MOTIVATION AND PERFORMANCE OF PUBLIC SERVANTS IN KAMPALA CENTRAL. A CASE STUDY OF UGANDA POLICE FORCE

BY

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A DISSERTATION SUBMITTED TO THE COLLEGE OF HUMANITIES AND SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A BACHELOR'S DEGREE IN PUBLIC ADMINISTRATION AND MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY
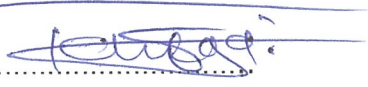
OCTOBER, 2019

DECLARATION

I, **TANGA MOSES** declare that this dissertation is my original work and that it has never been submitted to any institution for any academic award.

TANGA MOSES

Signature:...................................

Date:.3rd/10/2019..

APPROVAL

This dissertation has been done under my supervision and is now submitted with my approval to the College of Humanities and Social Sciences, department of political and administrative studies of Kampala International University.

Supervisor: Dr. Kiiza Charles

Signature:.......................................

Date: 03/10/2019

DEDICATION

This work is dedicated to my father, Mr. Okello Alex, my family and friends.

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In a special way, I wish to thank the Almighty God for providing me with the wisdom and knowledge to successfully complete this dissertation.

I am highly appreciative to my Supervisor, Dr. Kiiza Charles for his inspiration, constructive guidance and patience during my research study. I am equally grateful to all the other lecturers for the guidance they gave me in different course units. My beloved friends like Odeke Abel, Saul, Hajjati Fatuma Katongole, Amojong Marry, Akech Leticia, Meddy, Hassan, suma, Asio, stele, Janii and may others.

Special thanks to dad Mr. Okello Alex and mum misses Awori Angela for helping me throughout my education process and for the spiritual and financial support they rendered to me. Thanks also go to Mr. Ofwamba John Martin.

LIST OF ABBREVIATIONS

RSA	Resident State Attorney
OS	Other Stations
CFPU	Child and Family Protection Unit
PF18	Bond Form
CID	Crime Investigation Department
CI	Crime Intelligence
PF3	A Form for Medical Examination
DPP	Directorate of Public Prosecution
PNG	Pending Files
OPS	Operations
MCB	Minor Crime Book
CLO	Community Liaison Officer
FFP	Field Force Police

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ABSTRACT

The topic of the research study is motivation and the performance of the public service in Kampala central taking Uganda police force Kampala central as a case study. This study was guided by three objectives namely; (i) To investigate the role of motivation towards the performance of police in Kampala central, (ii) To identify the challenges facing police in carrying out their duties in Kampala central, (iii) To propose solutions to the challenges faced by police in carrying out their duties in Kampala central. This study was conducted in Kampala central among selected people and organizations. In executing this study, both qualitative and quantitative methods were used. Qualitative methods used included individual interviews; key informant interviews, questionnaires; and observation. Secondary data was also be used in this study. The findings of the study were as Indicated below:

The results showed that keeping law and order is the major role of police in Kampala central. Secondly, inadequate pay (salary) is the main challenge facing police in Kampala Central and thirdly, the results also indicated that Retraining of police officers is the best solution to the challenges facing police in Kampala central. Conclusively, motivation is significant in a sense that, it helps To increase productivity, To drive or arouse a stimulus work, To enhance commitment in work performance, To psychologically satisfy a person this leads to job satisfaction. However the challenges facing the police in Kampala central include inadequate pay (salary), inadequate training, Inequality, poor accommodation though retraining of police officers, Individual responsibility for misconduct, Close monitoring of police operations, Salary enhancement is among the strategic solutions to the challenges facing the police in Kampala central. Uganda police force should be motivated as this, motivation is significantly results into increased productivity, aroused stimulus to work, enhanced commitment to work resulting into increased performance, and psychological satisfaction of a person as this also leads to job satisfaction. In recommendation however, the challenges facing the police in Kampala central like inadequate pay (salary), inadequate training, Inequality, poor accommodation can be addressed by retraining of police officers, Individual responsibility for misconduct, Close monitoring of

police operations, Salary enhancement, reducing government interference to ensure sovereignty of the institution as an element of the state but not government.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter covers the background to the study, the statement of the problem, the purpose of the study, objectives of the study, the research questions, the scope of the study, and the significance of the study.

1.1 Background of the study
(Pre-colonial Policing and Justice Systems)

Like in colonial days, the police force largely remains an authoritarian instrument of state control of the public, taming perceived opponents of the state and for enforcing law and public order.

Before the creation of the Uganda Police there was a traditional method of dispute resolution. Uganda then had four kingdoms: Buganda, Ankole, Bunyoro-Kitara and Toro.

There were also other organized areas like Busoga, Bugisu, Teso, Acholi and Largo, all of which had cultural norms and systems of social control. Every tribal community had its own social policing method based on customary rules and obligations.

The kings and elders policed the wide communities; the elders policed villages while men policed their families. The elderly in general were responsible for enforcing discipline among the youth.

Crimes were defined by the respective tribal community according to their agreed cultural norms and values. Punitive measures for cases of indiscipline would be determined by a council of elders. When Uganda became a British protectorate in 1894, a judicial system based on the British common law was imposed with the backing of an armed police force.

Hence, the Uganda Police Force was first established as Uganda armed constabulary in 1899 with the main aim of maintaining public order. The recruitment procedures, organization and training were based on the Royal Irish Constabulary mode of armed policing.

Recruitment was based on the basis of physical fitness and aggressive tendencies. Preferred qualities were people aged 17-25 years, height (not below 5 feet 6 inches) and a chest size (not less than 33 inches). Bravery and courage in the police work were judged according to the extent to which local resistance was suppressed, with little regard to force used in suppressing the resistance.

It was difficult for civilians to sue for any injuries incurred in the course of suppressing resistance. The colonial police were protected from persecution, since they were executing state functions. In 1906, the Uganda Armed Constabulary was renamed the Protectorate Police Force. The Protectorate Police was created on May 25, 1906 by the British government.

It was created in response to crime and administrative requirements of the colonial government. The force was also created to suppress rebellion against the colonial government policies. At the start of the early 1900s, there were clashes in several parts of the country, including the 1907 Nyangire rebellion in Bunyoro, protesting the colonial imposition of Baganda chiefs on Banyoro; opposition to the growth of cash crops like cotton in Ankole in early 1903; and the Lamogi rebellion in 1911 in northern Uganda.

The enactment in 1903 of the Uganda armed constabulary and the Uganda prisons ordinances established a civil police force and prison service, although the officer commanding troops remained responsible for the unit until 1906. In 1905, control of affairs of the Uganda protectorate was passed on from the hands of the foreign office to that of the colonial office. In 1906 a completely separate department came into exisistance, responsible for the Uganda police a civil armed force.

In 1906 captain WFS Edwards DSO (later Brigadier General) arrived in Uganda to take up the post of Inspector General of the Uganda protectorate police and that was the birth of the country's modern police. Edward set about organizing the police and by the end of 1908, the force, which was headquarter at Entebbe, had a clear system of administration, records, files and statistics and the year saw the introduction of the best system.

The police force initially included capacity of one officer, seven inspectors, one effendi, 118 non-commissioned officers and 848 police constables. Most of these were British, apart from the police constables who were largely Africans. By 1912, there were 15 police stations that each included a criminal investigations department (CID), signals unit, traffic unit and railway unit.

Following reorganization in 1907, the Uganda police 1,046 Africans ranking from Sgt majors (10) sergeants (36), corporals (40) detectives (3),first class constables (14), second class constables (98) and third class constables (813), one clerk, one Armourer and three interpreters.

At the end of 1961 and beginning of 1962, the first expatriate officers were permitted to leave the force, providing an opportunity for promotion and deployment of local officers to senior positions.

The end of the second war in 1945 and the established of the United Nations organization (UNO) in the same year created a new world order which self determination, especially on the African continent, become imperative. The 1960s effectively became the decade of African independence. As October 9, 1962 Independence Day drew near for Uganda, the country's first African inspector general of police designate, Erinayo Wilson Oryema, had an ominous vision of things to come, which he shared with his officers.

Between 1930 and 1940, there were increased political pressures and rebellions against colonialism. Thus, the Police was involved in suppressing strikes, tax evasion, riots and rebellions in areas of Acholi, Kigezi, Buganda and Bugisu. The political agitations in the wake of the formation of political parties and agitations for independence created more problems for the Uganda Police.

Despite its weaknesses, most studies say that at the time of independence, Uganda had a small, effective and well motivated police force. Operational standards were high, police officers were also proud of serving in and being identified with the force, and the public appreciated their services.

In the early 1980s, there was recruitment of university graduates into the force. Most of these were trained in Munduli, Tanzania. There was also a "screening of dead wood", dictated by the International Monetary Fund (IMF).

President Milton Obote's second administration also started the National Security Agency (NASA), which took on the role of criminal investigation and in the process, sidelined the regular police.

During President Yoweri Museveni's NRA bush war, many police stations were attacked and many officers killed. In 1986 when NRM took power, there was another screening that reduced the number of police officers from about 10,000 to 3,000.

The Special Forces, which had been loyal to Obote's UPC government, was disbanded and replaced by the Mobile Police Patrol Unit. There was also more recruitment of university graduates as constables, which saw about 300 graduates join the force, reducing the number of semi-illiterate officers.

Thus, the mode of recruitment ceased to be about just physical fitness, but included consideration of intellectual abilities

(Pre-colonial Policing and Justice Systems)

1.2 Statement of the problem

The current inhuman conduct of police while handling crowds in the country which has attracted both internal and international criticism as some critics even refer to the forces as 'unprofessional' is the major factor driving this research. This will help in creating some insights in why the police are behaving the way they are. Examples of these inhuman acts include but not limited to, flogging a (BBC) journalist on duty Kenneth Akena, reckless pouring of teargases at Kyambogo university which ended up cutting off one of the students' palm, brutalizing opposition leaders like Dr. Kizza Besigye, Honorable Kyagulanyi, Norbert Mao and many others including their supporters. Motivating police is a vital means to ensure their performance is elevated and improved. In the 21st century, the word 'motivation' is always associated with performance. With the wide range of criticism in the performance of the police in Uganda, motivation becomes a priority rather than an option in order to help revive their image positively in the eyes of the public. Motivation is among the best measures in improving performance.

Only those who are motivated are able to perform diligently. The police officers could be motivated by the police administration, government, and other stakeholders. Hence it's imperative to investigate the best way this can be achieved to help prevent the situation from going out of control.

1.3 Objectives of the study

1.3.1 General objective

The main objective of the study was to investigate the role and the contribution of motivation in the performance of the police in Kampala central.

1.3.2 Specific objectives

To investigate the role of motivation towards the performance of police in Kampala central.

To identify the challenges facing police in carrying out their duties in Kampala central.

To propose solutions to the challenges faced by police in carrying out their duties in Kampala central.

1.4 Research questions

1. What is the role of motivation in enhancing, promoting the performance of police in Kampala central?
2. What are the challenges faced by police in caring out their responsibilities in Kampala central?
3. What are the solutions to the challenges faced by police in executing its obligations in Kampala central?

1.5 Scope of the study

1.5.1 Geographical scope

Geographically, the study was carried out from Kampala, located in the central part of Uganda. It is the capital city of Uganda. Kampala is a city found in Central Region, Uganda.

Kampala central has a population of about 1.507million people (United Nations, 2016) making it the biggest city in Central Region.

1.5.2 Content Scope

The study aimed at investigating the reasons for the decline in the image of Uganda police in respect to the absence of motivation as a primary factor as per this study in Kampala central. Special focus was put on identifying the effect of motivation towards the performance of police in Kampala central, challenges the police is facing and possible solutions to address the challenges.

1.5.3 Time scope

The study coved a period of one year from 2016-2019. This is because it is during this period that police brutality against the opposition leaders in Uganda and local citizens was intense and this time will also help the researcher to evaluate the trend of

motivation of the police and whether there has been any positive contribution brought about by motivation and thus, enhancing the performance of the police in Uganda. The researcher chose this time frame following the excessive tarnishing of the image of the police as being part of the criminal activities which happened in the country like the murder of the late AIGP Andrew Flex Kawese, the late ASP Kirumirah, the late Hon Ibrahim Aberiga, the late Miss Suzan magara, abduction and murder of women in Wakiso district (Entebbe region) and many others. It is in this regard that the time scope will take a year to effectively trace and track all the variables of the study. (UHRC, 2018).

1.5.4 Theoretical scope
(Drive theory of motivation, 2010)

Drive Theory of Motivation. According to the drive theory of motivation, people are motivated to take certain actions in order to reduce the internal tension that is caused by unmet needs. For example, you might be motivated to drink a glass of water in order to reduce the internal state of thirst. This theory is useful in explaining behaviors that have a strong biological component, such as hunger or thirst. The problem with the drive theory of motivation is that these behaviors are not always motivated purely by physiological needs. For example, people often eat even when they are not really hungry.

1.6 Significance of the study
The findings of this research hopefully, demonstrated the role of motivation in enhancing, boosting the performance of police in Uganda. This way, the research revealed the flaws and weaknesses of the police and the government towards the full realization of improved performance in Uganda.

The findings assisted the government, media organizations and other concerned bodies to take corrective measures in encouraging and strengthening the Uganda police force

to play an effective role in performing its duties in Uganda. . The measures taken in this regard were, ultimately benefit individual citizens and the police in building its image thus, confidence in the institution.

CHAPTER TWO
REVIEW OF LITERATURE

2.0 Introduction

This chapter presents a review of relevant literature on the subject matter of the study. It was presented in accordance with the major themes of the study the image of the police which needs to be revived, role of motivation in the activities of the police and the challenges the police face in trying to carry out their activities in Kampala central. In reviewing the literature, materials were drawn from different sources for the researcher believed that any relevant literature irrespective of the variable place or time could still provide the study with a substantial basis upon which the study references could be based. An attempt was made to fill the research gap, between the past writers and the present situation, especially in the Kampala District context.

2.1 Conceptual framework

(Shauna,2007). Motivation in management describes ways in which managers promote productivity in their employees.

2.1.1 The Definition of Motivation

Often, people confuse the idea of 'happy' employees with 'motivated' employees. These may be related, but motivation actually describes the level of desire employees feel to perform, regardless of the level of happiness. Employees who are adequately motivated to perform will be more productive, more engaged and feel more invested in their work. When employees feel these things, it helps them, and thereby their managers, be more successful.

It is a manager's job to motivate employees to do their jobs well. So how do managers do this? The answer is motivation in management, the process through which managers encourage employees to be productive and effective. (Robert, 2008).

Think of what you might experience in a retail setting when a motivated cashier is processing your transaction. This type of cashier will:

- Be friendly, creating a pleasant transaction that makes you more likely to return

- Process your transaction quickly, meaning that the store can service more customers
- Suggest an additional item you would like to purchase, increasing sales for the store

In short, this employee is productive and delivers a high-quality output.

2.1.2 How to Motivate Employees

There are many ways to motivate employees. Managers who want to encourage productivity should work to ensure that employees:

- Feel that the work they do has meaning or importance
- Believe that good work is rewarded
- Believe that they are treated fairly

Expectancy theory outlines the connection employees expect between effort and reward. If an employee does very well and puts forth additional effort, they will likely expect to be rewarded accordingly. In a retail setting, for example, a cashier might offer to work a double shift when a manager is short staffed, but would expect praise and perhaps additional compensation for doing so. (Steers, 2004),

2.2 Related literature

These sections discussed materials that were earlier on written about motivation and its impact on performance.

2.2.1 The notion of motivation

In the fierce era of competition, organizations nowadays are more emphasizing on the management of Human Resources (Robert, 2008). Motivation; a key strategy in Human Resource Management has helped practitioners largely enough to subject the term "Motivation" for a discussion. (Steers, 2004), asserted that employee motivation plays a vital role in the management field; both theoretically and practically. It is said that one of the important functions of human resource manager is to ensure job commitment at the workplace, which can only be achieved through motivation (Petcharak, 2002).

Based on this reasoning, this proposal shall include analytical and empirical studies to reveal the discrepancies and feasibility aspect of the domain, as (Rai, 2004) put forward; motivation is crucial for good performance and therefore it is increasingly important to study what motivates employees for better performance. This section offers a review of literature, which explores the concepts, types and theoretical aspects including content and process theories, theories of motivation developed in other psychological areas as well as empirical evidences in organizational contexts.

Motivation is defined as "a human psychological characteristic that adds to a person's degree of commitment. It is the management process of employees' behavior". (Badu, 2005)

Conversely, (Bartol and Martin, 1998) relate motivation to the force that stimulates behavior, provide direction to behavior, and underlies the tendency to prevail. In other words individuals must be sufficiently stimulated and energetic, must have a clear focus on what is to be achieved, and must be willing to commit their energy for a long period of time to realize their aim in order to achieve goals.

However, other than motivation being a force that stimulates behavior, (Vroom, 1964) emphasized on the 'voluntary actions'. Supported by (Steers, 2004), (Vroom, 1964) defined motivation as "a process governing choice made by persons...among alternative forms of voluntary activity." Similarly (Kreitner and Kinicki, 2004) assumed that motivation incorporate those psychological processes that create the arousal, direction and persistence of voluntary actions that are goal oriented.

Quite differently from the other definitions, (Locke and Latham, 2004) identified that motivation influence people's acquisition of skills and the extent to which they use their ability. According to the authors "the concept of motivation refers to internal factors that impel action and to external factors that can act as inducements to action. The three aspects of action that motivation can affect are direction (choice), intensity (effort), and duration (persistence). Motivation can affect both the acquisition of

people's skills and abilities and also the extent to which they utilize their skills and abilities" (Locke and Latham, 2004).

In a nut shell, different authors have put forward the concept of motivation differently. Nonetheless, these definitions have three common aspects, that is, they are all principally concerned with factors or events that stimulate, channel, and prolong human behavior over time.

2.2.2 Motivation and police performance in Uganda

Incentive is an act or promise for greater action. It is also called as a stimulus to greater action. Incentives are something which is given in addition to wages. It means additional remuneration or benefit to an employee in recognition of achievement or better work. Incentives provide a spur or zeal in the employees for better performance. It is a natural thing that nobody acts without a purpose behind. Therefore, a hope for a reward is a powerful incentive to motivate employees. Besides monetary incentive, there are some other stimuli which can drive a person to better. This will include job satisfaction, job security, job promotion, and pride for accomplishment. Therefore, incentives really can sometimes work to accomplish the goals of a concern. The need of incentives can be many:-

✓ To increase productivity,

✓ To drive or arouse a stimulus work,

✓ To enhance commitment in work performance,

✓ To psychologically satisfy a person this leads to job satisfaction,

✓ To shape the behavior or outlook of subordinate towards work,

✓ To inculcate zeal and enthusiasm towards work,

✓ To get the maximum of their capabilities so that they are exploited and utilized maximally.

Therefore, management has to offer the following two categories of incentives to motivate employees. (Middleton, 2009)

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Monetary incentives- Those incentives which satisfy the subordinates by providing them rewards in terms of rupees. Money has been recognized as a chief source of satisfying the needs of people. Money is also helpful to satisfy the social needs by possessing various material items. Therefore, money not only satisfies psychological needs but also the security and social needs. Therefore, in many factories, various wage plans and bonus schemes are introduced to motivate and stimulate the people to work.

Non-monetary incentives- Besides the monetary incentives, there are certain non-financial incentives which can satisfy the ego and self- actualization needs of employees. The incentives which cannot be measured in terms of money are under the category of "Non- monetary incentives". Whenever a manager has to satisfy the psychological needs of the subordinates, he makes use of non-financial incentives. Non-financial incentives can be of the following types:-

Security of service- Job security is an incentive which provides great motivation to employees. If his job is secured, he will put maximum efforts to achieve the objectives of the enterprise. This also helps since he is very far off from mental tension and he can give his best to the enterprise.

Praise or recognition- The praise or recognition is another non- financial incentive which satisfies the ego needs of the employees. Sometimes praise becomes more effective than any other incentive. The employees will respond more to praise and try to give the best of their abilities to a concern.

Suggestion scheme- The organization should look forward to taking suggestions and inviting suggestion schemes from the subordinates. This inculcates a spirit of participation in the employees. This can be done by publishing various articles written by employees to improve the work environment which can be published in various magazines of the company. This also is helpful to motivate the employees to feel important and they can also be in search for innovative methods which can be applied for better work methods. This ultimately helps in growing a concern and adapting new methods of operations.

Job enrichment- Job enrichment is another non- monetary incentive in which the job of a worker can be enriched. This can be done by increasing his responsibilities, giving him an important designation, increasing the content and nature of the work. This way efficient worker can get challenging jobs in which they can prove their worth. This also helps in the greatest motivation of the efficient employees.

Promotion opportunities- Promotion is an effective tool to increase the spirit to work in a concern. If the employees are provided opportunities for the advancement and growth, they feel satisfied and contented and they become more committed to the organization.

The above non-financial tools can be framed effectively by giving due concentration to the role of employees. A combination of financial and non- financial incentives help together in bringing motivation and zeal to work in a concern. (Grimheden, 2001).

Positive Incentives

Positive incentives are those incentives which provide a positive assurance for fulfilling the needs and wants. Positive incentives generally have an optimistic attitude behind and they are generally given to satisfy the psychological requirements of employees. For example-promotion, praise, recognition, perks and allowances, etc. It is positive by nature.

Negative Incentives

Negative incentives are those whose purpose is to correct the mistakes or defaults of employees. The purpose is to rectify mistakes in order to get effective results. Negative incentive is generally resorted to when positive incentive does not work and a psychological set back has to be given to employees. It is negative by nature. For example- demotion, transfer, fines, penalties.

2.2.3 The challenges facing police in Uganda

Ever since time memorial, police in Uganda has been facing a number of challenges as discussed bellow; (Daily Monitor, 2010)

The very first problem is the issue of inadequate pay, giving the high cost of living in the country, the police salaries have not been enhanced to suite the prevailing economic situation and thus, demotivating performance.

Secondly, the police in Uganda are also facing a problem of inadequate training as the government has failed to incorporate them into the current techniques. This demotivates them as their operations are always criticized by interested parties like the media, citizens, and opposition leaders and may others.

In relation to the above, there is also a problem of inequality in their promotion where by sometimes ranks are given according to technical know who rather than know how. This demoralizes the senior officers who are always sidelined in giving these ranks and promotions hence demotivating performance.

The Uganda police forces are also facing a problem insufficient funding by the government thus, compromising their budget and hence affecting their operations. For example, in most cases police doesn't have fund for fuel to go and pick up a suspect, funds for maintaining and servicing their vehicles and thus, end up asking for bribes 'kitukidogo' from the complainants before handling their issues and hence compromising their standard operating procedures (SOPs).

The Uganda police forces are facing a problem of poor accommodation most especially the junior officers or those with lower or no rank as they sleep in uniports and very old un renovated structures of the colonial and Amine's regime hence demotivating to perform diligently.

The police are also facing a problem of inadequate numbers putting a hardship in their operations. The population is growing in numbers but the current regime is not paying any attention in recruiting other police officers to help in the process of keeping law and order as the available police officers say this affects their work as it sometimes leads to

delay in investigation of cases since one offer has multiple cases to handle, there is also a threat of being over powered by the citizens in for example handling strikes since they are few and very many others.

The Uganda police forces is also facing a problem of inequalities where some posts are only a preservative to people come from certain region of the country. This greatly demotivates performance within the institution.

The force is also facing a problem poor leadership and management. This is because, the forces is not independent to make its own independent strategic decisions as their decisions are always influenced by the head of state who is also the appointing authority of the police head that is to say, the inspector general of police (IGP) hence compromising their standards.

The forces is also facing problems of inadequate or even absence of other facilities like the machines to help supplement them in carrying out their activities thus frustrating the operations and hence demotivatng officers to perform efficiently.

The Uganda police force is facing a problem of inadequate and even poor infrastructures like the police posts which are not enough compared to the high population growth thus straining their mandate of keeping law and order. Not limited to that, the police booths which some police officers work in are too hot during dry seasons and extremely cold during rainy seasons thus placing a psychological torture among the officers on duty and hence compromising the quality of their works as others choose to have a walk rather than staying in such un bearable environment.

The Uganda police force are also facing a problem of infiltration where the forces has been infiltrated by criminals who in most cases commit crime using police equipments like uniform and guns thus, tarnishing the name of police. These criminals also in most

cases compromises investigations as they alert the criminals of every move the police is to take and thus frustrating investigations. (Uganda Police Force, 2010)

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter highlights the research design that was used in the study, population of the study, sample size techniques, data collection instruments, procedure of data collection, data processing and analysis.

3.1 Research Design

The study used a case study design in which both qualitative and quantitative approaches of data collection were employed. The design was used because it is a method of investigation in which self-report data collection from samples of pre-determined interests can be done. The quantitative methods established quantifiable data while qualitative methods was used to establish peoples' perceptions, attitudes and beliefs about motivation and improvement on the police performance. (Ghauri and Gronhaug, 2007)

3.2 Study Population

The study was conducted in Kampala central. The city has got a population of 1.507 million. (United Nations, 2016) Both male and female respondents were selected for the study. Local citizens, district police commanders (DPCs), officers in charge of stations (OC station), officer criminal investigation and intelligence departments (OC CIID), business people and hawkers were involved in the study. All these categories of respondents were involved in the study for they were believed to be knowledgeable about the undesired performance of police in Kampala central.

3.3 Sample size

Out of the total population of about 1.507 million people in the city, the researcher selected a sample of 200 respondents who were got from a sample population of 143 using the Slovene's formula of determining sample size from a selected sample population. As indicated below;-

$$n = \frac{N}{1 + N(e)^2}$$

Where;-

n= sample size,

N = total population

E=deviation of sampling (degree of errors at 0.05 level of significance)

$$n = \frac{200}{1 + 200(0.05)^2}$$

$$n = \frac{200}{1 + 200X0.0025}$$

$$n = \frac{200}{1.4}$$

=142.8

=143 respondents

These were distributed in table: 3.1 as follows

Category	No of respondents	sampling techniques
OC CIIDs	11	Stratified sampling technique
Police cadets	39'	Stratified sampling technique
DPCS	25	Stratified sampling technique
OC stations	32	Stratified sampling technique
Local people	7	Random sampling technique
Total	114	

3.4 Sample Selection Techniques

The researcher used stratified sampling technique in which the sample population was divided into different strata (sub-population) such that the elements in each sub-population are of the same composition. Samples were then selected independently from each sub-population. Respondents were identified depending on their decision to participate in the exercise. This technique was preferred because it was easy to acquire

clear and accurate information since the strata was comprised of people with different perceptions.

3.5 Data Collection Instruments

3.6 Interviews:

Here the researcher gathered information through verbal interaction with the participants. Carrying out verbal interaction with the respondents enhanced and created conversations between the researcher and the respondents thus helping the researcher to obtain important information about the study. The respondents included OC stations, OC CIIDs, DPCs and chair person LC iii.

3.7 Questionnaires

A written set of questions were given to respondents to fill them with their answers as far as the topic was concerned. Questionnaires were paramount because somehow somewhere, some respondents were in position to answer according to what they think about that particular issue of concern. These questionnaires were used to get hidden information from the respondents that they would not be in position to tell through an open interview. The respondents included OC stations, OC CIIDs, DPCs, cadets and constables.

3.8 Sources of Data

3.5.1 Primary Data Sources

The primary data collection method explored the originality of data through gathering information relevant to the study. Primary data were obtained from respondents in Kampala central and its sampled areas such as: Makindye division, Kamokya, Kololo, city centre, and many others. By use of the questionnaires and interviews, the research gathered data from the respondents which in fact were the primary concern of this survey design approach.

3.5.2 Secondary Data Sources

Secondary data collection was explored. Methods supplementary to the above method where data was obtained from Kampala central records (obtained from heads of various departments, Mayor), dissertations, text books, the internet and other materials (such as journals, newspapers, and many others) as found useful to the study. This kind of data collection method was also important to the study especially in the literature review and chapter five of this study.

3.6 Reliability and Validity of Research Instruments

3.6.1 Validity

The researcher ensured content validity of the questionnaire by constructing items that were in conformity with the study conceptual framework. Questionnaire pre-tested were carried out to identify and eliminate those questions that could pose problems. Inputs were obtained from experts and senior lecturers in the College of Higher Degrees and Research of Kampala International University who calculated the relevance and clarity of items in the instrument. Content validity index (CVI) was calculated using the formula:

$$CVI \quad \frac{n}{N}$$

Where N represents total Number of items (questionnaires) and n represent Number of items declared valid in the questionnaire.

3.6.2 Reliability

Reliability of the instrument on multi-items variables was tested using reliability statistics. It was very consistent and realistic. The instruments were finally check for accuracy, consistency and completeness using Cronbach's Alpha Coefficient (Sikaran, 2003). The instrument had a high degree of reliability, with all Cronbach's Alpha

coefficients for all items which was tasted. The standardized Cronbach's alpha can be defined as;

$$\alpha_{standardized} = \frac{K\bar{r}}{(1 + (K-1)\bar{r})}$$

Where K is as above and $\bar{r}$ the mean of the $K(K-1)/2$ non-redundant correlation coefficients (i.e., the mean of an upper triangular, or lower triangular, correlation matrix).

3.7 Data Processing and Analysis

The researcher employed both qualitative and quantitative techniques of data analysis to analyze data that were collected from the field. Qualitative techniques of data analysis was employed by writing down the data, and editing it on each day of carrying out the research from there, the data was quantified by renaming it using numerical figure, and summarizing it into meaningful pattern. On the other hand, quantitative techniques of data analysis involved the use of descriptive statistics. This will enable the researcher to derive meaningful description of scores or measures using descriptive indices or statistics.

3.8 Ethical Considerations

An introductory letter from the Department of Political and Administrative Studies was obtained that authorized the researcher to conduct research. Permission was also sought from relevant authorities in the district where the research was conducted. The researcher ensured voluntary participation of every respondent in the study. Consent of the respondents was sought before every data collection session. The respondents' information was treated with utmost confidentiality and was only used for academic purposes.

3.9 Limitations of Research

Throughout this research, the researcher claims an allowable 5% margin of error in view of the following anticipated threats to validity with relevance to this study. The study encountered the following limitations:

Extraneous variables: This was beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.

Testing: The use of research assistants brought about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants was oriented and briefed on the procedures to be done in data collection.

Attrition/Mortality: Not all questionnaires returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher reserved more respondents by exceeding the minimum sample size. The respondents were also reminded not to leave any item in the questionnaires unanswered and will be closely followed up as to the date of retrieval

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRENTATION

4.0 Introduction

This chapter covers the findings of the study and data analysis

This chapter covers the profile information of respondents, the role of motivation on performance, reviving the image of police in Kampala central, the challenges facing the police and the solutions to the challenges facing the police in carrying out their duties. It also gives the frequency tables that were used to present the data. The presentation of this data was based on the objectives of the study as observed below;

4.1 Profile of respondents

Respondents were asked to provide information regarding their gender, age, highest education level, marital status, respondent's title, length of service, and their responses were summarized using frequencies and percentage distributions as indicated in table 4.1 below;

4.1.1 Presentation of respondents according to age

Table: 4.1 Age of Respondents

Age	Frequency	Percentage
20-39	51	45%
40-59	37	32%
60 above	26	23%
Total	**114**	**100%**

Source: Primary data, 2018

Regarding age, findings in table 4.1 revealed that majority of the respondents in this sample ranged between 20-39 years of age, this implied that majority of the respondents in this study were in their early and middle adulthood and constituted 51 (45%), these were followed by those between 40-59years of age constituting 32%. This was lastly followed by those who were 60 years and above 26 (23%).

4.1.2 Presentation of respondents according to Gender

Table: 4.2 Gender of Respondents

Gender	Frequency	Percentage
Male	68	59.6%
Female	46	40.4%
Total	114	100%

Source: Primary data, 2019

Table 4.2 denoted that majority of the respondents in the sample were male 68 (59.6%) as compared to 46 (40.4%) who were females, hence observing that there is a slight gap between male and female respondents in Kampala central.

4.1.3 Presentation of respondents according to their Marital Status

Table: 4.3 Marital Status of Respondents

Marital Status	Frequency	Percentage
Married	40	35%
Single	60	52%
Widowed	10	9%
Divorced	4	4%
Total	114	100%

Source: Primary data, 2018

Table 4.3 denoted that majority of the respondents in the sample were single 60 (52%), followed by those who were married 40 (35%), followed by the widowed 10 (9%), and lastly those who had divorced came last with 4%.

4.1.4 Presentation of respondents according to their level of education
Table: 4.4 Education level of Respondents

Education level	Frequency	Percentage
PHD Level	2	2%
Masters Level	32	28%
Attained UACE certificate	20	17%
Degree holders	60	53%
Total	114	100%

Source: Primary data, 2019

With respect to highest level of education; the study further show that respondents who were degree holders were 60 (53%) and these dominated the study, those were followed by respondents with masters 32 (28%), followed with those who attained a senior six certificate 20 (17%), and lastly respondents with PHD were 2(2%) thus implying that majority of the respondents in this sample had reach a degree level.

4.1.5 Presentation of respondents according to occupation

Table: 4.5 Occupation of Respondents

Occupation	Frequency	Percentage
Journalists	10	4%
Lawyers	27	9%
Victims of police brutality	42	24%
Human Rights NGOs Employees	30	26%
Legal Aid Officials	5	37%
Total	114	100%

Source: Primary data, 2019

Considering respondents occupation, the study also show that victims of police brutality 42(37%) dominated the study, these were followed by employees of human rights NGOs 30 (26%), followed by Lawyers 27 (24%), 10 (9%) were journalists in the country, and the least number of respondents 5 (4%) were legal aid officials, hence indicating that majority of the respondents to the study were victims of human rights abuse.

4.2 Presentation of respondents according to the role motivation in enhancing performance

Table: 4.6 Role of motivation in enhancing performance in Kampala central.

Role of Media	Frequency	Percentage
increase productivity	30	27%
drive or arouse a stimulus work	40	35%
enhance commitment in work performance	15	13%
psychologically satisfy a person this leads to job satisfaction	22	20%
shape the behavior or outlook of subordinate towards work	2	2%
get the maximum of their capabilities so that they are exploited and utilized maximally	5	3%
Total	114	100%

Source: Primary data, 2018

Concerning the role of motivation in enhancing performance in Kampala central, the study findings donated that 40 (35%) of the respondents agreed that drive or arouse a stimulus work is the major role of motivation in enhancing performance, these were followed by 30 (27%) respondents who said that increase productivity is the role of motivation in enhancing performance, , 22 (20%) respondents said the role is psychologically satisfy a person this leads to job satisfaction, 15 (13%) of the respondents said that enhance commitment in work performance is the role of motivation in enhancing performance, 5 (3%) agreed with get the maximum of their capabilities so that they are exploited and utilized maximally, and 2 (2%) of the respondents said to shape the behavior or outlook of subordinate towards work is the role of motivation. Hence indicating that majority of the respondents to the study agrees with drive or arouses a stimulus work as the leading role of motivation among employees in Kampala central.

4.3 Presentation of respondents according to the challenges facing media in enforcing, protection and promotion of human rights

Table: 4.7 Challenges facing the police in carrying out their activities in Kampala central

Challenges	Frequency	Percentage
inadequate training	30	26%
poor accommodation	4	3%
Inequality	20	18%
inadequate pay (salary)	50	44%
insufficient funding officers	10	9%
Total	114	100%

Source: Primary data, 2018

With the challenges facing the police in carrying out its activities in Kampala central, the study donated that 50 (44%) of the respondents said that inadequate pay (salary) was the major challenge, these were followed by 30 (26%) of the respondents who said that its inadequate training, followed by 20 (18%) of the respondents who proposed that its Inequality, followed by 10 (9%) of the respondents who said that insufficient funding officers, 4 (3%) of the respondents said that political poor accommodation is the challenge facing police, hence indicating that majority of the respondents to the study agree with inadequate pay (salary) as the main challenge facing police in Kampala central.

4.4 Presentation of respondents on the solutions to the challenges the police is facing in executing its obligation of keeping law and order in the society.

Table: 4.8 Solutions to the challenges the police is facing in executing its obligation of keeping law and order in Kampala central.

Solution	Frequency	Percentage
Retraining of police officers	45	39.5%
Close monitoring of police operations	15	13.2%
Salary enhancement	4	3.5%
Individual responsibility for misconduct	40	35%
Reduction of government interference	10	8.8%
Total	**114**	**100%**

Source: Primary data, 2018

With solutions to the challenges facing the police in keeping law and order in Kampala central, the findings revealed that 45 (39.5%) of the respondents said that retraining of the police officers is the best solution to solve the challenges facing the police, these were followed by 40 (35%) of the respondents who proposed Individual responsibility for misconduct to be the best solution, followed by 15 (13.2%) of the respondents who proposed Close monitoring of police operations, followed by 10 (8.8%) of the respondents who proposed Reduction of government interference, and lastly, 4 (3.5%) of the respondents said that the solution to the challenges facing police should be Salary enhancement, hence observing that the majority of the respondents to the research study proposed retraining of the police officers as the best solution to the challenges facing police in keeping law and order in Kampala central.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS
DISCUSSION OF THE STUDY FINDINGS

5.0 Introduction

This chapter elaborates more on the discussions of the findings presented in the previous chapter.. It follows the objectives of the study by relating literature reviewed in chapter two. The chapter was divided into subsections that are the first section focused on the discussion of the relationship between the variables under study motivation as the IV's and performance of public service with great emphasis on the police in Kampala central in terms of (handling demonstrations, handling suspects and case files) as the DV's. The last section focused on the conclusions and recommendations.

5.1 Summary of the findings

5.1.1 The relationship between enhanced remuneration and police performance in Kampala central

The findings revealed that indeed if the police officers most especially on lower ranks are not adequately remunerated, the issue of corruption, misconduct and reduced passion for their work will still exist among the police officers. ASP Omonyi OC station Kabalagala police station during the interview said that some officers are not apprehending operation standards because of the high cost of living in the country moreover the government has done more less nothing in relation to enhancing the salary of the police officers to ensure that they suite in this diverse economy.

Findings indicated that most heads of various police stations work very hard to curb corruption, misconduct among their police officers however, the fight is beyond just being strict and tough on them as it requires the government to come up and address this remuneration issue to help motivate the police officers to carry out their duties efficiently and effectively.

5.1.2 The relationship between retraining in regards to the performance of police

Findings revealed that retraining of the police officers to keep update with current technology and human behavior is one of the factors which can help motivate police and hence boost their performance as 39.5% of the respondents indicated in table 4.8. For example most police officer were trained long ago and their skills seems to be outdated in handling current dynamic society that could be one of the reasons why they are receiving a lot of criticism from the public as they carry out their operations. The findings also revealed that individual responsibility for misconduct is as crucial as this will help instills self discipline and control among police officer as one knows that they are individually responsible for their misconduct this was even indicated on table 4.8 as 35% of the respondents agreed to this. Another aspect was that close monitoring of police operations is also very important as this can be done by senior police officers whenever the officers are on the ground. This will help reduce case of misconduct among police officers. This was backed up by evidence in table 4.8 as 32% of the respondents agreed to it.

Another crucial aspect of the findings during the interview with ASP Mugisha Ben is also the aspect of poor accommodation among junior officer which also demoralizes some of them to deliver to their best should also be addressed by the state in order to boost the performance of the police officer and hence reducing criticism on the institution.

5.1.3 Summary of findings

This study was set to investigate the role of motivation on police performance in Uganda with a major focus on Kampala central, three specific objectives guided this study and these were i) to investigate the role of the role of motivation on the performance of police in kabala central, ii) to identify the challenges facing the police in carrying out its activities in Kampala central, and iii) to establish solutions to the challenges the police is facing in trying to carry out its responsibilities in Kampala central. The findings of the study were as Indicated below,

The results show that keeping law and order is the major role of police in Kampala central. Secondly, inadequate pay (salary) is the main challenge facing police in Kampala central and thirdly, the results also indicated that Retraining of police officers is the best solution to the challenges facing police in Kampala central

5.2 Conclusion

Conclusively, motivation is significant in a sense that, it helps To increase productivity, To drive or arouse a stimulus work, To enhance commitment in work performance, To psychologically satisfy a person this leads to job satisfaction. However the challenges facing the police in Kampala central include inadequate pay (salary), inadequate training, Inequality, poor accommodation though retraining of police officers, Individual responsibility for misconduct, Close monitoring of police operations, Salary enhancement is among the strategic solutions to the challenges facing the police in Kampala central.

5.3 Recommendations

From this study, and basing on the objectives and findings, the followings form part of my recommendations that need to be adopted and implemented to realize the revival of police image in Uganda and in any democratic state.

Uganda police force should be motivated as this, motivation is significantly results into increased productivity, aroused stimulus to work, enhanced commitment to work resulting into increased performance, and psychological satisfaction of a person as this also leads to job satisfaction. However the challenges facing the police in Kampala central like inadequate pay (salary), inadequate training, Inequality, poor accommodation can be addressed by retraining of police officers, Individual responsibility for misconduct, Close monitoring of police operations, Salary enhancement, reducing government interference to ensure sovereignty of the institution as an element of the state but not government.

5.4 Areas for further research

In view of the study findings, the following areas for further research are suggested:

(i) Leadership in relation to police performance as this will help understand more how leadership is helping improve/ revive the image of the institution among the public.

(ii) A study can also be done on the role of the media and enhanced police performance in Uganda.

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APPENDICES

APPENDIX I

Questionnaire

Self-Administered Questionnaire about Role of motivation in enhancing police performance in Uganda, Kampala central in particular

Sir/Madam:

I am **TANGA MOSES**, a student perusing a bachelor's in public Administration and management at Kampala International University investigating. I'm conducting an investigation on the Role of motivation and police performance in Uganda.

This study has been prepared for academic purpose only and you have been selected to provide reliable information according to your knowledge and understanding on this issue. It would be very helpful if you assist by answering this questionnaire as per the instructions at the beginning of each section. You are requested to provide the most appropriate answer in your own opinion, assured that your responses will be kept confidential.

Thank you very much for your anticipated participation

Initials...

Date...

SECTION A: FACE SHEET (TICK APPROPRIATELY)

Respondent's profile

a. Age

21-30 ☐

31-40 ☐

41-50 ☐

51-60 ☐

61 and above ☐

b. Gender

Male ☐

Female ☐

c. Marital Status

Married ☐

Single ☐

Widowed ☐

Divorced ☐

d. Level of education

PHD ☐

Masters ☐

Degree holder ☐

Attained UACE certificate ☐

e. Occupation

Journalists ☐

Lawyers ☐

Victims of Police Torture ☐

police officers ☐

Legal Aid Officers ☐

SECTION B: The role of motivation in enhancing police performance

(Please tick the following opinions using a scale where 1=Strongly disagree; 2=Disagree; 3=Agree; 4=Strongly agree)

Role of Motivation	Strongly agree (4)	Agree (3)	Disagree (2)	Strongly disagree (1)
Increases moral to work				
Enhances professionalism				
Reduces stress and fatigue at work				
Promotes team work				
Enhances accountability				
Reduces absenteeism				

SECTION C: The challenges facing the police in enforcing, protection and promotion of law and order in Kampala central

(Please tick the following opinions using a scale where 1=Strongly disagree; 2=Disagree; 3=Agree; 4=Strongly agree)

Challenges facing Media	Strongly agree (4)	Agree (3)	Disagree (2)	Strongly disagree (1)
Inadequate police budget				
Outdated skills in crowd handling				
Inadequate monitoring of police operations				
Law salaries				
Excessive government interference				

SECTION D: The solutions to the challenges police is facing in executing its obligations of enforcement, protection and promotion of law and order in Kampala central.

(Please tick the following opinions using a scale where 1=Strongly disagree; 2=Disagree; 3=Agree; 4=Strongly agree)

Solution	Strongly agree (4)	Agree (3)	Disagre e (2)	Strongly disagree (1)
Retraining police officers				
Increasing the salary of police officers				
Giving name tag to each police officer				
Punishing security officers that offend citizens				
Increasing police budget				

THANKS