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DEPARTMENT OF ADULT EDUCATION AND EXTENSION STUDIES
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AN INVESTIGATION ON FACTORS CONTRIBUTING TO LOW MORALE AMONG POLICE OFFICERS AT NYIMBA POLICE STATION.

A REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DIPLOMA IN ADULT EDUCATION AT THE UNIVERSITY OF ZAMBIA.

by

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ACKNOWLEDGEMENT

I thank all the Lecturers and staff in the Department of Adult Education and Extension Studies for their encouragement and assistance during the study.

I am mostly indebted to Dr. M. M. Kamwengo who supervised the study and offered constructive advice and encouragement which led to the completion of the study.

Finally, I wish to express my gratitude to the Inspector-General of Police, the entire administration at Force Headquarters and all the police officers at Nyimba police station for their support and comments during the study.

DEDICATION

To **Sandra and Kufekisa Nawa (jnr.)** who missed my company during my two struggling years at the University of Zambia and to my fellow police officers who toil day and night to maintain law and order.

ABSTRACT

The study was designed to investigate factors contributing to low morale among police officers at Nyimba.

The research sample included all the twenty-five police officers at Nyimba.

The researcher collected data using the questionnaire and interview techniques and analyzed them critically using tables of frequences, percentages and some qualitative techniques.

The study revealed that the following factors contribute to the respondents' low morale: lack of transport, lack of stationery, poor salaries, poor working conditions, lack of training opportunities and poor lighting system at night.

According to the study, containment of crime can be a success if police officers are motivated.

The study recommended among other things increments of salary, adequate transport and stationery, good working conditions and access to courses.

It was hoped that these could help the government to find ways of motivating officers.

CHAPTER ONE

1.1 HISTORICAL BACKGROUND OF THE ZAMBIA POLICE

The history of the modern policing in Zambia dates back from the days of the British South Africa Company rule. More specifically the inception of the police force is associated with the granting of a charter to the British South African Company by the British Crown. The Charter gave the British South African Company administrative power over Central Africa.

In 1891, Sir Robert Coryndon, a party of British South African Police and some administrators came to Barotseland and made their headquarters on the site of Chief MOnze's village close to where the township of Monze is now situated. The nucles of the force in the North-Western Rhodesia came from Southern Rhodesia (Mpundu, 1982).

Due to ill-health of many European personnel from malaria, a decision was made to form a local force known as Barotse Native police. This was approved by the High Commissioner for South Africa. Its headquarters was at Livingstone. North-Western and North-Eastern Rhodesia were amalgamated in 1911 and in 1912 the Northern Rhodesia Police Force was formed. In 1937 a most significant development occured in the force. Sir Herbert Dowbiggin encouraged the provision of intensive training and raising of standard of literacy for African policemen. In 1948, under the recommendations of the Cox Commission, the formation of police divisions came into being. Consequently in August

1950, Southern division was established. On 1st January, 1953, Eastern division was established and it consisted of stations at Fort Jameson now Chipata, Lundazi and a police post at Nyimba.

In 1951, police publications were introduced which includes training manuals part I and II, the Police Handbook and the Northern Rhodesia Police Nyanja manual. On 14th September, 1957 following a motion introduced into the legislative Assembly by a member of Parliament from Luanshya, Mr. P.A. Robertson was appointed to inquire into the causes of wastage of personnel and find measures to counteract it. There was a general feeling at that time that high salaries paid to miners on the Copperbelt were attracting large numbers of police officers to leave the police force. The following is a quotation from Robertson (1957:

> "Police duties are by their very nature different from the duties of the ordinary Civil Servant. I am therefore strongly of the opinion that the conditions of service for the force should, where necessary, differ from those of the civil service and should have their own individual characteristics designed for the purpose of obtaining men and keeping them in this specialised type of employment in a reasonable state of contentment." (Robertson, P. December, 1957).

Mr. Robertson made a number of recommendations which led to the improvement of salary scales of police officers and their condition of service. Police Advisory Board was replaced by the Police Service Commission. Also changed

were qualifications for promotion and the training syllabus.

According to Mpundu (1982), Mr. Michael Mataka was the first Zambian African to be promoted to the rank of Assistant Inspector Grade I, hitherto, the rank which was reserved for European recruits. The force changed names on 24th October, 1964 from Northern Rhodesia Police Force to Zambia Police Force. The new administration was faced by a number of problems. However, some changes occured such as the introduction of long trousers uniform and the reintroduction of the rank of Inspector-General of Police which was abolished after Mr. Whiteman retired.

Police attestation is a covenant or a bond between the government and the officer. The officer becomes an instrumental agent of social control on behalf of the government and a symbolic agent of social control representing established values (Cain, 1973). The main duties of the police are:

(i) The preservation of the peace

(ii) The prevention of crime

(iii) The protection of persons and property

(iv) The maintenance of law and public order; and

(v) The detection of crime and the bring of the offender before the court of law.

Police work is too much involving and it imposes an officer to work twenty four hours a day where necessary.

1.2 STATEMENT OF THE PROBLEM

A strong, highly motivated and well equiped police force could be a critical factor in the maintenance of peace, stability and containment of crime. But time and time again, government ministers, members of parliament, press and other concerned citizens have expressed worry at the fact that police officers are working under difficult conditions: lack of transport, lack of equipment, poor housing, reduced budget and low pay while facing growing and sophisticated groups of criminals.

Although there are these adverse conditions, police officers are expected to deal with the ever rising crime. Questions are often raised as to why the police fail to contain crime. Researchers, consultants, interested observers and senior police officers are increasingly pointing to low morale among police officers as a root factor. It was against this background that the study had to be undertaken. The primary intention being to identify and explore factors that have been contributing to low morale among police officers.

1.3 THE PURPOSE OF THE STUDY

The purpose of the study was to identify and explore factors contributing to low morale among police officers at Nyimba Police Station. In pursuit of the purpose, the study focussed on the factors in the working environment and

living quarters and determine which of them contributed to low morale among police officers.

1.4 OBJECTIVES OF THE STUDY

In order to provide dependable data and useful information on the factors that may have contributed to low morale among police officers, the following objectives were important for the study:

(i) to identify and explore factors likely to affect the morale of police officers;

(ii) to determine whether most houses of police officers and offices at Nyimba Police Station were electrified;

(iii) to find out whether Nyimba Police Station had adequate police equipment and stationery;

(iv) to investigate whether Nyimba Police Station had enough transport to cover all the work;

(v) to determine whether the police had poor conditions of service; and

(vi) to explore the state of pay for officers as compared to the prevailing economic conditions.

1.5 SIGNIFICANCE OF THE STUDY

The study was important because the results may assist decision makers, non-governmental organisations and the general public to understand why there was low morale in the

police force. Furthermore, the outcome would provide information that would help to improve the public's understanding of the factors that have contributed to the problem and to provide the government with a clear picture and nature of assistance which should be given. Finally, the study would contribute to the literature of the country.

1.6 ASSUMPTION OF THE STUDY

It was assumed that:

(i) some police officers were poorly accommodated in Zambia;

(ii) their condition of service was poor and their salaries were meagre compared to the prevailing economic conditions;

(iii) stationery was a rare commodity in stations, and that exercise books were used as crime Registeres, Occurrence and Rough Books;

(iv) One vehicle was not enough to utilize for combating crime; and

(v) there was serious performance problem in some stations.

1.7 LIMITATION OF THE STUDY

The study was confined to Nyimba Police Station because of limited funds, transport and time. It was not possible to cover other stations because the budget was just too

little and that two weeks in which the study was conducted was short.

1.8 DEFINITION OF TERMS

In order to put the reader in a clear picture, some of the terms the researcher used in the study were defined below:

Crime Register: It was a book which showed the criminal offence, particulars of the complainant; date, time and place the offence occurred, number of the offence for that particular year, value of the property if stolen, particulars of accused if arrested or known and the results of the case if committed to court.

Facilities: Objects that were instrumental in the attainment of desired ends or goals.

Occurrence Book: It was a daily record book at a police station or post showing all complaints and incidents dealt with by the police, action taken by the police and the movements of the public to and from the station, arrests made by police; reports, movements of police vehicle(s) and particulars of identification parades held at the station and many

more.

Ostensive Commitment:

The long term involvement with the job.

Pay: The total income a person received from his or her position with the organisation including both salary and whatever fringe benefits and special incentive income he or she may receive.

Performance: An accomplishment on tasks that comprise a person's job. In essence; it is the net effect of the person's effort as modified by his or her abilities and traits and by his or her role perceptions.

CHAPTER TWO

2.1 LITERATURE REVIEW

The prevalence of low morale is often attributed to lack of motivation. Motivation has many definitions. Owen (1981) contends that motivation is an internal state that initiates and sustains behaviour towards goal achievement. According to Ilsley (1980), Motivation is the choices people make as to what experiences and goals they will approach or avoid and the degree of effort they will exert. The above definitions emphasize goal achievement. Therefore, without motivation goals can not be achieved or they can be achieved after a long period.

Motivation is influenced by both internal and external factors. In intrinsic factors, the source is within the person. For example, pleasure gained from satisfying a need. Extrinsic factors originate from outside the worker through better condition of service, better accommodation and the like. According to McClelland (1969), individuals with high need achievement orientation are highly motivated towards an activity. When ability has a low value, increments in motivation will result in smaller increases in performance than when ability has a high value. Furthermore, when motivation has a low value, increments in ability will result in smaller increases in performance than when motivation has ahigh value (Vroom, 1964: 203).

Performance increases with an increase in the magnitude of the reward offered for successful performance. Gavion (1965) observed that high producers in a factory setting could be described as being highly motivated because of an active and personal kind of job satisfaction. Low producers on the other hand, not only lacked motivational traits, but they seemd to exhibit a more defensive personality structure, that is, their needs were tharted either at work or in their environment elsewhere. They exhibited such defensive characteristics as anxiety, depression or feelings of inadequacy. A police station where officers are regularly promoted has a high performance record than a station where officers are constantly put on disciplinary charges without promotions. A drive is a strong stimulus which impels action. Any stimulus can become a drive if it is made strong enough. The stronger the stimulus, the more drive function it possesses.

Many employees find little pleasure in occupation, which contributes to increased stress and lower output. They do not work up to their full potential and often fail to meet organisational expectations (Gilley & Eggland, 1989: 48). Discussions of police stress are usually divided into four sets of stressors; external, internal, task-related, and individual stressors (Stratton, 1978; Wallace, 1978; Blackmore, 1978; Crenak, 1975). External Stressors include frustrations with the Criminal justice systems, particularly

in terms of the apparent leniency of court decisions and the scheduling of court appearances, discontent with unfavourablemedia coverage, resentment of certain opinions arising out of minority communities, dislike of the decisions and interests of government and administrative bodies affecting the performance of police work. Internal stressors cover a large number of problem areas, many of which are organisational, including training that is felt to be inadequate, equipment that is thought to be substandard or in a state or disrepair, poor pay and ambiguously defined reward structures, as well as inadequate career development guidelines, offensive departmental policies, excessive paperwork and intradepartmental political favouritism. Task-related stressors include role conflicts, the rigours of shift work, boredom, fear, danger, being exposed to the miseries and brutalities of life, and work overload. Discussions of individual stressors also include consideration of stressors arising out of performing police work, particularly health problems, alcoholism, marital problems, divorce and suicide (Blumberg & Niederhoffer, 1985).

French's research (1975), examined the Stressors contained in a number of occupations and is one of the very few studies that compared police work with other occupations. After questioning 2,010 people, including 211 police officers, he discovered that responsibility for

others, complexity of work, low salaries and lack of participation in decision making were thought to be particularly stressful aspects of a police officer's job.

Kroes, Margolis and Hurrell (1974), along with most other studies that examined the extent of police stress, focussed upon police work itself without attempting to compare it to other occupations. They found that the Chief Organisational Stressor, as reported by 100 Cincinnati police officers was the department's administration. In particular, they were troubled by offensive policies, lack of participation in decision making, adverse work schedules, and lack of administrative support. Noted was where an officer became involved in a serious incident involving the use of firearms (Blumberg & Niederhoffer, 1985). However, in a more recent article by Kroes and Gould (1979), it was reported that out of 108 officers who felt that administration was a major stressor, 103 officers reported that lack of support lay at the root of the problem.

Most police officers suffer from mental and physical exhaustion caused by the economic, psychological and physical strains of policing. Such strains are not only damaging to the health, but they are a major reason for resignations from the police force. These officers exhibit high degrees of irritability, become inflexible in their thinking, are resistant to new ideas and may go to extremes of withdrawing from personal relationships. According to

the report of International Labour Organisation (1982), such negative consequences of stress represents a serious blow to society's investments in police training and to the quality of security in community, thus raising the costs of security at a time when there are great pressures to restrain further increases.

Kalambatila (1984) has attributed a lot of acquittals of suspects from the courts of law as due to inability and incompetence by some officers. The government has spent millions of Kwacha as compensation in successful lawsuits for unlawful arrests and detentions by the police. In the researcher's view, acquittals are due to disgruntlements of officers and he believes that given incentives police officers can perform wonders. According to one of Duncan (1980)'s theories of motivation, people make decisions about their behaviour. They make decisions about coming to work, staying at work and they make decisions about the amount of effort they will direct toward performing their jobs. It is not surprising then that workers will work harder when given a chance to earn more money and have better working conditions. Performance is affected by a worker's ability and by a number of situational and environmental factors such as inadequate supply of materials and this can severely limit work performance (Lawler, 1973: 1).

Likert and Willits (1940) defined job morale as an individual's mental attitude towards all features of his

work and towards all the people with whom he works. According to Maier (1946), there is a motivating situation when the human being feels the need for prestige, self esteem or a certain standard of living and when such incentives as promotion, satisfying work or monetary reward are present and attainable. Mastery and success of some kind seem indispensable for the building up of strong character and stable personality (Pinsent, 1969: 105). The opportunities for a highly attractive promotion to higher level position would create interdependence among group members since the attainment of the promotion by one person precludes its attainment by others (Vroom, 1964: 125).

Kalambatila (1984) observed that officers returning from promotion courses tend to perform better because their morale has been boosted. Officers returning from refresher courses have been noticed to perform lower than their counterparts because of the negative regards other officers have for the course and the connotations it carries. Officers returning from a promotion course certainly perform better than their peers from refresher courses, because they stand better chance of progressing in the force.

Given a choice, an individual tends to strive towards pleasure-producing situations and to avoid unpleasure-producing situations (Pinsent, 1969: 88). Any situation which is developing towards satisfaction is found to be pleasant and that which develops away from satisfaction is

unpleasant. When interest in some constructive end is present, much monotonous and tiresome work will be undertaken with vigour, without external compulsion, because the end in view is valued by the worker. The connection between work and end is clearly realized.

Warr (1978) contends that if the individual felt that the organization was paying higher wages or elevating others than himself or herself for similar efforts or roles, his or her motivation and behaviour towards such an activity tend to be low. Kalambatila (1984) points out that according to this contention, if an individual has a low or negative regard for such activity their motivation to indulge in it is very low. Activities commanding or attracting high regard or prestige are very highly motivating.

Self enhancement at the level at which satisfaction is experienced is represented by a standard which may involve both qualititative and quantitative factors (Pincent, 1969: 107). The level at which complacency is stabilised will depend upon the general standards of living, both materially and economically in the social group with which the individual identifies himself and the variety of experiences of different social groups and standards of life enjoyed by the individual. Pritchard and Sanders (1973) in testing the expectancy-value model of motivation on the influence of value, instrumentality and expectancy on effort and

performance concluded that the best predictor of performance and motivation is expectancy and value. The authors found that expectancy and value means differed greatly in importance. Promotion, better working conditions and pay rise valued the highest.

When the educated human being is in conditions of desperate need or danger, acquired knowledge and skill are temporarily swept aside and behaviour reverts to primitive patterns (Pinsent, 1969: 84). According to Viteles (1985), frustration results from internal and external barriers to the gratification of needs, wants and desires, and it may arise from some restricting circumstances in his or her environment. If the behaviour of the individual is leading without hindrance towards satisfaction, emotions are quiescent. If satisfaction is withheld, amnger and fear increase in proportion to the degree of opposition or of danger. A disgruntled police officer can easily disclose security secrets. When people are frustrated because of poor working conditions or failure to satisfy their needs they react in strange ways that tend to reduce the effectiveness of the organisation.

Leornard (1966) points out that the consequences of frustration may lead to a serious reduction in the quality of decision. In many cases, they tend to strike or riot. As individuals react differently when motivated, so they do when frustrated and their response in the later case may be

aggressive, regressive, fixative or resignative (Marriott, 1957; Leornard, 1966: Shimmin, 1955). The frustrated police officers are identified by their excessive criticisms of administration, constant voicing of grievances, poor relationship with members of the public and their fellow police officers. In most cases, they do not report on duty and sometimes they allow interests outside the sphere of police work to predominate in their lives. Job discontentment can lead to the victim feeling an iferiority complex. Inferiority produces despondency and despair, choke any positive effort, and end in the disintegration of personality. This is in unison with Gellerman (1965)who says that when morale is poor, even dramatic attempts by management to relieve an unsatisfactory condition may produce little reaction for many months. According to the same author, if morale is in an uptrend, a minor grievance may cause brief demonstration of anger, but these would usually dissappear soon enough. If morale has been in a down stream, even a major concession by management may not produce more than a temporary lightening of the gloom (Gellerman, 1965: 250).

CHAPTER THREE

METHODOLOGY

3.1 RESEARCH DESIGN

The study used descriptive research design in order to provide an accurate account of factors contributing to low morale among police officers at Nyimba Police Station.

3.2 RESEARCH SAMPLE

Since the population was small, the sample comprised all the police officers at Nyimba. The station had only twenty five officers, that was, the officer in charge, three Sub/Inspectors, one acting Sub/Inspector, two Sergeants and nineteen constables. Among them, seven were under Criminal Investigations Department, two under prosecutions, three under tradffic and thirteen under general duties.

3.3 INSTRUMENTS

Data was collected through questionnaires and unstructured interviews. The instruments were developed and tested on the researcher's fellow students and a small number of police officers in Lusaka. The feedback was used to improve on them. Two sets of questionnaires were developed. One set was for the officer in charge and four Sub/Inspectors including the acting one. The other set was designed for the rest of the police officers. The questions in both questionnaires were mainly closed-ended questions.

However, there were two open-ended questions on each set which were used to elicit ideas and opinions which were not covered in the closed ended questions.

3.4 DATA COLLECTION

Questionnaires were distributed to the subjects and collected by the researcher. Interviews were conducted by the researcher to few selected officers. The aim of the interviews was to supplement information that would not have been covered in the questionnaires and to facilitate triangulation. The term refers to the use of multiple data gathering techniques. It ensures that data collected by one technique is used to cross check that collected by another technique.

CHAPTER FOUR

INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 RESULTS

Chapter three discussed the methodological aspects of the study. Chapter four had to be concerned with data analysis.

The data was analysed by using tables of frequencies and percentages as can be seen below:

Table 1: Distribution of respondents according to sex.

Sex	Frequency	Percentage
Male	23	95.8
Female	1	4.2
Total:	24	100

95.8% of the respondents were males while 4.2% were females.

Table 2: Distribution of respondents according to marital status

Marital Status	Frequency	Percentage
Single	2	8.3
Married	20	83.3
Divorced	1	4.2
Widowed	1	4.2
Total	24	100

83.3% of the respondents were married and 8.3% were single.

Table 3: Distribution of respondents according to age group

Age Group	Frequency	Percentage
21 - 30	6	25
31 - 40	10	41.7
41 - 50	6	25
51 - 60	2	8.3
Total	24	100

41.7% of the respondents were between 31 and 40 years, 25% were between 21 and 20 years and another 25% were between 41 and 50 years while 8.3% were between 51 and 60 years.

Table 4: Distribution of respondents according to rank

Rank	Frequency	Percentage
Constables	18	75
Seargeants	2	8.3

Sub/Inspectors	3	12.5
Inspectors	0	0
C/Inspectors	0	0
A/Superintendent	1	4.2
Total:	24	100

75% of the respondents were Constables, 12.5% were Sub/Inspectors and 8.3% were Sergeants while 4.2% were Assistant Superintendent.

Table 5: Distribution of respondents according to their academic qualifications

Academic Qualification	Frequency	Percentage
Grade 7/Standard 6	2	8.3
Form III/Grade 9	12	50
Form V, Grade 12	9	37.5
University/College Certificate	1	4.2
UniversityCollege Diploma	0	0
University/College Degree	0	0
Total:	24	100

50% of the respondents were either Form III or Grade 9 certificate holders, 37.5% were Form V certificate holders and 8.3% were standard six certificate holders while 4.2% had certificate from University.

Table 6: Distribution of respondents according to number of years Officers had served in the Zambia Police

Number of years served	Frequency	Percentage
1 year and below	0	0
2 - 6 years	6	25
7 - 11 years	5	20.8
12 - 16 years	4	16.7
17 - 21 years	3	12.5
22 years and above	6	25
Total:	24	100

25% of the respondents had served between two and six years and another 25% had served for twenty two years and above while 12.5% had served between seventeen and twenty one years.

Table 7: Distribution of respondents according to number of transfers

Number of Transfers	Frequency	Percentage
Nil	10	41.7
1 time	4	16.7
2 times	2	8.3
3 times	2	8.3
4 times	2	8.3
5 times	4	16.7
Total	24	100

41.7% of the respondents had never been transferred since they were posted at Nyimba and 16.7% had been transferred five times while another 16.7% had been transferred once.

Table 8: Distribution of respondents according to how they supported transfers

Support of transfer	Frequency	Percentage
Very much	20	83.4
Much	2	8.3
Not much	2	8.3
No	0	0
Total	24	100

83.4% of the respondents very much supported transfer and 8.3% much supported transfers while another 8.3% did not much support.

Table 9: Distribution of respondents according to attendance of refresher and other courses

Attendance of Courses	Frequency	Percentage
Nil	16	66.7
1 - 2 times	5	20.8
3 - 4 times	3	12.5
5 - 6 times	0	0
7 - 8 times	0	0
Total	24	100

66.7% of the respondents had never attended any course and 20.8% had either attended once or twice and 12.5% had either attended thrice or four times.

Table 10: Distribution of respondents according to number of Sections they worked

Sections Worked	Frequency	Percentage
1 Section	7	29.2
2 Sections	11	45.8
3 Sections	3	12.5
4 Sections	2	8.3
5 Sections	1	4.2
Total	24	100

45.8% of the respondents had worked in two sections and 29.2% had worked in one section while 4.2% had worked in five sections.

Table 11: Distribution of respondents according to period they had served in the current Section/Unit

Period in Current Section	Frequency	Percentage
1 years and below	5	20.8
2 - 4 years	7	29.2
5 - 7 years	4	16.7
8 - 10 years	2	8.3
11 years and above	6	25
Total	24	100

29.2% of the respondents had served between two and four years in their current section and 25% had served for eleven years and above while 20.8% had served for only one year and below.

Table 12: Distribution of respondents according to their favourite section

Favourite Section	Frequency	Percentage
C. I. D.	9	37.5
Traffic	7	29.2
Prosecution	2	8.3
General duties	6	25
Total:	24	100

37.5% of the respondents chose C.I.D. as their favourite section, 29.2% chose traffic and 25% chose General duties while only 8.3% chose prosecution as their favourite section.

Table 13: Distribution of respondents accoding to whether they would still choose to join police

Favours Police	Frequency	Percentage
Yes	13	54.2
No	11	45.8
Total:	24	100

54.2% of the respondents would still join police while 45.8% would not.

Table 14: Distribution of respondents according to whether they were satisfied with their salary

Salary Satisfaction	Frequency	Percentage
Very much	0	0
Much	1	4.2
No	23	95.8
Total:	24	100

95.8% of the respondents were not satisfied with their salary while only 4.2% were much satisfied.

Table 15: Distribution of respondents according to whether they had access to Special Imprest money

Access to Special Imprest	Frequency	Percentage
Yes	0	0
Sometimes	8	33.3
No	16	66.7
Total	24	100

66.7% of the respondents had never received any Special Imprest money while 33.3% sometimes got it.

Table 16: Distribution of respondents according to how many times in a year they received Subsistence Allowance money.

No. of times Got Subsistence Allowance	Frequency	Percentage
Nil	22	91.7
1 time	2	8.3
2 times	0	0
3 times	0	0
4 times	0	0
Total	24	100

91.7 % of the respondents had never received their subsistence allowance money while 8.3% used to get theirs once a year.

Table 17: Distribution of respondents according to the State of windows and doors of their houses

State of Doors & Windows	Frequency	Percentage
Very bad	5	20.8
Bad	1	4.2
Fair	10	41.7
Good	8	33.3
Very Good	0	0
Total	24	100

41.7% of the respondents said the windows and doors of their houses were fair and 33.3% said they were good while 20.8% said they were in a very bad state.

Table 18: Distribution of respondents according to whether their houses were electrified

House Electrification	Frequency	Percentage
Yes	1	4.2
No	23	95.8
Total:	24	100

95.8 of the respondents' houses were not electrified while only 4.2% had their houses electrified.

Table 19: Distribution of respondents according to whether their offices were electrified

Offices Electrification	Frequency	Percentage
Yes	8	33.3
No	16	66.7
Total:	24	100

66.7% of the respondents said their offices were not electrified while 33.3% said they were electrified.

Table 20: Distribution of respondents according to whether working at night without electricity affected their working performance

Affects Working System	Frequency	Percentage
Very much	17	70.8
Much	1	4.2
Not much	1	4.2
It does not	5	20.8
Total:	24	100

70.8% of the respondents said the non-availability of electricity at their offices very much affected their working performance at night while 20.8% said it did not.

Table 21: Distribution of respondents according to condition of their toilets

Condition of Toilet	Frequency	Percentage
Very bad	17	70.8
Bad	2	8.3
Fair	4	16.7
Good	1	4.2
Very Good	0	0
Total:	24	100

70.8% of the respondents' toilets were in very bad condition and 16.7% said they were in fair condition while 4.2% said they were in good state.

Table 22: Distribution of respondents according to period in which their toilets had been in the present state

Period in which the Toilet had been	Frequency	Percentage
1 - 5 months	1	4.3
6 - 11 months	0	0
1 - 3 years	5	21.8
3½ - 5½ years	9	39.1
6 years and above	8	34.8
Total:	23	100

39.1% of the respondents said their toilets had been in the present state for a period between 3½ years and 5½ years while 4.3% said theirs had been in such a condition between one and five months.

Table 23: Distribution of respondents according to how many vehicles operated at Nyimba Police Station

Number of Police Vehicles	Frequency	Percentage
1	24	100
2	0	0
3	0	0
Total	24	100

100% of the respondents said they had only one police vehicle operating at their station.

Table 24: Distribution of respondents according to whether they were satisfied with one vehicle

Satisfaction	Frequency	Percentage
No	24	100
Yes	0	0
Total:	24	100

100% of the respondents said one vehicle was not adequate to cater for all the work that required transport.

Table 25: Distribution of respondents according to how they thought was the condition of their vehicle

Condition of Vehicle	Frequency	Percentage
Good	7	29.2
Bad	12	50
Very bad	5	20.8
Total	24	100

50% of the respondents said their vehicle was in bad condition while 29.2% said it was in good condition.

Table 26: Distribution of respondents according to the availability of stationery at Nyimba Police Station

Availability of Stationery	Frequency	Percentage
Yes	0	0
No	24	100
Total	24	100

II. QUESTIONS ADMINISTERED ONLY TO SERGEANTS AND CONSTABLES

Table 1: Distribution of respondents according to whether they were given responsibilities

Access to Responsibilities	Frequency	Percentage
Yes	15	75
No	5	25
Total:	20	100

75% of the respondents said they were sometimes given responsibilities by their supervisors while 25% said they were denied.

Table 2: Distribution of respondents according to attitudes and policies of their Supervisors

Policies and Attitudes of Supervisor	Frequency	Percentage
Very bad	4	20
Bad	2	10
Fair	8	40
Good	6	30
Very Good	0	0
Total:	20	100

40% of the respondents said the attitudes and policies of their Supervisors were fair and 30% said were good while 20% said were very bad.

Table 3: Distribution of respondents according to their relationship with their Supervisor

Relationship with Supervisors	Frequency	Percentage
Very bad	2	10
bad	1	5
Fair	7	35
Good	9	45
Very Good	1	5
Total:	20	100

45% of the respondents said their relationship with their Supervisors were good and 35% said it was fair while 10% said it was very bad.

Table 4: Distribution of respondents according to whether they were satisfied with their Supervisors' Performance

Satisfaction of Supervisors' Performance	Frequency	Percentage
Yes	7	35
No	13	65
Total:	20	100

65% of the respondents said they were not satisfied with the performance of their Supervisors while 35% said they were satisfied.

III. QUESTIONS ADMINISTERED ONLY TO SUB/INSPECTORS AND ABOVE

Table 1: Distribution of respondents according to how their Subordinates showed interest in job

Interest in Job	Frequency	Percentage
Yes	1	33.3
No	2	66.7
Total:	3	100

66.7% of the respondents said their subordinates showed no interest in job while 33.3% said they did.

Table 2: Distribution of respondents according to Strategy they used in putting officers in Sections

Strategy Used	Frequency	Percentage
Course attended	0	0
Qualifications	0	0
Interest	2	50
Random sampling	2	50
Total:	4	100

50% of the respondents said they used random sampling in putting officers in sections while another 50% said they considered an officer's interest in a particular section.

IV. Analysis of Qualitative Data from Interviews and Open-Ended Questions

Data was coded and reoccuring themes were categorized and recategorized until the most significant themes emerged.

Table 1: Categorized themes relating to expressed feelings about what the government or Zambia Police could do to motivate police officers

Strategy	Frequency
Increase salary and allowances	14
Better condition of service	12
Opportunities for regular training	11
Provide adequate transport	6
Opportunities for promotion	6
Job enrichment	5
Encourage transfers	4

Open-ended questions

The most significant themes were as follows:

(i) Increasement of salary and allowances;
(ii) Better Conditions of Seervice; and
(iii) Opportunities for regular training.

Table 2: Categorized themes relating to expressed feeling about what could be done to raise the morale of police officers

Strategy	Frequency
Improved salary and allowances	24
Improved working conditions	10
Provide enough transport	12
Recognition for good performance	6

Provision of transfers	6
Opportunities for more training	3
Opportunities for promotion	3
Provision of enough stationery	2
Sections rotation	2

Open-ended question

The most significant themes were as follows:

(i) Improved salary and allowances;
(ii) Provision of enough transport; and
(iii) Improved working conditions

Table No. 1: Categorized themes relating to expressed feelings about lack of morale among police officers

Categorized Themes	Frequency
Poor salaries and allowances	10
Non payment of Imprest & Subsistence Allowances	10
Lack of transport and stationery	9
Overload of work due to shortage of manpower	7
Inaccessibility to loan facilities	6
Poor communication network	5

Interviews on ten respondents

The most significant themes were as follows:

(i) Poor salaries and allowances;
(ii) Non payment of Imprest and Subsistence allowances;
(iii) Lack of transport and stationery; and
(iv) Overload of work due to shortage of manpower.

CHAPTER FIVE

DISCUSSIONS, RECOMMENDATIONS AND CONCLUSION

A. DISCUSSIONS OF RESULTS

A number of factors have been identified as contributed to low morale among police officers. The most significant are:

(i) Lack of Training Opportunties

Lack of training opportunties caused some disgruntlement among respondents. According to Table 9, 66.7 percent of them had never attended any police course or gone for refresher courses. When interviewed, they said that courses assist in reshaping and changing their behaviours, updating their police knowledge and upgrading their skills as well as in management development.

(ii) Poor Working Condition

Poor working condition in the police force made some of the respondents lose interest in police work. According to Table 13, 45.8 percent of the respondents had lost interest in police work and they explained that if they had their time over again they would not join the police force. Among those interviewed, some said that they joined with high morale but poor working conditions such as inaccessibility to loan facilities had demoralised them.

(iii) Inaccessibility to Imprest and Subsistence Allowance

Inaccessibility to imprest and subsistence allowance affected the morale of officers. Table 15 has depicted that 66.7 percent of the respondents had never received any special imprest money let alone get subsistence allowance fund. It meant that they used their own personal money to pursue cases and it was not likely that they did so in most situations. Those interviewed explained that it was impossible for them to pursue far away cases and carryout investigations because they lacked transport fund. The problem contributed to a lot of acquittals of criminal in courts. Connected to the problem was the concern of poor salaries. Table 14 has shown that 95.8 percent of the respondents were not satisfied with their salaries. Most of those interviewed explained that their salaries were meagre as compared to the prevailed economic environment. They further emphasized that out of the same little salary they had to budget for pens and exercise books to use at work not to mention for transport.

(iv) Lack of Electricity

Lack of electricity affected the work of the respondents. It was very difficult to work at night without proper lighting system. Table 20 has indicated that 70.8 percent of the respondents confirmed that

their working performance was affected by lack of electricity. Those interviewed narrated that they were unable to write and see properly at night. They also explained how unsafe it was to work in such an environment. They attributed some of the escapes by suspects from police cells to lack of proper lighting system.

(v) Lack of Transport

Lack of transport was another critical factor that has caused difficulties in the operations of respondents. Table 23 has depicted that 100 percent of the respondents said that they had only one vehicle in operation at Nyimba Police Station. It was practically impossible for one vehicle to use for some administrative errands while at the same time expected to be used for investigation purposes. Those interviewed narrated that in certain circumstances they had to walk many kilometres on foot and spent tiresome nights. Sometimes they failed to recover property due to lack of transport.

(vi) Lack of Stationery

Lack of stationery affected the working performance of respondents. According to table 26, 100 percent of the respondents confirmed that the station had no stationery. Most of those interviewed explained that

circumstances has forced them to use simple exercise books in order to alleviate the scourge. However, they pointed out that exercise books were very difficult to maintain and unsecure to store for record purposes as they continued to get torn.

B. Recommendations

The issue of low morale among police officers has been critical and require redress. The following are recommendations for this study:

a. To the Government

(i) The government should increase the salaries of police officers to a reasonable amount equivalent to the job and in line with the current economic hardships. In addition to salary, special imprest money must be provided to officers so that they can follow up cases easily. In situations where officers used their personal money and applied for subsistence allowance, reimbursement should be made available forthwith.

(ii) For the police to work easier and effectively, they require adequate transport. Enough transport should be provided to the police in order for them to combat crime more effectively.

(iii) Adequate stationery and other equipment like pens should be provided to the police so that they could conduct their work smoothly.

b. To Police Administration

(i) In order to improve and strengthen administration of the police force, regular training on policies, procedures and effective management strategies should be provided.

(ii) Officers should attend courses regularly in order to promote continuing professional education in the police force.

(iii) Promotion in the police force should be based on merit and it should given to the deserving officers without discrimination.

c. **Conclusion**

The study has identified and explored factors which contributed to how morale among police officers. A number of factors were mentioned in both the questionnaire and interviews, prominent among them were poor salaries, poor working conditions, inadequate transport and non availability of stationery.

A number of strategies or recommendations have been suggested. The police command and the government should

critically analyse them and come up with the best solutions to address the situation. Perhaps future research would do well if it tried to determine the magnitude of the identified factors. This would enable administrators and policy makers know which among the factors are more critical and need to be worked on first. It should also test the effectiveness of some of the stated strategies in raising morale of police officers.

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THE UNIVERSITY OF ZAMBIA

SCHOOL OF EDUCATION

DEPARTMENT OF ADULT EDUCATION AND EXTENSION STUDIES

QUESTIONNAIRES FOR SUB/INSPECTORS AND SENIOR OFFICERS

INTRODUCTION

This questionnaire is purely professional and academic. It is part of a research project which is a Core Course for the award of a Diploma in Adult Education of the University of Zambia. The questionnaire is part of an investigation into factors contributing to low morale among Police Officers. The information sought will be strictly confidential and without reference to the respondents.

INSTRUCTIONS

1. Do not indicate your number, rank, name or station.
2. Please put a tick (✓) against any response which you think is your best answer among the choices given; for example:

   What is the capital city of Zambia ?

   A. Kabwe .....
   B. Lusaka .....✓.....
   C. Chipata .....

   B is the correct answer. The capital city of Zambia is Lusaka.

3. Attempt all questions.
4. Try to be accurate and as trustful as possible in your response.

QUESTIONS:

1. What is your sex ?

   a) Male .....
   b) Female .....

2. What is your marital status ?

   a) Single .....
   b) Married .....
   c) Divorcee .....
   d) Widow .....

d) 3 times .....
e) 4 times .....
f) 5 times and more .....

9. Do you support the idea of transfers ?

a) Very much .....
b) Much .....
c) Not much .....
d) No .....

10. Is your Police vehicle(s) in good working order ?

a) Yes .....
b) At least .....
c) No .....

11. Do you have enough stationery to perform your duties at your station?

a) Yes .....
B) No .....
c)

12. Referring to Q11, if no, how does this affect your working system ?

a) Very much .....
b) Much .....
c) Slightly .....
d) It does not .....

13. Do your subordinates show interest in their job ?

a) Yes .....
B) No .....

14. What criteria do you use in putting officers in sections ?

a) Course attended .....
b) Qualification .....
c) Interest .....
d) Random sampling .....

3. What is your age group?

a) 21 - 30 years .....
b) 31 - 30 years .....
c) 41 - 50 years .....
d) 50 - 60 years .....

4. How many dependants do you have?

a) 1 - 2 .....
b) 3 - 4 .....
c) 5 - 6 .....
d) 7 - 8 .....

5. What is your rank?

a) Constable .....
b) Sergeant .....
c) Sub/Inspector.?....
d) Inspector .....
e) C/Inspector .....
f) A/Superintendent .....

6. What is your highest academic qualification?

a) Grade 7 or standard 6 .....
b) Form III or Grade 9 .....
c) Form V, Grade 12, or G.C.E. 'O' Level .....
d) Certificate .....
e) Diploma .....
f) First Degree....

7. For how long have you served in the Zambia Police Force?

a) 1 year .....
b) 2 -6 years .....
c) 7 - 11 years .....
d) 12 - 16 years .....
e) 17 - 21 years .....
f) 22 years and above ....

8. How many times have you been transferred from one station to another ?

a) Nil .....
b) 1 time .....
c) 2 times .....

15. How many times have you attended refresher or other courses since your graduation from Lilayi ?

A. NIL ;
B. 1 - 2 times ; _____
C. 3 - 4 times ; _____
D. 5 - 6 times ; _____
E. 7 - 8 times ; _____

16. In how many sections have you worked since your graduation from Lilayi ?

A. 1 Section : _____
B. 2 Sections ; _____
C. 3 Sections : _____
D. 4 Sections : _____
E. 5 Sections ; _____

17. For how long have you been in your section ?

A. 1 year and below ; _____
B. 2 - 4 years ; _____
C. 5 - 7 years ; _____
D. 8 - 10 years ; _____
E. 11 years and above _____

18. Which section do you think you would work better ?

A. CID : _____
B. Traffic ; _____
C. Prosecutions ; _____
D. General duties ; _____

19. If you had your time over again, would you still become a Police Officer?

A. Yes : _____
B. No : _____

20. Are you satisfied with your present salary as compared to the amount of w work you perform ?

A. Very much : _____
B. Much : _____
C. No : _____

21. Do you receive special imprest money each time you go on patrol ?

A. Yes ; _____
B. Sometimes ; _____
C. No ; _____

22. How many times in a year do you receive subsistance allowance money ?

A. 1 time ; _____
B. 2 times ; _____
C. 3 times ; _____
D. 4 times ;

23. In what state are the windows and doors of your house ?

A. Very bad ; _____

B. Bad ; _____

C. Fair : _____

D. Good ; _____

E. Very good ; _____

24. Is your house electrified?

A. Yes ; _____

B. No ; _____

25. Do you have electricity at your offices ?

A. Yes ; _____

B. No : _____

26. If No in Q 25 , how does this affect your working system at night ?

A. Very much : _____

B. Much : _____

C. Not much : _____

D. It does not : _____

27. How is the condition of your toilet ?

A. Very bad : _____

B. Bad : _____

C. Fair : _____

D. Good : _____

E. Very good: _____

28. If not okey in Q 27 , for how long has it been in that condition ?

A. I - 5 Mths. _____

B. 6 - II Mths. _____

C. I - 3 Years. _____

D. 4 - 6 Years . _____

E. 7 years and above . _____

29. How many Police Vehicles do you have at your station ?

A. I : _____

B. 2 : _____

C. 3 : _____

30. Reffering to Q 29, do you think it/they are enough to cover all Police work that require transport ?

A. No : _____

B. Yes: _____

31. In your own opinion, what do you think can be done to raise your working morale?

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32. What do you think the government or Zambia Police can do in order to motivate Police Officers?

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QUESTIONNAIRES FOR CONSTABLES AND SERGEANTS

INTRODUCTION

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2. Please put a tick (✓) against any response which you think is your best answer among the choices given; for example:

   What is the capital city of Zambia ?

   A. Kabwe .....
   B. Lusaka ..✓.....
   C. Chipata .....

   B is the correct answer. The capital city of Zambia is Lusaka.

3. Attempt all questions.
4. Try to be accurate and as trustful as possible in your response.

QUESTIONS:

1. What is your sex ?

   a) Male .....
   b) Female .....

2. What is your marital status ?

   a) Single .....
   b) Married .....
   c) Divorcee .....
   d) Widow .....

3. What is your age group?

   a) 21 - 30 years .....
   b) 31 - 30 years .....
   c) 41 - 50 years .....
   d) 50 - 60 years .....

4. How many dependants do you have?

   a) 1 - 2 .....
   b) 3 - 4 .....
   c) 5 - 6 .....
   d) 7 - 8 .....

5. What is your rank?

   a) Constable .....
   b) Sergeant .....
   c) Sub/Inspector.....
   d) Inspector .....
   e) C/Inspector .....
   f) A/Superintendent .....

6. What is your highest academic qualification?

   a) Grade 7 or standard 6 .....
   b) Form III or Grade 9 .....
   c) Form V, Grade 12, or G.C.E. 'O' Level .....
   d) Certificate .....
   e) Diploma .....
   f) First Degree....

7. For how long have you served in the Zambia Police Force?

   a) 1 year .....
   b) 2 -6 years .....
   c) 7 - 11 years .....
   d) 12 - 16 years .....
   e) 17 - 21 years .....
   f) 22 years and above ....

8. How many times have you been transferred from one station to another?

   (a) Nil .....
   (b) 1 time .....
   (c) 2 times .....
   (d) 3 times .....
   (e) 4 times .....

10. Do you support the idea of transfers ?

    a) Very much
    b) Much
    c) Not much
    d) NO

11. Is your police vehicle in good working order ?

    a) Yes .....
    b) At least.....
    c) NO.....

12. Do you have enough stationery to perform your duties at your station ?

    a) Yes.....
    b) NO.....

13. Referring to Q12 if no, how does this affect your working system ?

    a) Very much .....
    b) Much.....
    c) Slightly .....
    d) It does mnot .....

14. Are you sometimes given responsibilities by your administrators ?

    a) Yes .....
    b) NO .....

15. How are the attitudes and policies of your administrators ?

    a) Bad .....
    b) Fair .....
    c) Good .....
    d) Very good .....

16. How is your relationship with your administrators ?

    a) Bad .....
    b) Very bad .....
    c) Fair .....
    d) Good .....
    e) Very good .....

17. Are you satisfied with your supervisors ?

    a) Yes ..... b) NO .....

18. How many times have you attended refresher or other courses since your graduation from Lilayi ?

A. NIL ;
B. 1 - 2 times ; _____
C. 3 - 4 times ; _____
D. 5 - 6 times ; _____
E. 7 - 8 times ; _____

19. In how many sections have you worked since your graduation from Lilayi ?

A. 1 Section : _____
B. 2 Sections ; _____
C. 3 Sections : _____
D. 4 Sections : _____
E. 5 Sections ; _____

20. For how long have you been in your section ?

A. 1 year and below; _____
B. 2 - 4 years; _____
C. 5 - 7 years; _____
D. 8 - 10 years ; _____
E. 11 years and above _____

21. Which section do you think you would work better ?

A. CID : _____
B. Traffic ; _____
C. Prosecutions ; _____
D. General duties ; _____

22. If you had your time over again, would you still become a Police Officer?

A. Yes : _____
B. No : _____

23. Are you satisfied with your present salary as compared to the amount of w work you perform ?

A. Very much : _____
B. Much : _____
C. No : _____

24. Do you receive special imprest money each time you go on patrol ?

A. Yes ; _____
B. Sometimes ; _____
C. No ; _____

25. How many times in a year do you receive subsistance allowance money ?

A. 1 time ; _____
B. 2 times ; _____
C. 3 times ; _____
D. 4 times ; _____

26. In what state are the windows and doors of your house ?

A. Very bad ; _____

B. Bad ; _____

C. Fair : _____

D. Good ; _____

E. Very good ; _____

27. Is your house electrified? .

A. Yes ; _____

B. No ; _____

28. Do you have electricity at your offices ?

A. Yes ; _____

B. No : _____

29 If No in Q 27, how does this affect your working system at night ?

A. Very much : _____

B. Much : _____

C. Not much : _____

D. It does not : _____

30 How is the condition of your toilet ?

A. Very bad : _____

B. Bad : _____

C. Fair : _____

D. Good : _____

E. Very good: _____

31. If not okey in Q 29, for how long has it been in that condition ?

A. I - 5 Mths. _____

B. 6 - II Mths. _____

C. I - 3 Years. _____

D. 4 - 6 Years . _____

E. 7 years and above . _____

32 How many Police Vehicles do you have at your station ?

A. I : _____

B. 2 : _____

C. 3 : _____

33 Reffering to Q. 31, do you think it/they are enough to cover all Police work that require transport ?

A. No : _____

B. Yes: _____

34 In your own opinion, what do you think can be done to raise your working morale?

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35 What do you think the government or Zambia Police can do in order to motivate Police Officers?

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