



## The role of work shifts on employees' job satisfaction within the Tanzania Police Force: The case of Njombe Region Police Force

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### ABSTRACT

Work shift is one of the factors that influence job satisfaction, especially for jobs that require 24-hour service for seven days, such as those in healthcare and law enforcement. In various parts of the world, police officers are required to have work shifts because their services are needed 24 hours a day, 7 days a week. This study explores the effect of work shift patterns on job satisfaction among police officers in the Njombe Region, Tanzania, focusing on the patterns and types of shifts. The study was grounded in insights from circadian rhythm theory, motivation theory, and the hierarchy of needs, which aim to explain factors influencing motivation and job satisfaction in relation to shift schedules. Out of 384 police officers in Njombe, the researchers randomly selected 169 respondents for this study using Yamane's formula. Data were collected from 169 respondents using structured questionnaires and analysed using descriptive statistics, t-tests, and regression. Findings confirm that fixed shifts and morning shifts are more preferable and have a significant impact on increasing job satisfaction compared to rotating and frequent night shifts. Therefore, a work shift is a strong predictor of job satisfaction. The value of p of the fixed shift was significant, and the regression coefficient of fixed shift was +0.36, while that of rotating was -0.27, validating the argument that fixed shift has a positive effect, while poorly managed rotating shift has a negative impact on job satisfaction among police officers. Moreover, the regression output shows that shift pattern is a strong determinant of job satisfaction among police officers, fixed shift pattern improves satisfaction (B=0.65, p<0.001); however, frequent night shift affects satisfaction negatively (B=-0.270, p<0.001). The impact of age and years of service has a significant positive effect, as p>0.05 exhibits a positive, statistically insignificant effect. Also, based on T-test results, there was a high level of satisfaction among officers on the fixed shift (p < 0.001) and the morning shift. These findings emphasize the vital significance of scheduling practices in improving workforce well-being and reducing dissatisfaction associated with night work. The study recommends that there is a need for shift policy reform that takes into account fixed scheduling, reduces the frequency of night duty, and ensures that fitness and creativity programs are incorporated into the policy to maintain higher energy levels. Based on the results, the study concluded that stable and predictable work schedules promote psychological well-being, efficiency, and effectiveness in operations, increase employee satisfaction, and reduce absenteeism and employee turnover. Findings serve as a basis for critical evidence in promoting workforce management within the Tanzanian police force. By aligning officers' demands with best practices in human resources, it is straightforward to enhance service delivery, performance, and the well-being of officers. Therefore, it is paramount for governments and administrators to ensure that work schedules are effectively managed, allowing police officers to perform their critical duty of protecting the community and its assets, as well as providing public safety.

**Keywords:** Ergonomic Design, Job Satisfaction, Night Duty, Police Officers, Shift Work Pattern, Workforce Management

### I. INTRODUCTION

The level of Job satisfaction among police officers should be higher to enhance their performance, reduce turnover and improve community relations (Spector, 2017; Paoline & Gau, 2020). Unfortunately, most of them experience a low level of job satisfaction, influenced by irregular shift patterns, which makes them feel undervalued and overworked—a condition that perpetuates stress, poor performance, frustration, and burnout among police officers (Nalla, 2011; Kurtz & Wells, 2020).

Based on the fact that Police forces are essential for ensuring order and public safety at all times, officers are required to adopt various work shifts, such as night, rotating shifts, and extended hours, as their service is demanded 24 hours a day, 7 days a week. If this shift is not well managed, it can ultimately affect their job satisfaction and performance (Lambert, 2016; Peterson et al., 2019).



In most developed countries like the United States, the United Kingdom, Canada, Australia, and many European nations, police officers typically work in shifts to maintain 24/7 operations. However, its management and design play a key role in determining officers' job satisfaction and overall well-being (Dahl, 2014). In addition, their area of concern is shifting type and scheduling to maintain satisfaction and performance as well as reducing fatigue among police officers (Spector, 2017; Smith & Jones, 2023).

In most African countries, such as Tanzania, South Africa, Ghana, Nigeria, and Zambia, police adopt rotation shifts; however, this is unpredictable, as noted by Mwaura (2014) and Ogbogu (2016). The condition is particularly severe in Ghana, where police often work four consecutive shifts, especially in cities with high crime rates (Kock et al., 2017). In Africa, managing schedules and shift types is challenging due to a lack of resources and attention (Munyewende et al., 2023). Therefore, police officers are forced to work extended hours in remote areas for unknown periods of time. This condition leads to fatigue, stress, and dissatisfaction, which impact the health, psychology, and performance of police officers (Ogbogu, 2016).

A study done by Vila & Kenney (2002) points out that poor management of shifting had a negative impact on police and national security as a whole, since when they are tired, stressed and unsatisfied, they cannot discharge their role of defending people, which leads to an increased rate of crime and insecurity. This has been supported by the study of Otoro & Kiiru (2020). Therefore, the Role of work shifts in influencing job satisfaction among employees has been a critical area of concern in various organisations, particularly in public sector services such as the law enforcement sector.

It is on this ground that researchers decided to conduct a study on the role of work shifts on employee job satisfaction within the Tanzanian police, aiming to provide critical recommendations on how to manage and design work shifts to enhance job satisfaction, ultimately improving community security and property protection. Researchers chose the Njombe region in Tanzania as a case study due to its crime rates and extreme cold weather conditions, which may affect work performance, especially at night and in the morning.

### 1.1 Statement of Problem

Despite the Tanzanian police force's critical role in ensuring community safety and belonging within the nation, its job satisfaction regarding work shifts has not yet been adequately explored (Vila & Kenney, 2002). The nature of their work demands a reasonable degree of job satisfaction so that they can be mentally, psychologically, and physically fit to handle the vital role of safeguarding the community and their properties effectively, ensuring the enforcement of law, safety, peace, and order within the specified territory (Ogbogu, 2016; Niosh, 2018).

Unfortunately, their work is characterised by irregular hours and rotating shifts, which pose unique challenges that automatically affect their physical health and mental well-being, causing fatigue and stress that negatively impact their job satisfaction (Williamson & Feyer, 2000). A low level of job satisfaction affects the quality of service, leading to failure in exercising duties related to public safety and order, and ultimately resulting in an increase in Crime (Williamson & Feyer, 2000).

When a police officer lacks job satisfaction due to poor management of a shift, they may develop negative feelings associated with stress, fatigue, reduced morale, and mental fatigue, which are associated with aggressiveness and incivility among police officers, hence perpetuating insecurity within the community to the extent of threatening public safety and order (Taylor, 2023). This situation is dangerous, as it may increase the rate of crime and impair their objectivity, integrity, and community-police relations (Knauth, 2016). Therefore, the police force should design work shifts that promote job satisfaction among police to better respond to emergencies (Bakker & Demerouti, 2017; Riley & Smith, 2022).

In the context of Tanzania, limited research exists on the influence of job shifts on the job satisfaction of police officers. It is under this ground that the researchers have decided to examine the role of work shift in influencing job satisfaction among police officers in Tanzania to provide recommendation for enhance job satisfaction by design work shift which will be more favorable and appropriate to police officers to be in position to discharge their duty of protecting community and their property as well as ensure law and order in Tanzania

### 1.2 Research Objectives

- i. To examine the effect of work shift patterns (fixed and rotating) on the job satisfaction of police officers in Njombe Region
- ii. To examine how various types of work shifts (morning, afternoon, night) affect employee job satisfaction levels in police officers in Njombe Region
- iii. To compare the level of police officer job satisfaction between the fixed work shift pattern and the rotating work shift pattern



## II. LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 Maslow's Hierarchy of Needs Theory

Based on the argument posed by Herzberg, Mausner, and Sniderman (1959), as cited in the works of Castillo and Cano (2004) and Dartey-Baah (2011), there is a close relationship between job satisfaction and motivation, as well as the hygiene factors of respective jobs. Based on the theory, hygiene factors such as salary, working conditions, interpersonal relationships, and company policy influence extrinsic forces that prevent workers from becoming dissatisfied. Therefore, when those factors are met, workers become satisfied, but the same worker will become dissatisfied when those factors are not met

(Lambert et al., 2016). On the other hand, motivational factors such as achievements, recognition, and personal growth motivate employees intrinsically to work hard. However, according to the theory, employees should be satisfied extrinsically by hygiene factors before being satisfied intrinsically by job motivators. Therefore, it is essential to consider hygiene factors in relation to job satisfaction. (Nalla, 2011; Gagne & Panaccio, 2023).

#### 2.1.2 Circadian Rhythm Theory

De Mairan introduced this theory in 1729, conducting an experiment that validated the existence of circadian rhythms, presumably originating from an endogenous clock, known as the internal alarm clock or circadian oscillator. Based on the experiments, it was clearly demonstrated that maintaining a sleep-wake cycle is crucial for replenishing and healing the body, enabling it to function properly (Velasco-Garrido et al., 2022). According to this theory, proper sleep helps our body engage in circadian rhythms, which induce the build-up of energy for metabolic processes, neuronal restoration for synaptic function, memory consolidation, and the acclimation of complex motor systems. The circadian rhythm is a 24-hour internal clock in our brain that regulates attentiveness and sleep by responding to variations in light and environmental cues. It tells our body when to sleep and wake up as it is affected by light and darkness. Interruption of this rhythm leads to various disorders, such as Shift Work Sleep Disorder (SWSD), a condition that affects many who work night shift as they oppose the clock movement. (Reddy et al., 2025). This study adopts this theory because it is directly relevant to the hazards associated with night shifts for police officers.

Therefore, based on motivation theory and Maslow's hierarchy of needs, working conditions such as regular scheduling, adequate rest time, and consistent routines are essential factors that affect employee satisfaction. Example irregular shift hindering basic psychology and safety needs and undermining baseline satisfaction (Otory & Kiiru, 2020). Additionally, Circadian rhythm theory emphasises that night shifts disrupt biological clocks, leading to sleep deprivation and reduced attention, which degrade well-being and satisfaction (Velasco-Garrido et al., 2022). It is due to this problem that scientists have focused on Empirical scheduling models, such as minimum resting periods and forward-rotating shifts, to align the timing of shifts with natural rhythms and promote the satisfaction and health of workers (Banks & Dinges, 2021).

#### 2.1.3 Types of Shifts (Morning, Day or Night Shift) and Their Impact on police Officers

In the USA, studies on police officers' cohorts have pointed out that afternoon and night workers are more likely to experience administrative, professional, physical, and psychological challenges compared to day shift workers (Fohr et al., 2015). They argue that rotating shifts result in lower personal accomplishment (PA) and significant emotional exhaustion and fatigue (EE) compared to fixed ones. However, the night shift is characterised by depersonalisation (DP) when it is held fixed. Yet, a study from Germany provides longitudinal evidence that improved satisfaction arises from replacing older schedules with a new forward-rotating shift alternative (Rohwer et al., 2022).

*Acceptability of patterns (Rotating, Modern, or Fixed):* The lack of correlation between shifting adjustments and individual attitudes imposes difficulties in deciding the best shift pattern. So, shift pattern has become challenging issues to administrative as individual preference are contradicting with each other (Kecklund & Axelsson, 2016), for example while result from survey done to police on evaluation of six shift systems reported forward rotating schedule with at least 16 hours rest between shift to be preferable than offering few days off, one third of respondents dislike it, as they based on health and sleeping issues. (Kecklund et al., 2008).

*Health and Circadian Evidence on Shift:* In most cases, shift work is consistently associated with interrupting sleep disruption, fatigue, depression, tiredness, gastrointestinal illness, cardiovascular risks and diminished cognition. Therefore, poorly designed schedules contribute to increased accidents, lower attentiveness, and dissatisfaction (Taylor, 2023).



## 2.2 Empirical Review

### 2.2.1 Effect of Shift Patterns (Fixed vs rotating shift pattern on Job satisfaction)

Various countries adopt different shift patterns, while others opt to combine the two models as an initiative to increase satisfaction among police officers. However, infrastructure and resources in less developed nations, such as Tanzania, hinder these initiatives (Ker et al., 2016). Studies from Kamp (2018) reported that officers in rotating shifts are empirically prone to stress, fatigue, and sleep loss, which may reduce their level of job satisfaction compared to fixed-shift peers. Moreover, a study of Mwaura (2014) proposed that the adoption of ergonomic design (structuring the environment to fit the worker rather than worker to fit the environment), like the use of forward rotation and adequate rest, may reduce effects and improve job satisfaction among police officers (Peterson et al., 2019).

Additionally, a well-balanced fixed shift can positively influence job satisfaction, as being predictable promotes a better work-life balance, as noted in the German metropolitan police context (Rohwer et al., 2022). This is related to findings of Niosh (2018), who argued that rotating shifts affect circadian rhythms and cerebral function and Ker et al. (2016), who reported that forward rotating schedules support better adjustment and satisfaction than irregular rotations. But this study is not well explored in the Tanzanian setting to verify its applicability and relevant to Tanzanian police officers

Based on the findings of William (2023) and Kumar (2021), which demonstrate that stability and fairness in work arrangements promote satisfaction, it is evident that a well-balanced fixed shift produces similar benefits in the Tanzanian police setting. Yet, there is still a need to study critically how fairness in arranging work can be achieved in Tanzania based on shift patterns and types, to raise police officer job satisfaction and prevent them from fatigue and burnout.

### 2.2.2 Effect of Types of Shifts (Morning, Afternoon and Night Shift Timing)

It has been found that the morning shift is preferred because it aligns with biological rhythms and social expectations. But afternoon and night shifts are stressful (Folkard and Tucker, 2003). Additionally, a night shift pattern, especially under a fixed shift schedule, is associated with high burnout, insecurity, loneliness, and depersonalisation among police officers, ultimately affecting their satisfaction (Knauth, 2016).

Recent literature has linked night shifts to poor health, elevated burnout, stress, poor life balance, and reduced morale, which in turn lower job satisfaction, as noted by Akerstedt (2007) and Rohwer et al. (2022). Despite the limited studies on job satisfaction among police in Tanzania, few studies highlight that inadequate welfare, safety concerns during night duty, and disrupted family life are the foundations of dissatisfaction (Namwata et al., 2014). Still, this finding had not yet been proven in the Tanzanian police setting, as most studies based on police in the context of less developed states emphasise material rewards, such as allowances, good salaries, and training, which undermine the impact of shift types on job satisfaction among police officers.

### 2.2.3 Comparison between Extents of Job Satisfaction Based on Fixed and Rotating Shifts

Unlike rotation shift, which increases job absenteeism, stress, and unbalanced life, in a poor administrative organisation, a well-structured fixed shift tends to disseminate better job satisfaction, lower fatigue, lower turnover, and better sleep patterns as compared to rotating one (Waters & Ussery, 2007). However, this is for morning and afternoon workers, whereas night workers complain of various side effects associated with sleep disorders (Ogbogu, 2016). On the other hand, a well-structured, rotating schedule after a reasonable time can yield improved satisfaction outcomes compared to inadequately planned fixed schedules (Rohwer et al., 2022).

This presents contradicting arguments about the influence of well-balanced rotating shifts and fixed shifts in the Tanzanian context. Also, the question of how police administrators can design a well-balanced rotating shift is not well explored. Also, this study is based on another environment that may not be similar to the Tanzanian context; hence, there is a need for a study based on the nature of police officers in Tanzania, based on their working conditions, which will provide insights about the role of job shift on job satisfaction among police officers in Tanzania

Recent empirical studies from various scholars including Waters and Ussery (2007), Knauth (2016), Namwata et al. (2014) and Kumar (2021) focused on impact of working conditions on job satisfaction notably poor administrative, lack of training, monetary motivations and fringing benefits as well as poor working environment leaving the knowledge gap about how shift types and pattern may affect job satisfaction among police officers in Tanzania. Moreover, other studies on job shifts and job satisfaction have been conducted in developed countries, providing arguments and insights based on the respective geographical boundaries within which they were carried out. This leaves a need for a specific study based on police officers in Tanzania, especially in the Njombe region. Therefore, this study aimed to fill the empirical gap and test whether research findings from developed countries are applicable in the Tanzanian setting, as well as to identify what should be done to improve the situation based on the context of the police force in Tanzania.



### III. METHODOLOGY

#### 3.1 Research Design

This study adopted a cross-sectional research design where data were collected once from the Njombe Region. There was no need to apply a longitudinal research design or collect data more than once or for an extended period, given the nature of the study. However, to ensure the relevance of the information, the study involved only respondents who had been working at Njombe as police officers for more than twelve months. Quantitative data were collected from respondents and analysed quantitatively by using descriptive statistics and regression analysis.

#### 3.2 Study Area

The study was conducted in the Njombe region, situated in the southern highlands of Tanzania. It has numerous police stations that serve both rural and urban communities. It has the coldest places in the country, such as Makete, Luponde, Wemba, and Makambako, as well as warm areas like Ipingu, Ludewa, Mundindi, and Mavanga. Njombe has a high incidence of crimes, providing an appropriate context to examine the patterns and types of shifts in job satisfaction among police officers. This context offers working conditions that can be generalised across various operational backgrounds in Tanzania.

#### 3.3 Population and Sample of the Study

The study population consisted of all police officers in the Njombe district, which numbered approximately 384. The study aimed to select a sample from police officers in the Njombe region who have been in service for at least twelve months. These criteria help researchers select respondents with reasonable experience in shift scheduling and its impact on duty satisfaction.

This study employed purposive sampling to target respondents who were believed to possess adequate and rich knowledge and experience in various types and patterns of shifts, as related to their work. Memon et al. (2025) argue that purposive sampling improves the validity and quality of the research findings.

#### 3.4 Sample Size

The sample size was calculated using Yamane's formula for proportion at 95% confidence, with a population of 384 and a 5% margin of error, resulting in a sample size of 196. Singh and Masuku (2024) recommended the Yamane formula since it provides a straightforward and clear method for calculating a sample size. The fitted formula is shown below:

$$n = N/1 + Ne^2$$

Where:

n = sample size

N=estimated population

e=margin of error

N = **384**, and e = **0.05**

=  $384/1+384 \times 0.05^2$

=196

#### 3.5 Data Collection

Researchers administered a structured questionnaire modified from the collaborative scale to consider various attributes of Job satisfaction in types and patterns of shifts available at the Region police office in the Njombe region. This scale evolved from the Job Satisfaction Survey (JSS) scale, incorporating relevant facets related to shift work, schedule predictability, compensation, and work-life balance, as derived by the sector in 1994. From this scale, researchers designed their own scale for JSS, focusing on a specific module related to shift types and patterns. In addition to that, researchers prepared a semi-structured interview guide, which was used to collect thematic information from 10 senior officers to gain a qualitative aspect of scheduling. Burgess and Ding (2024) recommended this approach to gain insight into job scheduling and satisfaction.

#### 3.6 Data Analysis

Data gathered using a structured questionnaire were analysed using SPSS V25. Researchers summarise the satisfaction level across types and patterns of shifts accordingly by using descriptive statistics. In contrast, comparison of satisfaction between shifts was done by t-test of independence aided by multivariate analysis like multiple regression to draw insight about the strength of shift pattern and types in predicting job satisfaction, taking into consideration controlling variables (demographic variables like age, years of service and rank which can affect



satisfaction). On the other hand, qualitative data were analysed thematically based on themes related to fairness, burnout (fatigue), scheduling and satisfaction.

### 3.7 Validity and Reliability

To improve validity, the researchers pre-tested the questionnaire with a pilot group of 25 officers at Njombe police station headquarters and Makambako to check whether the questionnaire was compatible and relevant to the respondents. Additionally, researchers adopted the JSS COPSOQ, an established scale that has been previously validated in the context of monitoring and public service. This model is suitable for validating concepts related to job satisfaction as proposed by Rohwer et al. (2022). Concerning reliability, the internal consistency was evaluated by Cronbach's alpha. Reliability: Evaluation of internal consistency was supported by Cronbach's alpha, with a threshold of  $\alpha \geq 0.75$  achieved for all scales, which is considered logical. Additionally, recent studies, such as Otory & Kiiru (2020), recommend a threshold of  $\alpha \geq 0.7$ , providing reasonable justification for the researcher to consider the attained threshold. Triangulation: The study complements quantitative findings with qualitative data from interviews to enhance credibility and provide in-depth clarification.

## IV. FINDINGS & DISCUSSION

### 4.1 Findings

#### 4.1.1 Effect of Shift Pattern and Job Satisfaction

From the regression, it has been observed that the mean satisfaction for the fixed shift was higher ( $M = 4.30$ ) compared to that of the rotation shift ( $M = 3.51$ ). This indicates that Officers with fixed shifts seem to be more satisfied than those with rotating shifts. Furthermore, this is justified by standard deviation figures, which show that for a fixed shift, it is 0.58 ( $\Sigma = 0.58$ ), while for a rotating shift, it is 0.82 ( $\sigma = 0.82$ ). Since the fixed shift has a lower standard deviation than the rotating shift, it's clear that police officers with fixed shifts are more satisfied compared to those with rotating shifts.

**Table 1**

*Descriptive Statistics for Job Satisfaction by Shift Patterns*

Shift Pattern	N	Mean Satisfaction Scores ( $\bar{X}$ )	Standard Deviation ( $\Delta$ )
Rotating Shift	71	3.51	0.82
Fixed Shifts	98	4.30	0.58
Summation	169	3.91	0.72

In addition to the results presented in Table 1 above, the regression output based on the t-test outcomes supports the findings, as the values of t and p indicate a significant difference in satisfaction among officers with fixed shifts compared to those with rotating shifts. Note that a value of p less than 0.1, as shown in Table 2, implies the existence of a significant positive relationship between fixed shift and satisfaction among police at Njombe.

**Table 2**

*Independent Samples t-Test Results for Shift Patterns*

Group compared	Mean Difference	t- Value	df	Sig. (@-tailed)	Interpretation
Fixed & Rotating shift	0.58	4.92	164	<0.001	Significant variation exists

Furthermore, the findings clearly indicate significant variation in job satisfaction between police officers with fixed shifts and those with rotating shifts, as the difference is statistically significant ( $p < 0.001$ ). Indicating that, clear after take in to account controlling variables, like age of respondent, and number of years in service, still shift scheduling remains a significant predictor of job satisfaction, with fixed shift positive coefficient ( $B = 0.36, P < 0.01$ ) as compared to night shift which has coefficient ( $B = -.27, p < 0.01$ ) implies that it has significant negative impact on satisfaction.

**Table 3***Regression Coefficients for Job Satisfaction*

Predictor	Unstandardised B	Standardised B	t	Sig- P value
Constant	2.89	-	5.12	0.001
Fixed Shift	0.65	+0.36	4.92	0.001
Rotating Shifts	-62	-0.27	-3.68	0.001
Age	0.04	0.09	1.06	0.326
Years of Service	0.03	0.07	1.35	0.189

From the above, the regression model can be expressed as follows;

$$Y = 2.89 + 0.65(\text{Fixed Shift}) - 0.62(\text{Night shift}) + 0.04(\text{Age}) + 0.03(\text{Years of services}) + \varepsilon$$

Whereby:

Fixed Shift: Dummy variable indicating fixed shift schedule

Night Shifts: Frequency of night shifts worked

Age: Officer's age in years

Years of Service: Length of service in years

The findings clearly indicate that fixed shifts have both a positive and significant impact on job satisfaction among police officers ( $B = 0.65$ ,  $p < 0.01$ ). Meant that officers assigned a fixed shift displayed greater satisfaction than those with a rotation shift. Conversely, persistent night shifts had a negative and statistically significant effect on job satisfaction ( $B = -0.62$ ,  $p < 0.01$ ), indicating that an increase in night shifts significantly lowered satisfaction. However, age and years of service have a positive yet statistically insignificant effect ( $p > 0.05$ ), indicating that demographic variables do not substantially influence satisfaction levels when shift patterns are taken into account. The results elaborate on the effect of shift scheduling on job satisfaction among police officers, showing that fixed shifts raise satisfaction while frequent night shifts lower it.

#### 4.1.2 Effect of Types of Shifts on Job Satisfaction (Morning, Afternoon and Night)

According to the study, the morning shift yielded a higher satisfaction score of 5.34, followed by the afternoon with a mean score of 2.76, while the night shift had the lowest score of 2.27. This implies that job satisfaction is higher among officers with the morning shift and decreases steadily, ultimately becoming lower among those with the night shift. Also based on standard deviation, it is clear that the deviation from job satisfaction increases as police officers move from the morning shift to the night shift, which implies that officers with the night shift are likely to become demotivated and suffer from poor job satisfaction as compared to police officers with the afternoon and morning shifts.

**Table 4***Impact of shift types on Job satisfaction*

Shift Type	N	Mean Satisfaction Score	Standard deviation
Morning	70	5.34	0.45
Afternoon	52	2.76	0.69
Night	47	2.27	0.76
Total	169	3.46	0.63

#### 4.1.3 Comparisons of Job Satisfaction between Fixed and Rotating Shift

Based on the regression output in Table 5 below, it is clear that the shift pattern is a strong determinant of job satisfaction, as indicated by a p-value of less than 0.1. Moreover, a positive coefficient of +0.36 on the fixed shift pattern implies that the fixed shift accelerates satisfaction. Since the coefficient for frequent night shifts is -27, this indicates that police officers who frequently work night shifts tend to be significantly demotivated. This is supported by studies conducted by Peterson et al. (2019) and Rohwer et al. (2022), which found a link between stable shift design and low night-duty frequency, resulting in high satisfaction.

**Table 5***Regression analysis on Shift pattern and Job satisfaction*

Predictor Variable	Standardised Coefficient ( $\beta$ )	Significance level (p)
Fixed Shift Pattern	+0.36	P-value is less than 0.001
Rotating Shift	-0.27	P-value is less than 0.001
Years of Service	+0.10	P-value is greater than 0.001
Age	+0.06	P-value is greater than 0.001

Therefore, it can be concluded that fixed shift increases job satisfaction

**Table 6***Descriptive Statistics for Types of Shifts and Job Satisfaction*

Variables	N	Mean Job Satisfaction	Standard deviation
Fixed Shift	98	4.3	0.58
Rotating Shift	71	3.51	0.82
Low Frequency of Night Duty	73	2.27	0.66
Higher Night Duty Reoccurrence	41	1.2	0.84

## 4.2 Discussion

The study has three objectives, the results of which are highlighted in the findings section above. From the results, the following can be emphasised from each objective.

### 4.2.1 Effect of Work Shift Patterns (Fixed and Rotating) on Job Satisfaction

According to the results, police officers working fixed shifts are more likely to experience higher job satisfaction than those in rotating shifts. Although these findings are judgmentally opposed to the studies of Ker et al. (2016) and Mwaura (2014), who argue that well-managed rotation shift is more preferable, they support the literature that structured work schedules are a key indicator for employee well-being, such as those from the studies of Peterson et al. (2019) and Rohwer et al. (2022). Probably, this result is due to the inadequately explored area of how to ensure well-managed rotating shifts to raise job satisfaction

According to the findings, a fixed shift schedule might motivate police officers, as it provides time for rest, thereby positively affecting their work-life balance and social interaction. Moreover, fixed shift appeals to the coordination nature of human beings, which may easily adopt the shift as routine behaviour, leading to predictability and better mental and physical outcomes. Additionally, this shift is preferred because it is predictable, which reduces burnout and uncertainty. (Peterson et al., 2019). However, it is necessary to consider the impact of an extremely night duty fixed shift on women and men, as it can have a desirable effect on family, marital issues, and the health of the worker, especially when working conditions are not safe for the spouse or family of the officer.

### 4.2.2 Impact of Shift Types of Work Shifts (Morning, Afternoon, Night) on Employee Job Satisfaction

From the findings it was clearly that morning shift were more preferred than night one, this is because it aligns with biological clock, guarantee enough resting time, ensure family time for the household and person engagement in other extra ordinary social issues hence simplify timetable and guarantee balanced working life as compared to night shift which oppose biological clock, and expose officer to various risk, burnout and stress.

This argument is based on the foundation of Folkard and Tucker (2003) and Kamp (2018), who found that the interruption of the sleeping cycle, alteration of the sleeping sequence, and inadequate family interaction arise from extreme night shifts, consequently increasing disappointment and job dissatisfaction. Moreover, study findings are in line with the studies of Folkard & Tucker (2003), who reported the impact of cardiac rhythm disruption in night shifts, and Vila & Kenney (2002), who found a reported incidence of burnout and fatigue among night shift officers compared to those in morning and afternoon shifts. Therefore, based on these findings, policy should be designed to utilise extraordinary amenities for night shift officers, thereby replacing the job satisfaction affected by the nature of the shift. Also, the roster should avoid frequent shifts for police officers and ensure fairness in the work schedule

### 4.2.3 To Compare the Level of Police Officer Job Satisfaction between Work Shift Types and Patterns

The results indicated that work shift is one of the strongest predictors of job satisfaction among police officers. Additionally, it confirmed that fixed and morning shifts have a positive impact on job satisfaction compared to inadequate structured rotating and night shifts. This observation is supported by Rohwer et al. (2020), who conclude that stable and well-managed scheduling policies significantly improve officer morale and organisational



effectiveness. Therefore, while planners, human resource managers, and administrators at police force units struggle to improve officer performance, they should consider fairness and an equitable duty roster by adopting a well-structured shift schedule that can enhance job satisfaction and increase officer performance.

## V. CONCLUSION & RECOMMENDATIONS

### 5.1 Conclusion

It is evident that shift patterns and types significantly impact job satisfaction among police officers in Tanzania. Since the fixed shift is easily predictable, it provides better satisfaction than rotating shifts. However, the night shift reduces satisfaction due to the opposing biological clock and the limited time for social well-being. Aligning the shift roster with the psychological, social, and physical needs of police officers promotes the well-being, efficiency, and resilience of the police force. Therefore, sustainable shift reform should become a central agenda in public service performance strategies

### 5.2 Recommendations

For a better impact on job satisfaction among police officers, the Ministry of Internal Affairs and policy administrators should institutionalize a managed fixed shift with equitable and fair treatment. Flexible and rotating should be introduced only for emergency issues with no point of return. To ensure operational efficacy, this rotating shift should be based on ergonomic design, allowing for effective management and administration. This will help address the issues of job turnover, mental health concerns, burnout, fatigue, and job dissatisfaction among police officers. Also, it will guarantee operational effectiveness without compromising 24-hour service delivery.

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