

EFFECT OF PROMOTION ON JOB SATISFACTION AMONG POLICE OFFICERS IN TANZANIA

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ABSTRACT

In Tanzania's Arusha City, this study looked at how promotions affected police personnel's job satisfaction. The goal of the study was to determine how promotions affected the job satisfaction of police personnel in Arusha City. The study used a descriptive approach to case study design and a quantitative methodology. The study used 194 samples obtained from a population of 500 police officers working at Arusha Central. Simple random sampling was applied. Data from a drop-and-collect method was gathered using structured questionnaires. Data were analyzed using descriptive statistics as well as linear regression. According to the study, promotions are statistically significant and positively correlated with law enforcement personnel's job satisfaction. According to the study, objective promotion decisions should be made and opportunities should be presented to capable police officers at the appropriate moment to increase workplace satisfaction. It means that performance-based promotion is advocated to increase police officers' motivation and job satisfaction.

Keywords: Police officers' promotion, police officer's job satisfaction.

1. INTRODUCTION

The general objective of Human Resource Management is to ensure that organizations can achieve their goals through the utilization of efforts, knowledge and skills of employees (Mishra, Shukla, & Sujatha, 2021). Hence, organizational effectiveness depends on the presence of highly motivated and satisfied employees. Job satisfaction is an important determinant for influencing employees' behaviour at work. It helps to influence employee productivity while keeping employees engaged and motivated (Collings, Wood, & Szamosi, 2018).

Police constitute fundamental public employees in public sector organizations. The International Labour Organization (ILO) categorizes Police Force as an essential service on which the life and properties of the public depend (ILO, 2019). Police officers perform a security function, which involves the protection of the life and properties of individuals and organizations from potential threats such as theft and violence (Andvig & Fjeldstad, 2008). Police are expected to discharge their functions professionally without discriminating and favouring people based on their social, political and economic status in society (Tanzania Police, 2015).

Job satisfaction in the police force can be achieved if police officers are adequately compensated and satisfied with their jobs (Lokesh, Patra, & Venkatesan, 2016). This is because police officers work under occupational hazards such as physical hazards, accident hazards, chemical hazards, biological hazards and psychological trauma. These hazards are encountered when police officers

discharge assigned duties such as chasing and arresting alleged criminals, directing traffic, investigating cases and patrolling (ILO, 2000).

Despite their significance in maintaining security, police forces around the world deal with a variety of difficulties in their line of work. Understaffing police forces is a problem everywhere. A ratio of 300 police officers for every 100,000 inhabitants was proposed by the United Nations Survey on Crime Trends and Operations of Criminal Justice Systems (UN-CTS) in 2006 (United Nations Office of Drugs and Crime, 2010). On the contrary, in 2008 the average number of armed personnel per person served was 458: 100,000. In 2018 the average number of armed personnel per person served was 396:100,000 (Institute for Economics and Peace, 2019). This challenge also affects several countries in the world. For instance, in Canada, every 185 police officers serve every 100,000 people. This implies that 1 police officer serves every 541 people. This crisis of an understaffed Police Force is coupled with long working hours and inadequacy of resources as many young people are not interested to join the Police because of the difficulty in climbing the ladder to higher ranks in promotions (D'amore, 2019).

Similarly African countries face a shortage of police officers to effectively combat crimes (Owoeye, 2020). South Africa's excessive crime rate is attributed to among other factors a shortage of police officers on the streets (Independent Online, 2019). Apart from the problem of shortage of personnel, police in African countries also experience occupational stress because of being not promoted accordingly. A study by Jonyo (2015) showed that police officers in Kenya experience occupational distress which result from heaving workload, poor housing arrangements, lack of fairness in promotions, negative attitude toward society, frequent transfers, poor remuneration and long working hours. As a result, police officers engage in malpractice. This paper will focus on the effect of promotion towards police performance

Similarly, in Tanzania, police officers perform their work under severe conditions. There is a challenge of understaffing. According to the assistant minister of home affairs, the country's police officer-to-citizen ratio in 2013 was 1,150, which is higher than the global average of 300 (Mateja, 2014). Other challenges include inadequate equipment and insufficient training to perform their tasks effectively. For instance, a study by Lukumay *et al.* (2019) indicates that traffic police officers in Tanzania work under a shortage of resources to deal with road accidents. Moreover, another study by Mateja (2014) indicates Tanzanian Police Officers face a myriad of challenges in the prevention of crimes. Such challenges include insufficient budget, shortage of resources, unfair treatment from other police officers, low salaries, poor working and living conditions, poor performance appraisal systems, unfair promotion and biased employee selection methods.

Police constitute fundamental public employees in public sector organizations. Police officers provide essential services whose life and the property of the public depend on (ILO, 2019). Despite their importance, police officers in different regions of Tanzania including Arusha experience job dissatisfaction work under insufficient resources, lack of adequate promotion to higher ranks, low salaries, and poor working conditions while living in poor housing (Nkwame, 2008; Mateja, 2014; Omar, 2018; Outwater, Mkoka, Ndile & Seveman, 2019). As a result, police officers engage in unprofessional malpractices such as corruption, favouritism and obstruction of justice (US Department of State, 2013; Transparency International, 2013; Transparency International, 2019). This trend raises the question of whether or not junior police officers are satisfied with the terms and conditions of employment. Therefore, there is a need for empirical inquiry to determine the

effects of the promotion of job satisfaction among police officers. Previous studies by Lukosi (2015), Mkele (2016) and Lukumay et al. (2019) investigated human resource management in the police force in Tanzania. However, none of the studies analyzed the effects of promotion among police officers on job satisfaction. Hence, this study sought to fill the gap by examining the effects of promotion on job satisfaction among junior police officers, particularly in Arusha City.

2. LITERATURE REVIEW

Promotion

An employee is promoted when they receive an increase in position, compensation, status, duties, and status within a company. In addition to a rise in responsibility and salary, it entails an improvement in position in the organization, reputation, and prestige (Mahyudi et al., 2019). Promotions are made to encourage workers to perform better, boost job satisfaction, recruit and keep qualified workers, recognize and reward employee efforts, fill open positions within a business, and encourage an interest in educational opportunities (Malik et al., 2012).

Job Satisfaction

Job satisfaction was the main idea of this investigation. Numerous definitions of the idea of job satisfaction may be found in the literature on human resource management. According to Azeem (2010), satisfaction with employment is a favourable emotional state that results from an employee's evaluation of their work experiences. However, this definition does not indicate the aspects of positive emotions.

Another definition is provided by Rabbanee, Yasmin, and Al Mamun (2012) who have defined it as an employee's attitude resulting from balancing and synopsis of likes and dislikes about the job. Job satisfaction is determined by factors such as job position, pay, promotions, work environment and work relationships. This definition is clearer than the previous one because it mentions specific aspects of measuring job satisfaction. Therefore, five constructs will be used to quantify job satisfaction in this study. They include job position, pay, promotions, working environment and work relationships.

In a 2017 study, Tembur explored the variables influencing work performance in Kenya's Nairobi County's national police department. It was claimed that the study used an 80-person sample size, drawn from a population of 300 police officers and that it used questionnaires and interviews to gather data. Descriptive statistics, such as frequencies and percentages, were used to analyze the data. The study found that compensation influenced job satisfaction. However, the study did not identify promotion attributes that influence job satisfaction.

Razak, Sarpan and Ramlan (2018) assessed the influence of promotions on job satisfaction in Makassar in Indonesia. The study employed a cross-section design. Data were collected using interviews, observations, questionnaires and secondary sources. Results of hypothesis testing have demonstrated that promotion influences job satisfaction favourably. The study by Razak, Sarpan and Ramlan (2018) has methodological flaws. First, the researchers have not shown findings for data collected from interviews, observations and secondary sources. Secondly, the researchers have not shown the population from which the sample size was selected.

The impacts of advancement on job satisfaction were examined by Garba and Idriss (2021) in

colleges and universities in Sokoto State, Nigeria. To gather data for the study, 205 questionnaires with a 5-point Likert scale were distributed to the sample respondents using a not-probability sampling approach and multiple regression analysis. One federal university and one state university were purposefully chosen as the two postsecondary institutions. The outcome demonstrates that being promoted has a favourable impact on work satisfaction and the achievement of organizational goals. According to the survey, objective promotion decisions should be made and opportunities should be presented to qualified employees at the appropriate time to boost workplace satisfaction.

2.1 Theoretical Literature Review

Two-Factor Theory

This paper was guided by the two-factor theory of motivation. Frederick Herzberg (2005) established the idea after exploring factors influencing job motivation and satisfaction with a sample size of 200 respondents, including engineers and accountants. According to the study, there are two types of elements that affect employee motivation: hygienic factors and motivational factors. Motivational variables, including work accomplishment, promotions, recognition, and responsibility, are aspects that contribute to workplace happiness. On the other hand, hygiene factors are causes of employee dissatisfaction. They included salary, supervisors, interpersonal relations and working conditions (Frazier, 2005; Griffin, 2008). Therefore, based on this theory determinants of job satisfaction are included work achievement, promotions, recognition and responsibility.

The promotion variable is one of the key motivators that lead to job satisfaction. Promotion allows an officer to climb the radar from police constable to senior officer like inspector or superintendent and commissioners.

Strengths in Herzberg's idea have been identified. Similar to Deepen's comprehension The thesis of Hertzberg offers a more thorough examination of how individuals view their jobs. One must search within to discover the underlying impulses that drive employees. Second, it lists several factors, such as According to the two-factor approach, other factors, such as company policies and procedures, as well as subpar work performance, rather just subpar work performance, constitute the reason for an absence of job satisfaction. It also clarifies the manager's responsibilities: The approach contends that managers should inspire, assist, and inspire their teams at all stages of the employment relationship.

However, Herzberg's thesis has several drawbacks, chief among them is that it ignores the fact that individuals may be motivated by a variety of circumstances and that: External elements are not taken into account - Herzberg's theory is blind to outside influences that could affect an employee's motivation.

Conceptual Framework

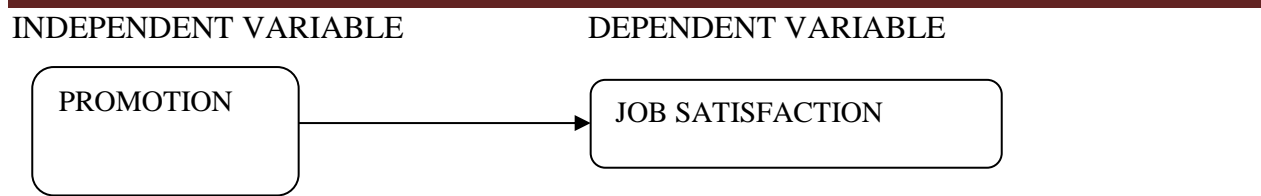


Figure 1: Conceptual framework

From the above conceptual framework, the paper is guided by the hypothesis
H₁: Promotion has a positive relationship with police officers' job satisfaction

3. METHODOLOGY

This study was based on the positivist research philosophy which assumes that the social world is understood objectively. Positivism seeks to establish explanatory associations between variables and predict effects and outcomes. In ontology sense, philosophy is based on the assumption that a single reality exists. The researcher is required to remain objective and should not interact with research participants (Park, Konge, & Artino, 2020). This study applied a descriptive case study research design. Kothari (2004) informs that descriptive research design allows a researcher to produce a detailed understanding of the research problem. Therefore, the case study design has facilitated a detailed analysis of determinants of job satisfaction among traffic police officers in Arusha City.

Population and Sample Size

The 500 police officers that work for Arusha Central Police were the study's population. Using the sample size calculation presented by Israel (2009), a sample size of 222 respondents was

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

determined.

Where n= sample size

N= Population which is 500 police officers at Arusha Central Police Station

e²= margin error which is 0.05 (5%)

$$n = \frac{500}{1 + 500(0.05^2)}$$

$$n = 222.22$$

As a result, 222 participants in the study were chosen at random from among the 500 police officers. However, only 194 respondents participated in this study. The remaining 28 respondents declined late to participate.

Sampling Procedures

To choose a representative sample, respondents were chosen using simple random sampling. Furthermore, probability sampling is impartial. As a result, it will assist in developing a sample size that accurately reflects the true population (Thompson, 2012). Specifically, respondents were chosen using simple random selection. Thompson (2012) asserts that simple random sampling gives every member of the population an identical probability of being chosen for a research study. Simple random sampling made it possible to choose responders impartially.

Simple random sampling was administered by using three procedures. First of all, a sampling frame was created. The sampling frame included a list of 500 police officers in Arusha City. The table of random numbers was used to randomly select a sample size of 222 respondents from the population of 500 police officers.

Data Collection Methods

The survey was intended to gather information from a sample of traffic police officers. The questionnaire was chosen because, in addition to being simple to distribute to a bigger sample, it also ensures respondents' anonymity and lessens researcher bias towards the data (Mitchell and Jolley, 2012; Gratton & Jones, 2010). Data were gathered using a self-administered, standardized questionnaire form. The survey was created using a 5-point Likert scale, with responses ranging from Strongly Disagree to Disagree, Disagree to Undecided, and Agree to Strongly Agree.

Data Analysis

Inferential and descriptive statistics are both were used to examine the data gathered to answer the study questions. Initially, data were analyzed using a mean to indicate the level of agreement on the effect of promotion on job satisfaction. After that, the use of multiple linear regression was used to determine the degree to which promotions had a meaningful impact on job satisfaction. A statistical method called regression analysis is used to look at the relationship between the variables represented by X and Y. The dependent variable is represented by Y and the independent variable is X. Variable Y is referred to as the response variable, whereas variable X is referred to as the predictor or regressor. Regression analysis can be in the form of either simple linear or multiple linear regression analysis. Simple linear regression analysis tests a single regressor. Multiple regression analysis tests more than one regressor (Montgomery, Peck, & Vining, 2012). Regression analysis is done by hypothesis testing of probability to determine whether there is evidence to reject the null hypothesis (Ho). The probability is interpreted by the p-value (0.05) which shows the level of statistical significance of the independent variable on the dependent. The results are deemed to have a high level of statistical significance if the p-value is less than 0.05. As a result, the alternative theory (H₁) is supported and the null hypothesis is disproved (Nahm, 2017). The null hypothesis, according to which there is no significant correlation between financial incentives and satisfaction with work among police personnel in Arusha City, was tested using straightforward linear regression analysis.

Regression Model

$$Y_1 = \beta_0 + \beta_1 \beta_1 PROM + \epsilon$$

Where;

Y = dependent variable representing Job satisfaction

β_1 = promotion

The independent variable's constant value is denoted by β_0 =. The error component in a statistical model is denoted by the letter e (residual). The coefficients for regression of independent variables of X regarding Y are β_1 e. By separating the theoretical significance of the model from the actual observed result, it achieves statistical perfection Kenton and Kent (2019)

Testing Assumptions of MLR Model

A model of multiple regression uses one dependent variable and or plus up to three independent variables. It is a statistical technique that uses the equation to calculate the relationship between more than one independent variable at the same time. It is predicated on the suppositions that both the dependent and the independent variables are straightforward, the data is multicollinearity, and autocorrelation is minimal. To validate the premise of the MLR model, the researchers used statistical tests like the coefficient of multiple determinations (R^2) and the F-test. The strength of a relationship is evaluated using the R^2 as measure. You can determine if the data complies with the linearity assumption by linking the independent and dependent variables together. It also displays the real properties of the model.

The F-test is used in multiple regressions to measure the significance of partial regression coefficients; it compares linear model fits by checking multiple models at once. The explained sum of squares increases when an independent variable is added to the regression equation after all other independent variables have been taken into account, resulting in a rise in F-statistics in multiple regressions. The F-test is used to determine whether or not the population size has a normal distribution. Because the residual error is uniformly distributed, it should be in the range of zero to one. According to the authors, statistical tests are especially important in ensuring the validity of the model to be used in any study including multiple linear regressions (Gujarat, 2004). He claimed that R^2 values like r^2 all are between 0 and 1, suggesting that one fitted regression line explains 100% of the variation in the dependent variable and that 0 means the model does not explain any of the variations between the independent and dependent variables.

Data cleaning and processing

Pilot Study Results

To determine how familiar the scales were with the respondents, a pilot study was required. There were 10 responses among Police officers; however, they weren't included in the study itself. Each of them received a questionnaire to complete. All completed questionnaires were then examined and double-checked. Data were entered into SPSS and run to check early findings. Results indicated the instrument was suitable. This occurred as a result of the scales being confirmed. Following the pilot study, it was suggested that demographic data be shown last to increase the likelihood that respondents would provide an accurate response before providing biographical information.

Error Check

The accuracy of every piece of data that survey participants entered was checked. A second knowledgeable person then double-checked the accuracy of the information that was set and the questionnaires to make sure that all the data had been recorded accurately. Errors were found and corrected. More descriptive statistics error checking was done to discover items that were beyond the scale response range. For instance, the scale for the dependent variable, JOBSAT, had 5 items, whereas the scale for the independent variable, PROM, had 9 items. **Missing Data**

The SPSS Missing Value Analyzer (MVA) was used to find the missing data. Because the scales

of both the dependent and independent variables were both less than 5%, suggesting random missing data, Excel was utilized to complete the imputation.

Regression Assumptions

Ordinary Least Square (OLS) regression assumptions are typically taken into account in a basic regression equation. The key presumptions were examined to ensure that the data met the requirements for analysis to meet the goals of the regression analysis. Five underlying presumptions of the Ordinary Least Square were examined (Green, 2008; Park, 2011). These include multicollinearity, Homoscedasticity, outlier, linearity, and normalcy.

Linearity Assumption

Regression can only take place if the relationships between the variables that are autonomous are linear. The average value of the outcome variables follows a straight line for each increment of the predictor. This assumption is confirmed by using P-P graphs to show how far they fall along the diagonal line.

Normality Assumption

The regression residuals, or disparities between actual and predicted values, must have a distribution that is normal for the model of linear regression to work. The histogram is used to examine for normality. It should be possible to see the bell-shaped distribution of the residuals from a showing normal distribution of residuals with a mean around 0 and an SD near 1.

Outlier Assumption

The assumption underlying regression is that residual values not contained in distribution 3 are outliers. This is supported by Tabachnick and Fidell (2007), who assert that any number beyond the range of $|3|$ is an outlier. Outliers typically skew estimates for metrics like mean. The sum squares may be altered by outliers to make them appear like outliers. The standard error is often calculated using certain squares. As a result, if the sum square has a bias in the confidence interval, the standard error is likely to be affected as well. The case value needs to be removed if an issue is found.

Homoscedasticity Assumption

Regression assumes that the variance of the error term is constant over all possible independent variable values. Plotting the standardized residuals (often referred to as scatter plots) vs. the predicted values will show if points are distributed rectangularly and equally throughout all values of the independent variables. It is homoskedastic data. If the scatter plots show a cone-shaped pattern, it may indicate that a robust standard error is being used to control the heteroscedasticity.

Multicollinearity Assumption

Multiple regressions assume that the data are not multicollinear and that the independent variables do not significantly correlate with one another. The Variance Inflation Factor (VIF) values were used to check for multicollinearity. Potential remedies include identifying the causes of the multicollinearity threat and removing them using a VIF mean cuff threshold of 5 (Craney & Surles, 2002).

Validity

Face and content validity were checked to ensure the questionnaire instrument is clear and it includes questions related to concepts of the research study. Initially, face validity was done to ensure that the questionnaire has clear questions. Face validity was performed by consulting six professionals in human resource management. Then, content validity was checked by consulting seven academicians of human resource management who will be sourced from the members of the academic faculty of the University of Arusha. The results of face and content validity have provided the base for the refinement of the questionnaire instrument prior commencement of data collection.

Reliability

The degree to which research tools yield comparable results even when they are routinely duplicated is gauged by their reliability. Repeating testing on a similar research group over time helps to assure reliability. Consistency in responses also promotes reliability (Heale & Twycross, 2017). Two methods were used to gauge the questionnaire's reliability. The first procedure involved a pilot study which was done through the administration of the questionnaire to a sample size of 30 police officers who were drawn from the population of 500 traffic police officers working in the Moshi district.

Secondly, the reliability of the questionnaire instrument was tested by using Cronbach's Alpha technique with the aid of SPSS. According to Polit and Beck (2008), a reliability of 0.6 is regarded as a minimum and a reliability score of 0.75 is at least regarded as excellent (Polit & Beck, 2008). Therefore, a reliability score of at least 0.75 was considered to conclude that the questionnaire instrument is reliable. Reliability results are presented in Table 1

Table 1 Variable Reliability Results

VARIABLE	Number of Items	Cronbach's Alpha	Interpretation
Promotion	9	.915	Reliable
Job satisfaction	5	.883	Reliable

Source: Researcher (2022)

4. RESULTS**Descriptive Statistics for Sample Characteristics**

Distribution by age According to Table 4.1, nearly 40% of respondents were middle-aged workers between the ages of 30 and 39, making up the majority of respondents. Following them are the 20-to-29 age groups, who make up roughly 40% of the total. Therefore the sample reveals that the majority of respondents are middle-aged and young-generation police officers between the ages of 20 and 39. The oldest groups are less counting just 5%. Therefore conclusively it can be said that police officers are young and middle-aged generations hence still energetic for the job But also if not satisfied are easily leave the police force and join other economic activities.

Men who participated A great deal of the sample distributions are represented by Table 4.1. They represent more than 80% of the police officers that participated in this survey. Therefore the range

between males and females is so big for female participants. They count less than 20%. Therefore, it reveals that the police force still is the male-dominant force

In the education category, Table 4.1 shows that the majority of respondents are either secondary education leavers or certificate and diploma holders. The secondary leavers account for nearly 40% while certificate and diploma holders both are just above 20%. Bachelor's degree holders and master's holders altogether are less than 20%. Therefore the police force is well structured having few educated senior leaders and the majority who perform daily police duties in the field.

Experience shows that the majority of respondents have been in the Police force long enough, above 10 years which accounts for nearly 70%.

Table 2 Descriptive Statistics for the Sample

S/N		Frequency	%	Mean	Std. Dev.
1	Age			1.8866	.86229
	20-29 years	74	38.1		
	30-39 years	78	40.2		
	40-49 years	32	16.5		
	50-59 years	10	5.2		
2	Gender			1.1959	.39790
	Male	156	80.4		
	Female	38	19.6		
	Education Level			3.2784	1.25291
	Secondary Education	73	37.6		
	Certificate of Technical Education	43	22.2		
	Diploma	39	20.1		
	Bachelor Degree	29	14.9		
	Master Degree	10	5.2		
	Position			1.8763	.33010
	Senior	24			
	Junior	170			
4	Experience			3.6289	.48436
	4-10 years	72	37.1		
	More than 10 years	122	62.9		

Source: Field Data (2023)

Descriptive Statistics for the Effect of Promotion Results

For the effect of promotion on police officers' job satisfaction scale, descriptive statistics (mean, standard deviation, minimum, and maximum scores) were generated (Table 4.3). I have been

promoted timely during my stay in the police force and scored the highest (M = 4.6856, SD = .46549), followed by If I am promoted on time I will love my police job (M = 4.6804, SD = .47848). I am satisfied with the overall promotion practice of the police force received the lowest score on the effect of rewards on police job satisfaction (M = 4.0309, S.D = .80095) that was followed by If I am promoted on time I will be committed to my police job (M = 4.1701, SD = .37670)

Table 3 Descriptive Statistics for the Effect of Promotion Results

	N	Min	Max	Mean	Std. Deviation
If I am promoted on time I will love my police job	194	3.00	5.00	4.6804	.47848
If I am promoted on time I will be committed to my police job	194	4.00	5.00	4.1701	.37670
If I am promoted on time I will remain working as a police officer until retirement age	194	4.00	5.00	4.1856	.38976
If I am promoted on time I will have a positive relationship with my supervisors	194	4.000	5.000	4.65979	.475004
The promotion practice of the police has no impact on my motivation	194	4.00	5.00	4.1907	.39389
Promotion practice by the police has no impact on my decision to stay or leave the Bank.	194	4.00	5.00	4.6340	.48295
The current promotion practice of the police secures my career development needs.	194	4.00	5.00	4.6031	.49052
I have been promoted timely during my stay in the police force	194	4.00	5.00	4.6856	.46549
I am satisfied with the overall promotion practice of the police force	194	2.00	5.00	4.0309	.80095

Source: Data Analysis (2023)

Descriptive Statistics for the Dependent Variable Police Officers' Job Satisfaction Results

For the Dependent Variable Police Officers' Job Satisfaction Scale, descriptive statistics (mean, standard deviation, minimum, and maximum scores) were obtained (table 4.5). I like my police supervisor received the highest score (M = 3.6959, SD =.87881), followed by I like doing the things I do at work (M = 2.9175, SD =1.15323). I enjoy working with my co-police officers received the lowest score on the scale of police force job satisfaction (M = 1.9948, SD = 1.15842), followed by my police job is enjoyable (M = 2.2371, S.D = 1.31766).

Table 4 Descriptive Statistics for the Dependent Variable Police Officers' Job Satisfaction Results

	N	Min	Max	Mean	Std. Deviation
My police job is enjoyable	194	1.00	5.00	2.2371	1.31766
I enjoy working with my co-police officers	194	1.00	5.00	1.9948	1.15842
I like my police supervisor	194	2.00	5.00	3.6959	.87881
I feel a sense of pride in doing my police job	194	1.00	5.00	2.6856	1.15579
I like doing the things I do at work	194	1.00	5.00	2.9175	1.15323

Source: Data Analysis (2023)

Regression Results

Model Summary Results

A regression model was run for promotion on Job satisfaction. Results (Table 5) show that the total variance in Promotion explained by Job satisfaction was 75%, $F(1,222) = 5.015, p < .001$. Job Satisfaction was positively and statistically significantly related to Promotion ($b = .643, p < .001$).

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.160 ^a	.075	.020	.70302	.025	5.015	1	192	.000

a. Predictors: (Constant), PROM

b. Dependent Variable: JOBSAT

Table 6: ANOVA Results (F- Stat

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.478	1	2.478	5.015	.000 ^b
	Residual	94.894	192	.494		
	Total	97.373	193			

a. Dependent Variable: JOBSAT

b. Predictors: (Constant), PROM

Table 7: Regression Coefficients Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.551	1.271		4.366	.000		
PROM	.643	.287	.160	2.239	.000	1.000	1.000

a. Dependent Variable: JOBSAT

Outliers, Normality, Linearity and Homoscedasticity Regression Assumptions Testing Results for Promotion

The bell-shaped distribution of residuals can be seen in the histogram (figure 3), where the mean and standard deviation are both near 0. This indicates that the residuals are distributed normally. Furthermore, Figure 4 demonstrates that residuals map along the diagonal. As a result, there is not much departure from the norm.

Figure 4 demonstrates how Homoscedasticity (equality of variance) is implied by the case residual dots being distributed rectangularly around zero (0). Therefore, there is no reason to believe that the data are heteroscedasticity (have an unequal variance).

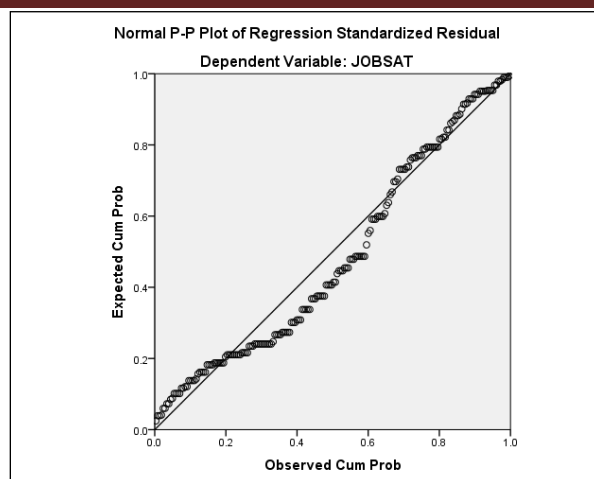


Figure 3: P-P Plot Results, (2023)

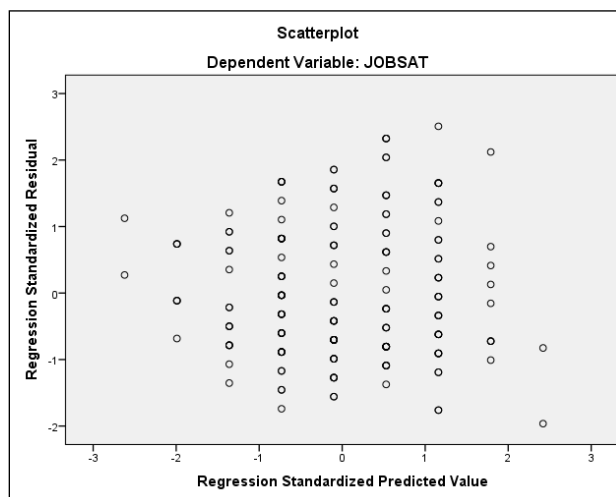


Figure 4: Scatter Plot Results, (2023)

5. DISCUSSION OF THE RESULTS

This study found that promotion is statistically positive and significantly related to police officers' job satisfaction. This study found that promotions have an effect on the job satisfaction of traffic police officers through job commitment, loyalty, and cultivating working relationships. These findings are similar to previous and supported by Lukosi (2015) who found that police officers in Tanzania are motivated by promotions. Timely promotions result in to increase in salary and enhance job satisfaction. Supporting these findings Malik *et al.* (2012), Razak, Sarpan and Ramlan (2018); Garba and Idriss (2021) found that promotion has a significance on job satisfaction. Tindwa (2018) also discovered that financial incentives play a significant impact on job happiness and that financial incentives within the workforce are undesirable. The study suggests that increasing employee contentment is crucial for enhancing workers' productivity. Effective performance requires more than just the ability to perform. To reach their full potential, employees must have their needs met.

However, Over the past five years, offering timely promotions of police officers has been a challenge in Tanzania. As is shown (Elwini, 2019) even though guidelines require the promotion of police officers after every three years, implementation of such guidelines has not been consistent. Adding to that, Ndolo (2020) also insisted most working conditions have the most effect on job satisfaction over promotion. Findings revealed that there is a significant relationship between salary and benefits and performance, the findings also revealed that there is a significant relationship between working environment and employee job satisfaction.

6.CONCLUSION

Based on the findings of the promotion variable, this study concludes that promotion opportunities have a significant effect on the improvement of job satisfaction of traffic police officers working in Arusha City. Furthermore, this study concludes that timely and fair promotions can cultivate healthy relationships between subordinate traffic police officers and supervisors.

7.THEORETICAL CONTRIBUTION AND IMPLICATION

This paper has contributed to the variables that affect job satisfaction among police officers in the sense that many researchers previously focused on the financial effect. Theoretically, motivation can be used with different theories. However, this paper used Herzberg's theory of motivation contrary to previous studies where Maslow's theory of the hierarchy of needs dominated. The promotion of an officer is attached to many things that make an officer becomes motivated. promotion is linked with an increase in salary, benefits, power and authority. Therefore adequate promotion without delay and to the right officer should be maintained/

8. RECOMMENDATIONS

Even when controlling for the employee's current income, wage rank within her peer group, and wage growth, receiving a promotion within the last three years is associated with higher job satisfaction. Police officers are more likely to report work satisfaction if they think a promotion is conceivable in the next three years. This study, therefore, suggests that promotions be given objectively and presented to capable police officers at the appropriate moment to increase job satisfaction. Additionally, this paper suggests further studies regarding job satisfaction to be carried out using a longitudinal design to see to what extent and time promotion has taken place and therefore affects job satisfaction among police officers. Also, future studies may be carried out to test what other effects like salary, working environment, engagement and organizational citizenship on job satisfaction rather than looking at a single variable

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