



The Positive Impact of Extrinsic Rewards Motivation on Employee Performance of the Malawi Police: Case Study of Blantyre Police Station.

Salome Jere¹, Dr. G. Agila²

¹MBA Student, DMI-ST. Eugene University, Zambia.

²Research Supervisor, Head Bcom Accounting and Finance, Sri Ramakrishna College of Arts and Science, Coimbatore, India.

ABSTRACT

The purpose of this study was to assess the impact of extrinsic reward motivation on employee performance, a case study of Blantyre Police Station, Malawi. The specific objectives were to establish the extrinsic rewards applied to employees, to assess the criteria used or factors that determine employees to receive extrinsic rewards and to determine if the extrinsic rewards motivations help to enhance employee performance.

The study adopted a case study research design and used qualitative and quantitative strategies. The targeted population was the employees at Blantyre Police Station, judgmental or purposive sampling was used to come up with a sample unit of 60 officers. The Questionnaire were the research instruments used. The data collected were analyzed using Percentages, bar graphs and Frequency distribution tables with the aid of PSPP which is an alternative to SPSS.

The result of the study revealed that extrinsic rewards motivation can lead to effective performance. It showed that the Police offers rewards such as promotion, accommodation and basic pay are applied at Blantyre Police Station.

The study also revealed that these rewards are not timely provided, in addition it was discovered that the rewarding criteria is not clear to majority employees on how they work. It was concluded that rewards have a great role to play in the performance of Police officers if well managed.

The study recommended that the rewards in the Police service should be provided on time and the rewarding criteria in the Police service should be made clear to the members of the service and that it should follow guidelines to avoid favoritism.

KEY WORDS: Extrinsic Rewards Motivation & Employee Performance.

INTRODUCTION

In today's competitive business environment, businesses understand that employee motivation is a significant tool for improving performance and very important in achieving the goals of a business or an organization. In order to withstand competition, motivation of employees to boost their performance has become an issue. As good as other important strategies used by organization to improve its performance, extrinsic rewards motivation is also commonly used. Motivation is an interesting and important topic of psychology and is mainly divided into intrinsic motivation and extrinsic motivation. The intrinsic motivation which comes from the internal aspiration or wishes like personal growth, job satisfaction and responsibilities whilst on the other hand, there is the extrinsic motivation which is influenced by the need of external incentives or rewards such as money, bonuses, promotions, recognition and other benefits which are similar in nature.

A lot has been said and written about Motivation and Employee performance and so are the studies done. Amongst what has already been written, the most earliest motivational theories are Maslow's hierarchy of needs (1943), Herzberg's two factor theory (1959) and Vroom's expectancy theory (1964). According to Maslow (1943), motivation is directed by the desire to fulfill hierarchy of needs. Whilst according to Vrooms (1964) Expectancy theory, motivation is defined as a process that regulates choices of individuals amidst the alternatives forms of voluntary activities. As a service delivery organization, the Malawi Police Service, employee motivation is a major issue which needs to be looked into. It is important for the organization to motivate employees in order to offer the efficient and good service which the citizens expect.

Extrinsic motivation is a type of motivation which is referred to behaviors that is driven by external rewards such us money, fame, grades and praise, (Deci and Ryan 2008). In other words, it is designed to make people do things or work in an organization according to the prescribed performance standards or over. This type of motivation stems from outside the person. There are a lot of study reports across the world, written in regards to

performance and motivation of employees, however there is little information relating to an investigation on the impact of extrinsic rewards motivation on employee performance in the Police service in Malawi specifically the Blantyre Police Station which happens to be the case study of this research. The researcher in this study was therefore interested to investigate the impact of extrinsic rewards motivation on employee performance at Blantyre Police Station. Amongst other issues, it tried to establish the types of extrinsic rewards motivations which are applied to employees, investigate the factors or criteria used to determine or qualify employees to receive extrinsic rewards and lastly, to determine if the extrinsic rewards motivation help in enhancing the employee performance at Blantyre police station.

LITERATURE REVIEW

It is important to know what exactly stimulates or makes employees to perform in line with the goals of the organization or exceed the performance expectations. Extrinsic rewards are those rewards that are tangible and are usually referred to them monetary rewards that are provided by an organization through a person who has a high position in the organization (Beardwel& Holden, 2000).

Extrinsic rewards are offered directly to an employee as monthly salary and other incentives or indirectly through contribution to employee benefit plan such as medical insurance, life insurance etc. Heartfield (2012) explained that in order to create an environment for employee satisfaction, it is very important to know which factors most affect their satisfaction. It is imperative then for managers to consider on ways of satisfying and motivating the most useful resource which is human resource.

According to Armstrong (2010) extrinsic rewards motivation has an important role in improving the performance of employees. Additionally, he observed that it boosts employee engagement and motivation, enhances job satisfaction and commitment and lastly it supports organizational goals and its objectives. On the same note, a research study conducted by Muogbo (2013), revealed that there is a relationship between employee motivation and the organizational performance. Furthermore, it also revealed that extrinsic motivation given to workers in an organization has a significant influence on the worker's performance. The findings of the study support what was observed by Armstrong (2010), that motivated employees support organizational goals and its objectives.

Another study on motivation conducted by Kingaz (1986) to explore the extent to which rewards and motivation had an effect on productivity in sisal industry in Morogoro, it revealed that motivation had an impact on productivity as employee who were motivated performed better than those who were not adequately motivated. The study also noted that work condition at the sisal industry, welfare facilities were also lacking, it finally concluded that if worker's morale was good it could result in a rise of productivity.

And on the local scenario, Munthalika (2016), in his speech at Police training school in Limbe admitted that poor mobility, low salaries, challenges in housing and infrastructure hinder the success of policing as they affect motivation of Police offers. This remark suggested that Malawi Police Service employees are not adequately motivated.

Another study conducted by Chambakata (2023) which was aimed at investigating the levels of job Satisfaction amongst employees of the Malawi Police Service, the results of this study revealed that the workplace relationships, work environment and processes involved in rewards and promotions are impacting negatively on the levels of satisfaction for the Police employees.

And lastly, a study by by Kok & Muula (2013) explored the motivation and job satisfaction of health surveillance assistants in Mwanza, Malawi, and it cited dissatisfiers on job satisfaction such as low salary and position, poor access to training, heavy workload and extensive job description, and low recognition.

Literature has shown that extrinsic rewards are the useful tools for motivating employees as well as enhancing their performance and productivity, organization needs to consider management of extrinsic rewards systems or policies. As observed by Rotich (2020) that the reward management have a high effect on employee performance and that the more efficiently an organization manages its rewards, the better the employees will perform. This suggest that it is important for organizations not only to consider about rewarding employee but also the whole management of the rewarding system in order to motivate employees.

RESEARCH METHODOLOGY

The goal of the study was to assess the impact of extrinsic rewards on the performance of the employees, therefore there was need for the researcher to collect data, analyze and make meaning out of it. Case study type was employed, and data collection was through the use of questionnaires.

Quantitative strategy was used and the reason being that the strategy allows to analyze large data easily and have statistical evidence enabling informed decision making.

To complement the Quantitative strategy, another method which was used is the Qualitative, this was explored through examining various existing documents and records relating to the subject matter. This was done in order to obtain enough information on how extrinsic rewards motivation is applied in the Police Service.

Sample size and sampling techniques

The population was all the police officers found at Blantyre Police Station, which comprised of 660 members. Population is referred to as an entire group of units or cases that a researcher is interested in understanding (Creswell, 2014).

The sampling method which was used is non-probability sampling. As defined by Kothari (2004), non-probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has a chance of being included in the sample. And on this note, Judgmental or Purposive sampling was employed, this was because of its convenience's sake. The researcher believed that the selected study units would be available at the time of data collection.

To minimize bias, recruitment of participants was obtained from various departments and from various Substations Posts and Units of Blantyre Police Station. Sample's demography was compared with existing data at Blantyre Police station to assess representativeness.

The sample size for this study was 60 officers comprising of both male and female police officers, juniors and senior in ranks from Blantyre Police Station and from all departments of the station.

Data collection and analysis

Quantitative and qualitative methods were used. In this case, the researcher employed the use of questionnaires and reviewing documentary such as the Malawi Police Service Standing orders revised edition of 1995. The structured questionnaire and examination of the relevant documents were the main data collecting tools that was used in this research.

Data collected from the field was analyzed using PSPP. The software was chosen because it is the most widely used package for analyzing survey data just like the SPSS. Besides being one of the most used packages, the software has the advantage of being user friendly. The data has been presented on tables, charts and graphs preceded by explanations. Tables, graphs and charts was used to understand relationship between variables and to enhance data storytelling and presentation of findings.

RESULTS AND DISCUSSIONS

This study intended to cover a total number of 60 both junior Police officers and senior officers, male and female from all departments, Police Posts and Police Units of Blantyre Police Station, however due to busy operations in the police service, the research managed to cover 45 officers consisting of juniors and seniors in ranks, male and female officers. This represented 75% of the intended coverage.

Demographic presentation.

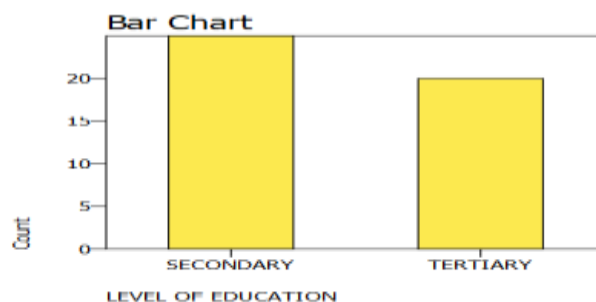
The distribution of respondents based on their age were as follows: Those below 30 years were 22.2%, over 30 but below 40 were 33.3%, over 40 but below 50 were 26.7 % and lastly Over 50 but below 60 were 17.8%. making a total of 100%. This suggested all age groups were represented however majority were middle aged between 30 and 50 years.

Table 1 showing age distribution

PARTICIPANTS AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	10	22.2%	22.2%	22.2%
	30-39	15	33.3%	33.3%	55.6%
	40-49	12	26.7%	26.7%	82.2%
	50-59	8	17.8%	17.8%	100.0%
	Total	45	100.0%		

On the distribution of respondents based on their gender it indicated that male respondents were 25 (55.6%) while female respondents were 20 (44.4%). And on the level of education, shows that a great number of respondents were Form IV leavers (secondary) having 25 respondents, which is (55.6%) followed by those who attended tertiary (degree, diploma and professional certificate holders) 20 respondents (44.4%).

Fig 1 showing level of education of participants.



And lastly on demography findings about respondent's years of experience. The findings show that 11.1% had an experience of less than year on job, they were newly recruited in the Police service. 22.2% had worked from 1 to 5 years, those who had served from 6- 10 years were 37.8% and lastly were those who had served in the Police for over 11years and more, representing 28.9%. The last group formed majority of respondents who were involved in this study.

Types of extrinsic rewards provided by the Blantyre police station.

In order for organization to stay competitive and successful, employees need to be managed properly to prevent demotivation and labor turnover. The organization is made up of human resource which is considered to be the important resource. Managing such resource is very significant for the success of the organization to overcome competition. Coming in of rewards helps in enhancing employee productivity as well as satisfaction in forms of bonuses and other forms as observed by (Govindarajan, 2007).

From the analysis of results, it revealed that there are extrinsic rewards motivation that are indeed applied to employees at Blantyre Police station. These rewards included promotions, accommodation, recognition and basic pay with promotion and accommodation topping up as the most used form of extrinsic rewards motivation representing 42.2% and 31.1% of the total respondents respectively. However, the Police services recognize other rewards such as monetary. As noted in Malawi Police S.S.O that personnel below the rank of Sub- Inspector may also be recommended to receive monetary rewards for meritorious acts or service in the execution of duty.

Table 2. showing Extrinsic rewards applied at the station.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid BONUS	4	8.9%	8.9%	8.9%
BASIC PAY	3	6.7%	6.7%	15.6%
PROMOTION	19	42.2%	42.2%	57.8%
RECOGNITION	5	11.1%	11.1%	68.9%
ACCOMODATION	14	31.1%	31.1%	100.0%
Total	45	100.0%		

Source: field data 2024

Fig 1. Showing visualization of types of rewards applied at the station



Source: field data 2024

Criteria or factors determining to receive extrinsic rewards.

The second objective of this research was to determine criteria or factors qualifying employees to receive the extrinsic motivation at Blantyre Police station. Successful organizations know that the secret to their success is through motivating employees. They find it significant to build a culture that continuously promotes the wellbeing and motivation of employees as they are considered the most important resource of the organization. The benefit of motivated employees includes improved customer satisfaction, higher quality work and improved performance. However, it is important for organizations to have best ways of motivating the employees through provision of extrinsic rewards. Rewarding employees using specified criteria ensures transparency'. As observed by Baldwin& Ford (2020), when rewards are tied to specific criteria such as performance metrics or achievement of objectives, employee perceive the process as fair and transparent.

The findings of the study revealed that 26.7% agreed that there is a criteria used when rewarding Police officers while 57.8% indicated that there was no any criterion used and the remaining 15.6% indicated that they had no knowledge on whether there are any criteria used to award employees.

This suggested that majority of employees were not aware that there are specified criteria which are used to rewards officers though it is well prescribed in the service standing orders which is used as the Organization's manual book.

Table 4 showing knowledge on whether there are any criteria used for rewards

IS THERE ANY CRITERIA USED TO REWARD EMPLOYEES

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid YES	12	26.7%	26.7%	26.7%
NO	26	57.8%	57.8%	84.4%
I DON'T KNOW	7	15.6%	15.6%	100.0%
Total	45	100.0%		

On commonly used rewards such as promotion, it was noted by the SSO 109 that Junior officers should realize that it rests with them whether or not they fit themselves for promotion. Their suitability for promotion will depend primarily on whether they indicate that they have the necessary qualities and ability and not necessarily on seniority. The mentioned qualities included recommendation by the supervisor in this case the Officer- In charge station, attendance of promotion courses, having necessary qualifications, a strong sense of duty and discipline.

Table 5. showing criteria used for rewarding

ANY OTHER CRITERIAS USED

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DEPARIMEN I	4	8.9%	8.9%	8.9%
APPRAISAL/ JOB PERFORMANCE	9	20.0%	20.0%	28.9%
LONG SERVICE/SENIORITY	5	11.1%	11.1%	40.0%
SUPERVISOR RECOMMENDATIONS	10	22.2%	22.2%	62.2%
NO ACTUAL CRITERION IS USED	11	37.8%	37.8%	100.0%
Total	45	100.0%		

The study findings were consistent with the SSO prescribed criteria as it was revealed that majority of respondents about 53.3% knew that education was one of the criteria used.

And on other criteria used, 20.0% believed performance plays a role, 22% indicated that supervisor's recommendations is also used whilst 37.8% who were in majority believed that there are no specified criteria used.

Apart from having criteria of awarding employees, it is important for organizations to continuously communicate the same to employees. Literature shows that if organizations set rewarding criteria to their employees, it reduces biases and nepotism in providing these rewards. As noted by (Worldatwork, 2021), employees who perceive that the reward system is transparent and fair, are more likely to remain committed to the organization. This helps in reducing turnover rates and helps in retaining employees.

The implication of not thoroughly communicating to employees on the criteria that is used by the organization to reward its employees have an adverse reaction on both the employees and the organization's performance. Not communicating can result into perceived inequality and employee discontent, it can remove trust on leadership of the organization and increase labor turn over thereby reducing number of talented and skilled employees. Additionally, as noted by SHRM (2021), it can lead to legal challenges in some jurisdiction if it is perceived to be discriminatory or inconsistent with employment laws.

Transparent rewards criteria help mitigate legal risks and ensure compliance with regulations. For instance, in a case of 58 police officers against Malawi Police where a group of officers sued the Malawi Police through the attorney general over delays in promotions after they had successfully completed their self-upgrading studies and that they were initially excluded from promotions and salaries adjustments that were implemented in 2017 structural reform. It was held by Justice Kenyatta Nyirenda of the High court of Malawi that the Malawi Police Service had discriminated against the officers for not promoting them alongside their colleagues under Civil Case number 598 of 2018.

MAJOR FINDINGS

The findings revealed that there is prescribed criterion which is supposed to guide the management when rewarding employees, however, the criterion is unclear to the employees hence the reduced working morale of the officers.

The findings also revealed that most of the employees who had received rewards are satisfied with the rewards that are offered at the Police station, this argument was supported by 42,2% who said that rewards that are offered at the Police station increases their commitment to job and 62,2 % explained that they are motivated. However, they commented that the rewards that are offered at the Police Station are not enough and not timely.

Theories show that rewards can either strengthen or undermine feelings of individuals and that people respond to rewards differently based on their personal goals. When rewards do not match with the task accomplished, cannot motivate an employee to put more efforts to increase performance. According to J. Stacy Adams (1960), people can only be motivated if the rewards they receive for their contribution are fair and similar to what their colleagues received. If employees feel that their contributions are fairly rewarded, they would be happy and motivated. If they perceive that they are being unfairly rewarded, they would become dissatisfied with their job and employer thereby affecting their performance.

SUGGESTIONS AND RECOMMENDATIONS.

There should be clear guidelines to be followed and that should be known by all officers. For example, on promotion, proper procedures or criteria must be set aside. This when followed can raise the morale of officers as biasness and nepotism will be reduced.

The institution should ensure that the rewards provided should be timely as delaying has an effects on the performance of employees as they feel that their efforts are not appreciated.

This study recommends that the Police service has to find new ways of motivating its officers in order to remove negative work culture. By making sure that these rewards are improved, it can motivate employees and make them go above and beyond and also reduce circumstances where employees would seek opportunities where their contributions are valued and rewarded, thereby increasing labor turnover, which is costly to the organization.

CONCLUSION

The study concludes as follows:

Rewards at Blantyre Police Station are there, but very few which are being applied to employees, but also not timely provided.

Criteria for rewarding employees is not clear to most officers, however there are outlined criteria by the institution to be followed though those that are believed to be criteria's in execution are not always followed. Most of respondents argued it is covered with nepotism and favoritism.

Lastly the study has concluded that with rewards properly administered to the employees it can help to motivate them and enhance their performance.

Therefore, this study put the onus on employers to commit themselves in putting up appropriate extrinsic rewards which are tailored with organizational policies and goals and that aims at encouraging workers to go above and beyond. This will not only improve employee performance but also creating a positive and productive work environment thereby enhancing a culture of excellence.

REFERENCES

- Anthony R.N & Gondarajan V. (2007), *Management Control Systems*, 12th ed. Boston: McGraw-Hill/Irwin.
- Allen T.D & Kilman L.T (2001). *The Role of Mentoring in the Development of Leader Talent*. Center for Creative Leadership.
- Armstrong, M. (2012). *Handbook of Human Resources Management*. 12th ed. Hong Kong. Graphic raft Ltd.
- Armstrong M, (2010). *Handbook of Human Resource Management; A guide to people Management 11th Ed: - Kogan Page, London, Philadelphia*.
- Baldwin T.T. & Ford J.K (2020), *Transfer of training*. A Review and Directions for future research. *Personal psychology*, 73(2), 241-261.
- Baldwell, R.A, & Holden R.K (2000). *The Relationship Between Job Satisfaction and Job Performance: A study of Australian Employees*, *International Journal of Management*, 17(2).
- Chambakata, E. (2023), *The Levels of Job Satisfaction Amongst Employees of the Malawi Police Service: A Case Study of Lilongwe Model Police Station*. ESAMI Business School, Tanzania.
- Cresswell, J.W. (2014). *Research design: qualitative, quantitative, and mixed methods approaches*, 4th ed. Sage publications.
- Deci, E.L & Ryan R.M (2008), *Self-Determination Theory; A Macro Theory of Human Motivation, Development and Health*. Vol 19, Issue (4), p281-300.
- Deci, E. L., Koestner, R., & Ryan, R. M. (1999). *A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation*. *Psychological Bulletin*, 125 (6), 627-668.
- Hearthfield, S. M, (2012). *Keys to Employee Satisfaction: What You Can Do to Increase Employee Satisfaction*. Downloaded on 24th May, 2024 from http://humanresources.about.com/od/employeesatisfaction/a/employee_satisfaction.htm

- Kachali, C & Others vs The Malawi Attorney General, (2018), The High Court of Malawi, 8, February, 2022.
- Kaplan, R.S & Norton, D.P (2004). *Strategy Maps: Converting Intangible Assets into Tangible outcomes*. Harvard Business School Press.
- Khothari, C. (2004). *Research Methodology Methods and Techniques*, 2nd revised ed. New Age international Publishers- New Delhi- India.
- Kok, M.C & Muula A.S (2013), *Motivation and job satisfaction of Health Surveillance Assistants in Mwanza, Malawi: An explorative study*, Department of Community Health, College of Medicine, University of, Blantyre, Malawi Medical Journal; 25(1): 5-11
- Locke E.A & Latham G.P (2002), *Building a practically theory of goal setting and task motivation: American psychologist*, 57(9)705-717.
- Maslow A.H (1943). *Theory of Human Motivation*. Psychological review.
- Malawi Police Service, (1995). *Standing Orders*. (Revised Edition)– Section 109,232.
- Muogbo, U. (2013). “*The Impact of Employee Motivation on Organizational Performance*”
- A Study of Some Selected Firms in Anambra State Nigeria: Journal available at / [AFRREV IJAH: An International Journal of Arts and Humanities / Vol. 2 No. 3 \(2013\) / Articles](#).
- Munthalika A.P, (2016), *Police Recruits Passing Out Parade Speech*; 2 December 2016, Kanjedza Police Training School, Limbe, Malawi.
- Rotich, R. (2020), *Effects of Reward Management Practices On Employee Retention in Telecommunication Firms in Kenya*; Bomet University College, Kenya.
- Vroom V.H (1964), *work & motivation*, New York, Wiley.
- WorldatWork (2021), *The evolution of Total rewards: strategies, trends, and impact*. WorldatWork press.