances and motivation. The study conducted in Kenya found that all the extrinsic factors, such as leadership style, reward structure, the environment of the job, and job safety, influenced motivation (Ssegawa, 2014). As Njambi (2014) noted, extrinsic factors align with aspects of worker, affiliation, and competence motivation. According to Njambi's findings, extrinsic factors include work conditions, pay, fringe benefits, and the work environment. This factor influences the employee to strive to achieve the objectives by performing up to the required tasks.

Among all the intrinsic factors, the researcher concluded that the level of responsibility at work, recognition, work significance, and the degree to which employees believe their work has an enormous contribution to the organization's imagination and prescience influence job satisfaction (Ssegawa, 2014). Njambi (2014) found many intrinsic factors that influence employee motivation. These included worker achievements, recognition, responsibility, and advancement; salary structure; the extent to which the personnel experienced appreciation; and the belief of employees in their jobs, among others. Therefore, this study delves into the dominant factors of intrinsic motivation (recognition, promotion, achievement, job satisfaction, and responsibilities) and extrinsic motivation (payment, leadership, working environment, interpersonal relations, and job security) in predicting job motivation among police officers in the Ethiopian Federal Police.

The Ethiopian police force is legally recognized to protect the life and property of the people from criminals. There are thousands of police officers in the country, and responding to community problems is their prime duty. To this end, research dealing with officers' competence supported by empirically done evidence is imperative to plan a strategy to relate them with the real-life situation in policing. However, studies conducted to improve police performance are more related to community policing practices, human rights violations, and crime. As noted by Workneh (2016) the Ethiopian police force is highly influenced by the ruling regimes and party-led police practices. A study conducted by Demelash (2022) indicates that police and community relations are not built based on trust to implement community policing philosophies. As mentioned above, the topics investigating police officers' motivation are scant. The statistical information gathered from the department of human resource of the Ethiopian federal police

indicates that the annual turnover rate of police officers is gradually increasing resulting from lack of motivational strategies. The purpose of this study is to investigate the factors that influence police officers motivation from both intrinsic and extrinsic perspectives. The goal is to identify gaps in existing knowledge and contribute new insights. Additionally, the study aims to explore the factors that may hinder officers from working productively. The findings will be instrumental in developing intervention strategies to address demotivating factors and support police officers in effectively carrying out their duties of protecting the public from crime and related challenges.

Likely, the study provides insightful recommendations widening the outlooks toward intrinsic and extrinsic motivational factors. It further provides a comprehensive view of the arguments and perspectives discussed in the results section.

### **Theories and concepts of motivation**

Motivation theories focus on the factors that influence an individual's work effort, direction, and persistence. As noted by John et al. (2002), these theories are divided into three broad categories: reinforcement, expectancy, and goal-setting. Reinforcement theories emphasize the role of external rewards and punishments in shaping behavior. These theories suggest that individuals are motivated to repeat behaviors that lead to positive outcomes (reinforcements) and avoid behaviors that result in negative outcomes (punishments). Expectancy theories, in contrast, focus on individuals' cognitive processes and beliefs about their abilities, effort, and outcomes. These theories suggest that motivation is influenced by individuals' perceptions of their ability to achieve goals and the value they place on those goals. Meanwhile, goal-setting theories highlight the importance of setting and pursuing goals as a primary motivator.

Motivation theories could be also divided into two: content and process. Content theories primarily focus on individual needs, such as physiological or psychological deficiencies that people feel compelled to reduce or eliminate. These theories suggest that the manager's role is to create a work environment that positively addresses individual needs. They help explain how poor performance, undesirable behaviors, low satisfaction, and similar issues can result from unmet or blocked needs in the workplace. On the other hand, process theories focus on the cognitive processes that take place in people's minds and influence their behavior. While a content approach may identify job security as an important need for an individual, a process approach delves deeper to understand why a person behaves in specific ways in relation to available rewards and work opportunities. By

integrating insights from these three sets of theories, we can gain a comprehensive understanding of motivational dynamics that can be applied in any work environment.

### **What matters in job motivation?**

Motivation is abstract thinking that can be defined concisely and precisely since the concept involves several characteristics and perceptions of the employee and the current situation. Though there is no universally agreed definition of motivation, different researchers and practitioners in law enforcement define motivation from varied points of view and context-based perspectives. The term motivation is derived from the Latin word 'mover', which means to move (Baron, et al., 2012). Its focus relates to the factors that influence people to behave in certain ways due to an inner force that implies human beings behave differently, something that impels a person to act, and a reason for behavior (Chen & Luo, 2012). For this research, motivation refers to the fact that the inner and outer forces drive individuals to accomplish personal and organizational goals.

The way motivation is explained in this sense directly guides one to realize it is not static but dynamic, altering the person's level of interest and involvement in a task. Robbins & Judge (2013) in their part said motivation is the process that accounts for an individual's intensity, direction, and persistence of effort toward reaching a goal. While general motivation is apprehensive through an attempt toward any goal, it is possible to narrow the main target to organizational goals to reflect our particular interest in occupational behavior. The three elements in this definition are concentration, direction, and persistence. The elements most societies study in the once-mentioned motivation is this one. However, high intensity is unlikely to steer to favorable job performance effects unless the trouble is channeled in a direction that helps the organization. Therefore, we also consider the standard of effort as its intensity. Efforts directed towards the organization's goals are the efforts we should always look for. Motivation features a persistence dimension. It, thus, measures how long an individual can maintain effort. Motivated individuals stick with a task long enough to realize their goals.

### **Intrinsic factors influencing police officers' motivation**

Intrinsic motivation is innate in the job itself, which the individual appreciates because of completing the task or attaining the organizational goals. Intrinsic motivation is those prizes that can be termed as psychological inspiration. Examples of intrinsic motivation are an occasion to use one's ability, a sense of encounter and achievement, getting appreciation, positive acknowledgement, and

being treated in a caring and thoughtful manner; hence, the intrinsically motivated individual can be devoted to his/her work to the extent to which the activity inherently consists of tasks that are rewarding to him or her (Akanbi, 2011). To begin with the impacts of recognition and promotion on police 'employees' motivation, Ali & Ahmad (2017) noted that when police officers become prized for the efforts they did, it makes them more enthusiastic and satisfied and gives them the feeling that they and their work have value. These are recognized as powerful tools to take police performance a step forward to increase the output of efforts recounted in the organization's missions and tasks.

### **Recognition matters motivation**

Recognition increases the morale of the workers. It tells workers how proud they are of the organization and realizes the extent commercial enterprises desire them (Ali & Ahmed, 2011). The reason for the organization's earnings is that if the work of such an employee is continuously discounted and not prized or remunerated, such practice will lead to dissatisfaction. Similarly, Turkyilmaz et al. (2011) showed that a lack of proper recognition and reward reduces employees' work motivation and job satisfaction. Therefore, organizations and institutions should set up a framework for rewards and recognition to improve employee job satisfaction and motivation. Valuing the impacts of promotion on police 'employees' motivation, the study conducted in Thailand by Tengpongsthor (2016) shows that the promotion sabotaged by nepotism and friendly relations finally generated the dilemma and distrust that demotivated the Metropolitan Police officers. He concludes that the City Police in the Traffic division strongly sensed fair-mindedness in considering promotion and rewards to increase employees' work motivation. On the other hand, evaluation procedures play a crucial role in measuring quality to understand employee efficiency and sustain their reputation in the competitive environment.

### **Empirical evidence on motivation to elevate performances**

The study made in the Turkish national police force indicates that motivation is one of the determining factors at the place of work. The report has magnified that favoritism and nepotism swept trust in their profession and significantly reduced police officer's motivation. The negative influence of favoritism leads workers to keep themselves aside from the mission and direction of the organization, become hopeless to promotion, lose motivation and exhibit inefficiency as the selection favors much less capable candidates for the job or position (Tekiner & Aydın, 2016). On the one hand, regarding the impacts of achievements and responsibility

on police 'employees' motivation, the study result in Bangladesh proved that responsibilities motivate police employees to increase their performance (Nabi et al., 2017). According to Lai (2011), employee participation may develop motivation and job satisfaction over power-sharing and increased accountability. Likewise, the study conducted in Kenya (Tembur, 2017) reported that all the extrinsic factors advance employee job satisfaction, leadership style, reward structure, the environment of the job, and job safety. Among all the intrinsic factors, level of responsibility at work, recognition, work significance, and the degree to which employees believe their work has enormous contributions to the organization's imagination incentivise job satisfaction (SSegawa, 2014).

### **Extrinsic factors, police officers performance and motivation**

Extrinsic motivations arise from external sources such as salary, work situation, fringe benefits, job security, leadership, the work environment, and conditions at work, among others. Such tangible motivations are often decided at the organizational level and may be outside the control of individual supervisors. Extrinsically motivated individuals are committed to the extent that they can gain or acquire external rewards for their work (Akanbi, 2011). Similarly, Njambi (2014) noted that extrinsic factors affect the achievement aspects of worker motivation, affiliation motivation, and competence motivation. Moreover, extrinsic factors determine employees' work habits, whether they exert extra effort to meet the goals and objectives of the organizations they are working for or are open to reaching them.

Among numerous factors motivating employees extrinsically, the researchers consider the monthly salary and leadership styles as definitely motivational to increase the initiations of the police officers for more work. Employees are wise and demanding, not for any other reason than to receive a fair wage for their efforts and time. The question that arises is to remind the leaders to consider that the monthly salary is not more attractive than the time and energy employees exert at the workplace (Akanbi, 2011).

Global knowledge recognizes and values money in frames and strategies of rewards to acknowledge when employees exceptionally achieve duties and responsibilities. Its impact on increasing employees' productivity is evident, as other incentives or motivational techniques come close to money in motivating employees and improving their work productivity. It has the supremacy to influence, maintain, and motivate persons to perform high. Frederick (cited in Abadi et al., 2011) has reported that his scientific managing associate defined money as the most vital factor in motivating industrialized workers to reach greater



productivity. As noted by Novianty and Evita (2018), financial incentives are more valid to motivate employees to do their jobs effectively and enhance work relationships and willpower. Providing financial incentives is, thus, a base for workers to perform more, increase their motivation to attain the strategic objectives and goals of the organizations, enhance the level of welfare, and build work motivation to achieve high. The study further indicated that co-workers are a definite part of the working environment, and employees are expected to figure harmoniously with other employees (Iqbal, 2010). The effectiveness of Metropolitan Police work performance is hindered not only by insufficient equipment and work tools, but also by technology. A study has eventually suggested the necessity of harmonious relationships among co-workers as they are an integral part of the working environment (Iqbal, 2010).

### **Team interactions to increase work productivity**

Individuals seek friendly, warm, and cooperative interactions with others, not just for what these interactions produce within the immediate present but also for what they supply in times of need in the form of social support. Harmonious relations between an individual and their fellow workers and relations between other colleague employees positively impact an individual's level of organizational commitment and motivation (Iqbal, 2010). The critical role such a system in place plays is to sustain the spirit of employees to achieve the desired goals and objectives. A study by Bushiri (2014) noted that the employees would increase their performance if the management tackled the problems identified through empirically supported findings. These problems are the flexibility of the working situation, work sound disturbance, the supervisor's interpersonal relationship with assistants, the existence of job assistance, the use of performance comments, and improvement of work incentives in the organization to encourage employees to perform their job. Pleasant co-worker relations have positively impacted an individual's motivation level in the workplaces (Ladebo et al., 2008). The study results in the Czech Republic show that the police institutes need to realize the importance of a good working atmosphere to take full advantage of job satisfaction. A good working environment encouraging people to contribute more to their jobs may help them grow and develop (Raziq & Maulabakhsh, 2015).

### **Ensuring job security to boost performance**

Job security is a question employees repeatedly ask to have the legitimate right to secure a contractual agreement with the organizations. The word is familiar among employees since the state knows that the job is secured, and the other is unlikely to

be dismissed or made redundant (Sanyal & Hisam, 2018). The report by Tembur (2017) pointed out that knowledge and skills for police officers have a profound effect on the provision of the right job competencies that have a far-reaching impact on job performance, that job security is the major environmental working condition contributing positively towards job performance and that compensation aids in meeting 'officers' social welfare thereby enhancing job performance in the police service. As noted by Nabi et al. (2017), job security is an issue in private and government hiring, significantly reducing job losses, as reported by the private sector. It has added to the impression of job insecurity, especially among expatriate workers. Eventually, the feeling of insecurity coupled with a sense of lack of organizational justice can lead to a significant decline in satisfaction levels and employee performance. In such a scenario, managers and employers must go the extra mile to let employees feel secure in the workplace and to help them perfectly achieve their companies' goals.

Furthermore, Nabi et al. (2017) reported that transparent communication channels are vital to convey the correct picture of facts to employees. Training and re-skilling of employees will go a long way towards boosting their confidence and preparing them for a new job if needed. An individualised touch in the form of one-on-one and group discussions to motivate the employees is required to mitigate the feeling of insecurity. It is partly in patterns of job security, which significantly affects employee performance and satisfaction. Job security also positively affects 'employees' performance as they feel more secure doing their jobs knowing they are secure (Nabi et al., 2017). To summarise, extrinsic factors are entailed in the determinants deciding the level of spirit in combating crime among individual police officers. Job security is regarded in police institutions to enhance police officers' performance in controlling crime and ensuring public safety in each neighbourhood where police are present to serve the community.

## **Methods**

This study employed a quantitative research method. Quantitative research methods bring much more precise statements about human behaviour and officers' personalities from the policing aspect (Dibeler, 2021). As Berg (2004) noted, quantitative methods generate numbers, counts, and measures of things. In general, the knowledge of the topic and position regarding the study on work motivation and performance in law enforcement are the premises for applying the quantitative research method.

A proportionate stratified sampling technique was employed to simplify the choice out of 16 layers of police ranks. 306 of the 853 police officers employed by

the Ethiopian Police Headquarters in Addis Ababa made up the total sample of respondents. 50 (24%) were females and 256 (76%) were males. 102 (33.30%) were employed as Constables. The remaining individuals had lower police ranks, ranging from Commander to Deputy Constable. The researchers secured the statistical data from the Department of Human Resources before determining the number of participants. Prior to administering the questionnaires, respondents' consent to participation was obtained.

A questionnaire with a five-point rating scale was tested for its validity and reliability before distribution. The test was carried out with the police officers not included in the study population. The reliability test results for intrinsic and extrinsic motivational factors were 0.865 and 0.841, respectively. Intrinsic and extrinsic scale consisting of 30 items was reduced to 24 after the multiple correlations were made to check for internal validity and reliability. In general, out of 306 questionnaires distributed to the respondents, 300 were returned back to the researchers in time. The instruments were classified into three major parts. The first part covers respondents' profiles followed by intrinsic and extrinsic motivational scales of measurement.

The data were analysed using the Statistical Package for Social Sciences (SPSS) version 20. Multiple regression analysis was employed to determine the relationship between intrinsic (recognition, promotion, achievement, job satisfaction, and responsibilities) and extrinsic (payment, leadership, working environment, interpersonal relations, job security, and job motivation) factors of motivation. Multiple regression analyses established the predictors of job motivation in policing after correlating the significance of variables in predicting efficiency.

## **Results**

### **Background Information of Respondents**

The study involved 306 respondents, but only 300 survey questionnaires were returned to the researchers. The data was organised according to the respondents' personal information, including age, sex, educational level, work experience, and police rank.

**Table 1:** Respondents by their age

Age groups	18 – 25	26 - 35	36 - 45	46 - 55	55 and Above
Frequency	76	167	37	20	0
Percentage	25.33	55.66	12.33	7.66	0

As depicted in Table 1, out of 300 respondents, 76 (25.33%) of them were between the ages of 18 – 25. While 167 (55.66%) were in the age range of 26 to 35, the remaining 37 were between 36 – 45 (12.33%) years. The age range of the remaining 20 responders (6.66%) was 46 to 55 years old.

**Table 2:** Respondents profile by their sex

Gender	Frequency	Percentage
Male	256	85.33%
Female	44	14.66%

As shown above, 256 (85.33%) respondents were male and 44 (16.66%) were female police officers.

**Table 3:** Respondents profile by their work experience

Work Experience	0 -7	8 - 14	15 -21	22 -28	Above 29
Frequency	142	121	14	9	14
Percentage	47.33%	40.33%	4.66%	3.00%	4.66%

The data in Table 3 indicates that 142 respondents (47.33%) served in the police force for 0 to 7 years. Similarly, 121 (40.33%) respondents served for 8 to 14 years, and 14 respondents (4.66%) served for 15 to 21 years. Additionally, 9 respondents (3 %) served for 22 to 28 years. The remaining 14 respondents (4.66%) served in the police force for over 29 years.

**Table 4:** Respondents background based on their educational level

Education level	Frequency	Percentage
PhD	0	0%
MA	11	3.66%
Post Graduate Diploma in Policing	6	2%
Bachelor's degree	27	9%
Diploma	156	52%
Certificate	33	11%
Secondary school completion	58	19.33%
Primary Education	9	3%

Table 4 indicates that 11 respondents (3.66%) hold a master's degree, while 6 respondents (2%) have completed a post-graduate diploma in police sciences, and 27 respondents (9%) have received bachelor's degrees. Additionally, about 156 respondents (52%) have received diplomas, and 33 respondents (11%) hold certificates in police science. The remaining 58 respondents (19.33%) and 9 respondents (3%) have only completed secondary and primary school education, respectively.

**Table 5:** Respondents background by their police rank

Rank level	Frequency	Percentage
Commander	3	1
Deputy Commander	4	1.33
Chief Inspector	3	1
Inspector	14	4.66
Deputy inspector	17	5.66
Assistant inspector	4	1.33
Chief Sergeant	63	21
Sergeant	34	11.33
Deputy sergeant	30	10
Assistant sergeant	19	6.33
Constable	109	36.33

Table 5 reveals that 109 respondents (33.33%) were Constables, 19 respondents (6.2%) were Assistant Sergeants, and 30 respondents (9.8%) were Deputy Sergeants. Additionally, 34 respondents (11.33%) were Sergeants, and 63 respondents (21%) were Chief Sergeants. The table further notes that 4 respondents (1.33%) were Assistant Inspectors, 17 respondents (5.66%) were Deputy Inspectors, and 14 respondents (4.66%) were Inspectors. The lowest portion of respondents included 3 Chief Inspectors (1%), followed by 4 Deputy Commanders (1.33%) and 3 Commanders (1%).

**Intrinsic factors of motivation (IMF): Recognition, promotion, achievement, job satisfaction, responsibilities, and job motivation**

The following table depicts the correlation between factors motivational in their behaviours and the correlation results in increasing work efficiency.

**Table 6:** Correlation between intrinsic factors of motivation

Variables	Mean	SD	1	2	3	4	5	-
Recognition	6.22	2.325	-					
Promotion	6.15	2.600	.760**	-				
Achievement	7.76	4.756	.273**	.243**	-			
Job satisfaction	17.89	5.436	.716**	.693**	.489**	-		
Responsibilities	6.98	2.085	.335**	.420**	.258**	.482**	-	
Job Motivation	73.702 6	17.602 53	.763**	.796**	.589**	.873**	.593**	-

All are significant \*\*  $p < .01$ ; (IMF); Recognition, Promotion, Achievement, Job satisfaction, and Responsibilities: Job motivation.

The results of correlation analysis of intrinsic factors of motivation (IMF) and job motivation showed that recognition ( $r = .763$ ,  $p < .01$ ), promotion ( $r = .796$ ,  $p < .01$ ), achievements ( $r = .589$ ),  $p < .01$ ), job satisfaction ( $r = .873$ ,  $p < .01$ ), responsibilities ( $r = .593$ ,  $p < .01$ ) plays a significant role in increasing work efficiency. The statistical results show that there is a positive relationship between intrinsic motivational factors and job motivation.

**Extrinsic factors of motivation (IMF): Payment, leadership, working environment, interpersonal relationship, job security, and job motivation**

The following table depicts the extrinsic factors of motivation and impacts solicited as a result of increasing the spirit to work diligently and effectively among police officers.

**Table 7:** Correlations between extrinsic factors of motivation

Variables			1	2	3	4	5	-
	Mean	SD						
Payment	4.23	2.359	-					
Leadership	6.13	2.038	.194**	-				
Working environment	4.86	2.325	.394**	.277**	-			
Interpersonal relationship	7.80	1.834	-.231**	.134*	.076	-		
Job security	5.69	2.248	.379**	.073	.423**	.115*	-	
Motivation	73.7026	17.60253	.369**	.475**	.539**	.279**	.610**	-

All are significant \*\* p<.01; (EMF); Payment, Leadership, Working environment, Interpersonal relation, Job security: Job motivation.

The study has reported that payment (r =.369, p.< 01), leadership (r =.475, p.< 01), work environment (r =.539, p.<01), interpersonal relationships (r =.279, p. 01), and job security (r =.610, p.<01) positively correlated with job motivation.

**Predictive factors of work performance.**

The table below shows the predictive factors of work performance and their value in lifting the work behaviour to overcome their duties and responsibilities.



**Table 8:** Results of multiple regression analysis for predictive factors of performance

Variables	Unstandardized		Standardized		Sig.
	Coefficients B	SE	Coefficients B	t	
(Constant)	22.170	1.711		12.955	.000
Recognition	-.086	.212	-.036	-.405	.686
Promotion	-.003	.194	-.002	-.017	.986
Achievement	.073	.070	.063	1.040	.299
Job satisfaction	.282	.097	.278	2.898	.004
Responsibilities	-.038	.174	-.014	-.218	.828
Payment	-.481	.161	-.205	-2.995	.003
Leadership	-.077	.159	-.028	-.482	.630
Work environment	.892	.150	.376	5.954	.000
interpersonal relationship	.167	.181	.055	.921	.358

a. Dependent Variable: Performance

Table 8 shows that the regression analysis identifies predictors of job performance in policing. The results indicate that job satisfaction, payment, work environment, and job security are significant predictors of job performance ( $f = 7.10$ ,  $p < .01$ ). Among these, the work environment emerges as the dominant predictor when compared to recognition, promotion, achievement, job satisfaction, responsibilities, job motivation, payment, leadership, interpersonal relations, and job security.

In general, the results show that job satisfaction, payment, work environment, and job security positively and directly affect work performance. Furthermore, the findings reveal that the actual functions of the police in serving the communities improve only when they are provided with a comfortable working environment.

## **Discussion**

The results of correlation analysis indicate that intrinsic factors and job motivation are significant in increasing the efficiency of police officers. Changes in motivation substantially impact the performance of regular police officers. Thus, the government and stakeholders are expected to develop a mechanism to motivate police officers to improve performance and service delivery.

The findings on the impacts of recognition and promotion in improving productivity are consistent with the reports by Ali and Ahmad (2017). Police officers' motivation, as noted by Ali and Ahmed, increases when they are recognized for their work. They realize that their work is worthwhile and develop the commitment to sustain the same. These factors undoubtedly increase the output and aspiration to discharge duties and responsibilities. In other words, recognition is one of the triggering factors, increasing the workers' morale, value, and dedication. Contrary to this, lack of recognition brings the feeling of disparity and performance beyond expectations.

The findings of the study inform that recognition and promotion are the variables determining job motivation. The result of the study is consistent with Turkeyilmaz et al. (2011) that a lack of proper recognition and reward reduces work motivation and job satisfaction. Therefore, the supervision of organizations and institutions should set an arrangement for reward and recognition to improve employee job satisfaction and motivation. Thus, the role of recognition and promotion are decisive in motivating police officers to fiercely combat crime and enforce the law. In short, intrinsic motivational factors (IMF), such as recognition, promotion, achievement, job satisfaction, and responsibilities, trigger work motivation.

The study has further reported that extrinsic motivation is one of the significant contributors to enhancing work efficiency. Extrinsically motivated individuals are committed to achieving high in their work to get external rewards (Akanbi, 2011). Njambi (2014) noted that extrinsic factors contribute to improving affiliation at work and competence to achieve high at the right time of work performance. As a result, salary and leadership significantly motivate police officers and value the propositions of no one working for free and they should not. According to Frederick and his scientific managing associate, money is the key factor in motivating industrialized workers to achieve higher productivity (Abadi et al., 2011). Related results reported by Novianty and Evita (2018) supported the idea by pointing out that a financial incentive increase is needed for achievement, relationships, and willpower. Giving financial incentives is keen to develop work performance, increase employee motivation in realizing goals and level of welfare, and build work motivation that can be achieved optimally. The study results show that the variables in extrinsic motivation are significantly correlated with job performance. It is, thus, compatible with reports made by researchers at various times.

Likewise, respondents commented that they are motivated by the operations in which they are involved. However, the study brought up a general need for acceptance by peers and an idealistic motivation to help members of the community in need and protect victims of crime (Sommerfeldt, 2010). The effects of the work environment and interpersonal relationships on motivating police officers are consistent with the findings of Tengpongsthorn (2016). In his report, the work environment and employment situations were a drag that the Metropolitan Police had to face all the time, particularly the shortage of modern equipment and work tools as a problem in all police divisions. All divisions felt strongly that sufficient equipment and tools were the factors in increasing work motivation. Thus, fulfilling the necessary equipment and work tools should be the primary job of the police. On the other hand, insufficient equipment and work tools were not the only obstacles to decreasing the effectiveness of Metropolitan Police work performance, as noted by Tengpongsthorn (2016). He also mentioned that dealing with inappropriate technology at work is a hurdle to success. Co-workers are a definite part of the working environment; employees are expected to work harmoniously with other employees (Iqbal, 2010). Individuals are looking for friendly, warm, and cooperative interactions with others, not just for what these interactions produce within the immediate present but also for what they supply in those times of need, such as social support. Harmonious relations between an individual and their fellow workers and relations between other employees

positively impact an individual's level of organizational commitment and motivation (Iqbal, 2010). Though the points raised above are more related to the equipment and their contribution to facilitating the working motivation of the officers in the metropolitan, this study uncovered the factors in line with the intrinsic and extrinsic motivation and realized the extent to which both are significant to enhance work motivation and impacts resulted when they are not in place.

The study reported by Bushiri (2014) indicated that employees' performance would increase if the management tackled the problems based on the research finding. He further noted that the flexibility of working situations, work sound disturbance, the supervisor's interpersonal relationship with assistants, the existence of job assistance, the use of performance comments, and the improvement of work incentives in the organization to encourage employees to perform their job. Pleasant relations with co-workers have been found to positively impact an individual's motivation level (Ladebo et al., 2008). The study results in the Czech Republic show that businesses need to realize the importance of a good working atmosphere to take full advantage of the level of job satisfaction. A positive work environment motivates employees to contribute more to their jobs and may aid in their personal growth and development (Raziq & Maulabakhsh, 2015). Finally, researchers and experts have defined and presented job security in many ways. The word is known because it describes the state of knowing that one's job is secure and that one is unlikely to be dismissed or made redundant (Sanyal & Hisam, 2018). This has added to the feelings of job insecurity, especially amongst expatriate workers. Eventually, this feeling of insecurity, coupled with a sense of lack of organizational justice, can lead to a significant decline in satisfaction levels and employee performance.

In line with the findings of Sanyal and Hisam (2018), in such a scenario, managers and employers must go the extra mile to let employees feel secure in the workplace to help them perfectly achieve their companies' goals. Transparent communication channels are necessary to convey the reality in practice to the employees. Training and re-skilling of employees will go a long way towards boosting their confidence and preparing them for a new job if needed. An individualized touch and group discussions are needed to motivate the employees and allay their insecurity. This study complements the study outputs reported by different researchers noting that job security is predominant on employee performance and satisfaction. Job security also positively affects employees performance as they feel more secure doing their job knowing that they are secure with their job (Nabi et al., 2017). In short, extrinsic motivational factors (EMF)

such as payment, leadership, working environment, interpersonal relations, and job security are essential instruments to excel work motivation in police due course of enforcing the law and ensuring public order.

### **Conclusion**

This study investigated the value of motivation in increasing employees' productivity. The study employed quantitative research methods to determine the significance of different variables. The correlation analysis shows that both the intrinsic and extrinsic variables contribute to an increase in the number of police officers who instil high energy to overcome their responsibilities in deterring the prevalence of crime. Giving recognition to what they did is essential to excelling in their initiation and diligence in police practice. The study has further noted that extrinsic motivational factors are more necessary to motivate working-behavior of officers than the rest of non-police professions. The study findings advocate that higher officials review the existing human resources policies and working modalities to base productivity on officers' devotion and love of their professions. It is crucial to create a package fairly treating the police officers to effectively and productively overcome duties and responsibilities.

The study focused solely on police officers in the Ethiopian Federal Police to understand the motivational factors and their applications, aiming to help the institute better manage human resource administration. Large-scale studies should be carried out to explore the uncovered variables. Regional states should conduct context-based research to investigate motivational factors and their significance, ultimately bringing about comprehensive changes in managing the behavior of police officers at work. The study findings highlight the need to create an attractive and appealing work environment and invest in police technologies to increase efficiency among officers in police institutions. Those in leadership positions should consider intrinsic and extrinsic motivation as a working gear leading the departments to enhance officers' job satisfaction and performance. The officials in charge of leading departments should review their leadership styles in account of intrinsic and extrinsic motivation to enhance the working ability of officers through satisfaction.

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