POLICE TRANSFERS AND JOB SATISFACTION IN THE UGANDA POLICE FORCE: A CASE STUDY OF KAMPALA METROPOLITIAN SOUTH

BY

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DECLARATION

I ***Odongo Allan Opolot***, declare that this dissertation is my original work, and not someone else's work. I declare to the best of my knowledge that this work has never been submitted to any Institution of Higher Learning or Nkumba University for any award.

SIGNED ..... **DATE:** 29/09/2021

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APPROVAL

This dissertation entitled "police transfers and job satisfaction in the Uganda Police force. A case study of Kampala Metropolitan South" is submitted by the above mentioned student in partial fulfillment of the Requirement for the Award of Master's Degree in Public Administration and Management of Nkumba University is hereby accepted;

SIGNED ..... **DATE:** 29th September 2025.

MR. ROBERT SSEBUNYA

(SUPERVISOR)

DEDICATION

This research is dedicated to my supportive family for being source of inspiration throughout the academic journey and also my immediate Boss CP Lowat Patrick for his time and support at the workplace

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LIST OF ABBREVIATIONS

CVI:	Content Validity Index
IGP:	Inspector General of Police
ILO:	International Labour Organization
PNP:	Philippine National Police
SLB:	Street Level Bureaucratic
SPSS:	Statistical Package for the Social Sciences
UPF:	Uganda Police Force

ABSTRACT

The study was about the effect of police transfers on job satisfaction in the Uganda police force. A case study of Kampala Metropolitan South. The study was guided the following objectives; to determine the effect of change in duty station on job satisfaction among police officers in Kampala Metropolitan South, to assess the effect of change in job role on job satisfaction among police officers in Kampala Metropolitan South and to examine the effect of change in rank or position on job satisfaction among police officers in Kampala Metropolitan South. The study used a mixed research approaches. A descriptive survey research design was adopted in this study. A sample size of 162 respondents was determined quantitatively using statistical tables of Krejcie and Morgan (1970) and 10 were qualitatively sampled. This study used both quantitative and qualitative data collection methods. Quantitative data was collected using questionnaires that were filled by the SPs, IPs, SGTs, and PCs and qualitative data was obtained from SSP by help of interview guides. Quantitative data was analyzed using SPSS. Qualitative data from interviews was categorized and analyzed using content analysis to ensure credibility and consistency. The study found that 75 (55.6%) officers strongly agreed and 49 (36.3%) agreed that frequent transfers negatively affect family life and job satisfaction, while 102 (75.6%) cited financial burdens from relocations as a major stressor. Additionally, 88 (65.2%) strongly agreed that job role changes tied to career advancement improve satisfaction, but 55 (40.7%) strongly agreed that unfair transitions lower morale. Promotions were viewed positively, with 83 (61.5%) strongly agreeing they boost morale, though concerns about fairness and interpersonal tension remained. The study concluded that a moderate positive correlation between duty station changes and job satisfaction ($r = 0.384$, $p = 0.000$), explaining 14.7% of the variance ($R^2 = 0.147$), with a regression coefficient of 0.353. Job role changes showed a weak but significant correlation ($r = 0.178$, $p = 0.039$), explaining only 3.2% of the variance ($R^2 = 0.032$), with a regression coefficient of 0.109. Rank or position changes had the strongest effect ($r = 0.441$, $p = 0.000$), explaining 19.4% of the variance ($R^2 = 0.194$), with a regression coefficient of 0.426. The study recommends family-friendly transfer policies, relocation support, and psychosocial programs to ease the emotional and financial burden of duty station changes. For job role changes, it suggests competency-based deployments, mandatory induction training, and transparent role assignments. Regarding rank changes, it calls for merit-based promotions, clear role definitions, and independent grievance mechanisms to enhance fairness and satisfaction.

CHAPTER ONE

INTRODUCTION

1.0 Overview

The study was about the effect of police transfers on job satisfaction in the Uganda police force. A case study of Kampala Metropolitan South. Chapter one was comprised of the background to the study, statement of the problem, purpose of the study, objectives, research questions, research hypothesis, scope of the study, and significance of the study.

1.1 Background to the study

The background to the study was divided into the conceptual perspective, historical perspective, theoretical perspective, and the contextual perspective

1.1.1 Conceptual perspective

Police transfers refer to the formal process of relocating a police officer from one duty station, unit, or department to another within the police force. This movement can be initiated for various reasons, including organizational needs, personnel development, performance management, or disciplinary actions. Transfers may be voluntary, at the officer's request, or directed by the police administration (Government of Rwanda, 2012). In Uganda, the Uganda Police Force (UPF) has established a policy framework governing the transfers and postings of police officers. A Placement Committee is responsible for overseeing these transfers, ensuring they are transparent and merit-based. This committee evaluates factors such as civil service values, ethics, and conduct to determine appropriate placements. The UPF emphasizes that transfers are routine administrative actions aimed at enhancing service delivery and should not be influenced by external factors like political considerations (UPF, 2019).

Kenya National Police Service Commission (2015) defines transfer as the movement of a police officer from the present working station to a new one and issues concerning the officer including his/her moving of pay point. The transfer of personnel is normal and good to observe in management of employees as it has strong authority on employees' attitudes in workplace. Overall, police transfers are a standard practice within law enforcement agencies worldwide,

aimed at optimizing personnel deployment, enhancing operational efficiency, and supporting the professional growth of officers.

According to the NPS transfer policy, transfer of officers serves to increase the effectiveness of the police service, through enhancement of versatility and competence and increase transparency in the service (NPS, 2015). The practice is also used as a disciplinary tool for correcting erroneous behaviors, increase transparency in the service, alleviate professional vices such as nepotism and favoritism, adjust workforce, relieve monotony, and punish officers who commit mistakes (Diphoorn, 2019; Waihenya, 2019). The transfer is viewed as a tool for relocating malfeasant officers to places they cannot act as they wish or misuse their job position/authority.

The transfer can also reduce boredom and monotony and misunderstandings in between employees (Waihenya, 2019). The implications of police transfers are subjective as they depend on the perspective on which you look at the transfer. From the perspective of the police commission, the transfer can eliminate productivity constraints and prevent indiscipline issues among police officers. The practice can also weed out vices such as nepotism besides enhancing a balanced distribution of talent for different policing needs around the country (NPS, 2015). However, from a welfare perspective, the transfer can be detrimental to individual officers depending on the underlying factors. Where the officer disagrees with the circumstances surrounding the transfer, it can result in poor work morale and reduced job satisfaction (Reynolds et al., 2018).

In addition, job transfers are also part of job rotation to maintain the work motivation of members. According to Simamora (2012: 640), Transfer is the movement of an employee from one job to another whose salary, responsibilities, and or organizational level are relatively the same. Nitisemito (2012: 74) definition of Transfer is Transfer is a routine activity of a company to implement the principle of "The Right Man In The Right Place" or "the right person in the right place"; thus, Transfers are carried out by the company so that their work can be carried out. More effectively and efficiently.

According to Qureshi and Hamid (2017), Job satisfaction is conceptualized from various perspectives, an indication of an employee's feelings either qualitatively or quantitatively about a job in an organization. Therefore, in this study, job satisfaction is conceptualized in three aspects.

Work design, work participation and work environment. Job satisfaction is considered high if employees have some degree of autonomy, diverse skills, and easy access to the information they need to work, are always involved in the work, are engaged, and are comfortable in their work environment.

According to He & Rhee (2021), Job satisfaction is defined as the level of contentment that employees have with their jobs. It extends beyond their daily responsibilities to address satisfaction with team members/managers, organizational rules, and the influence of their employment on their personal lives. Similarly, Job satisfaction refers to an individual's overall feelings and attitudes towards their job. It is a complex and multifaceted construct that encompasses various aspects of an individual's work experience, including their feelings of fulfilments, contentment, and happiness concerning their job role, work environment, colleagues, and organizational culture. Job satisfaction is influenced by a wide range of factors such as job security, salary, opportunities for advancement, work-life balance, relationships with co-workers and supervisors, recognition and rewards, and the meaningfulness of the work itself (Žnidaršič & Marič, 2021). Job satisfaction is a crucial aspect of civil servants' well-being and organizational success. Research has shown that employees who are satisfied with their jobs tend to be more productive, engaged, and committed to their organizations. They are also more likely to have lower levels of absenteeism and turnover rates.

On the other hand, civil servants who are dissatisfied with their jobs may experience negative outcomes such as stress, burnout, decreased performance, and higher turnover intentions. Sang et al, (2009) on the definition of job satisfaction acknowledge that the definition stated by Locke (1969) is generally accepted; "job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values. Job dissatisfaction on the other hand is the un-pleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's values" (Locke, 1969, p. 317).

In essence, it is a positive emotional reaction felt when performing one's duties or being present at work. Civil servant's job satisfaction might vary, but some frequent qualities include the difficult nature of work, convenience (such as short commutes and flexible hours), regular praise, competitive compensation, and the possibility of future growth. It is a popular belief that employee engagement and motivation influence productivity and work performance directly, as

well as the well-being of the employee, hence, job satisfaction simply translates to doing the work one likes, doing it well, and being rewarded for own efforts (Nurhasanah et al., 2023).

1.1.2 Historical perspective

The historical development of police transfers is deeply intertwined with the evolution of modern policing systems, particularly within colonial and post-colonial contexts. In the United Kingdom, the establishment of the Metropolitan Police in 1829 under the Metropolitan Police Act marked a significant shift towards a centralized and professional police force. This model emphasized a hierarchical structure and standardized procedures, which included the strategic deployment and relocation of officers to maintain public order and efficiency (Metropolitan Police Act 1829). Such practices laid the groundwork for systematic police transfers as a tool for administrative control and operational effectiveness.

In colonial territories, the British implemented policing systems that mirrored their domestic structures but were tailored to serve colonial interests. For instance, in British India, the Police Act of 1861 established a centralized police force designed to suppress dissent and maintain colonial authority. Transfers within this framework were often utilized to manage loyalty among officers and to strategically position personnel in areas requiring stringent control (Police Act, 1861).

Notably, in 2014, an unarmed African American teenager was shot by a white police officer in Ferguson, Missouri, which sparked nationwide protests and consumed media outlets for weeks. During that time, many officers reported what was referred to as the Ferguson Effect. The term was used to describe officers' perceptions that the communities they serve are against them, and therefore, officers are less likely to engage in community partnerships (Nix & Wolfe, 2016; Deuchar et al., 2019). During the Ferguson Effect, many officers reported feeling as though they were not supported and felt demonized by the media (Deuchar et al., 2019). This effect could have also influenced individuals who were considering a career in law enforcement, which may explain the decrease in police officer applications beginning in 2014.

The historical background of police transfers in Sub-Saharan Africa is rooted in the colonial era, when police forces were established as instruments of control rather than community service, with frequent transfers used to weaken local ties and prevent officers from sympathizing with

indigenous populations (Anderson & Killingray, 1991). During the post-independence period, many African governments inherited this practice, maintaining transfers as a mechanism of administrative control, political loyalty, and discipline within the force (Hills, 2000). Transfers were often influenced by concerns about corruption, ethnic allegiances, and the need to assert state authority in politically unstable or conflict-prone areas (Alemika, 2009). Today, while transfers continue to be justified as tools for professional development, accountability, and equitable deployment of officers, they remain deeply associated with both historical patterns of coercion and the modern challenges of governance and security management in the region (Francis, 2012).

In many Sub-Saharan African countries, police transfers became institutionalized as part of bureaucratic governance, reflecting both colonial legacies and postcolonial state-building strategies. During colonial times, transfers were deliberately applied to prevent officers from building strong connections with local communities that could undermine colonial authority (Anderson & Killingray, 1991). After independence, however, political leaders adapted the practice to serve their own interests, often using transfers to punish dissenting officers, reward loyalists, and maintain control over security institutions (Hills, 2000). In Nigeria and Kenya, for instance, frequent police transfers have historically been employed as a tool to break up patronage networks and reduce the risk of corruption or ethnic bias within the police (Alemika, 2009; Ruteere, 2011). Over time, however, this system also created instability within police ranks, disrupted continuity in local policing, and sometimes led to inefficiencies in crime prevention and law enforcement (Francis, 2012). The persistence of such practices highlights the tension between the need for impartial deployment of officers and the enduring use of transfers as instruments of political and administrative control across Sub-Saharan Africa.

In some cases, transfer of officers to more volatile areas of Kenya such as parts of North Eastern Kenya has led to neglect of duty by officers and resignations in some instances. Transfer of police officers is not all doom and gloom as it may result in certain benefits such as promotion, additional allowances like hardship allowance, and geographical convenience and resultantly high job satisfaction (Tarimo et al., 2013). However, the upside of this transfers is only actualized when officers are transferred to areas, they deem conducive to them or what is referred to as core stations (Gumbihi, 2016). Similarly, in Uganda, the formation of the Uganda

Protectorate Police in 1906 introduced a militarized policing model where transfers were employed to assert dominance over various regions and to quell resistance (Erinayo, 2006).

The practice of police transfers continued into the post-colonial era, adapting to the administrative needs of newly independent states. In Uganda, for example, the Uganda Police Force has institutionalized transfers as a means to enhance service delivery and to prevent the entrenchment of officers in specific locales, which could lead to corruption or collusion with local elements. A policy framework governs these transfers, emphasizing transparency and meritocracy, with a Placement Committee overseeing the process to ensure alignment with civil service values and ethical standards (Uganda Police Force, 2024). However, the implementation of police transfers has not been without challenges. Instances of perceived punitive transfers, especially to remote or hardship areas, have raised concerns about the equitable application of transfer policies. In Uganda's Karamoja region, for example, officers have reported feelings of neglect and punishment associated with their postings, highlighting the need for a more balanced and supportive approach to transfers that considers the welfare and professional development of police personnel (The Observer, 2024).

1.1.3 Theoretical perspective

The study was grounded on the street-level bureaucratic theory. Street-level bureaucracy (SLB) is a sociological theory that was developed by Michael Lipsky, an American sociologist. The theory seeks to provide an explanation on the working practices and beliefs of front-line employees who work in the public sector, and the ways in which public policies are enacted to guide their routine work (Cooper et al., 2015). The theory examines the workplace by looking on the practical and systematic dilemmas that workers in the civil service must overcome, with a greater focus in areas of policing, education, and welfare. According to (Cooper et al., 2015), the SLB theory is based on the belief that public service is a representation of the coal mines of welfare where the hard, dirty, and dangerous work‖ of the state is done. Lipsky supports this notion because of reasons such as clients always create high demand for services; the demand often surpasses the supply due to limited resources.

Most state organizations do not have private alternatives. Hence, most clients cannot obtain government services elsewhere. Consequently, civil servants opt for mass processing of excessive client caseloads (Gilson, 2015). Secondly, for many front-line public servants,

extensive personal discretion is an important work component, especially for those involved in private, face-to-face interactions with clients to evaluate the credibility of cases. Workers in the public service are often forced to exercise some degree of personal discretion to become creative in resolving complex cases, excessive workload, and ambiguous job performance targets, and enforcing the rules, regulations, and policies which they are obligated to uphold. For instance, when a police officer catches a speeding motorist, he/she can decide whether to apply a penalty such as a criminal charge or a warning, or just give a warning. A border patrol officer who finds undeclared goods can give a warning to individuals involved in the illegal activity, confiscate, and destroy the contraband items, or levy a fine/penalty.

Although front-line public employees can exercise extensive personal discretion, they are bound to operate within the rule of law, government regulations and follow administrative procedures. This helps to ensure that the SLB operates fairly and ethically; each citizen deserves a fair treatment (Maynard-Moody & Portillo, 2011). Thirdly, Public workers compromise their work quality by creaming off cases that they perceive to have a known positive outcome or are likely to be straightforward. Sometimes, workers play the role of advocating for clients who are perceived to be experiencing social vulnerability. Workers become unable to provide all services required by all members of the public, and this may force them to deny other clients basic humanity. In the long run, these pragmatic choices eventually become the de facto policy of the organisation (Cooper et al., 2015). This may create a contrast with the written aims and objectives of an organization.

The SLB theory has implications not only for individuals in the public service, but also the overall government system. According to Lipsky, the unmet demand from clients implies that substantial expansion of budgets and staff may not reduce workload pressures. Instead, increasing the capacity leads to ongoing expansion of the same level of service quality at a higher volume‖ (Cooper et al., 2015). Where there is growth in population, the demand for services keeps increasing because the number of citizens who need public services also increases. The demand for police services varies by region, but generally, the demand for their services increases with increase in population. Because metropolitan regions and urbanized areas are fast growing in many developing countries like Uganda, the demand for police officers is increasing (Akosa & Asare, 2017).

Street-Level Bureaucracy (SLB) theory by Lipsky provides a useful lens for examining the impact of police transfers on job satisfaction among officers in the Uganda Police Force, particularly in Kampala Metropolitan South. The theory emphasizes that frontline public servants, such as police officers, operate under conditions of high demand, resource constraints, and significant personal discretion, which shapes both their performance and morale (Cooper et al., 2015; Maynard-Moody & Portillo, 2011). In the context of transfers, changes in duty station, job role, and rank or position directly affect officers' discretion, workload, and relationships with communities, thereby influencing job satisfaction. However, SLB theory has weaknesses when applied to motivation-focused studies, as it largely emphasizes structural constraints, coping mechanisms, and pragmatic adaptations, while paying less attention to the psychological and motivational factors that drive employees' satisfaction. This limitation led to the adoption of complementary theories such as the Expectancy-Value Theory, which shifts focus to how individuals' expectations of outcomes (e.g., recognition, promotion, or better working conditions) and the value they attach to those outcomes influence their motivation, morale, and overall job satisfaction (Vroom, 1964; Eccles & Wigfield, 2002).

Also the study was based on Expectancy-value theory. Proposed by Victor Vroom in 1965, the expectancy value theory is a cognitive framework for motivation and performance of individuals based on their perceptions about an existing situation (Parijat & Bagga, 2014). The theory asserts that individuals will shape their behaviours in line with the satisfaction they anticipate from a goal they value. It suggests that individuals will modify or change their behaviours to align with their goals. The theory posits that individuals (workers) will perform a task not only because they are expected to but also when they have the opportunity and ability to do so. Individuals must also believe that their effort will yield rewards in line with their expectations (Parijat & Bagga, 2014).

Police transfer is a major activity that can influence the perception of officers concerning the opportunity they have to perform a task and meet their goals. It can manifest this influence in that it results in change in geography and in some cases the work environment (Diphoorn, 2019). It can also influence the perception of police officers concerning their ability to perform the task and personal belief that their effort was rewarded. Police transfer may involve the movement of officers either horizontally or laterally from one department, location, or station to another. This

movement could result in a change of atmosphere and circumstance with a determining effect on the ability of an officer to achieve their goals, both at work and back at home. For instance, geographical transfer may influence the exposure of an individual to resources that affect the ability of the officer to meet objectives (Jodlbauer et al., 2012). In line with this theory, an officer can alter their behaviours in pursuit of a goal depending on their perception of the opportunity, which can vary with transfer. These considerations make the expectancy-value theory sufficient for guiding the conduct of this study.

This theory was used in related policing studies from as early as Mastrofski et al. (1994) to recent studies like Dejong et al. (2006), Johnson (2009), Johnson (2010), as well as Johnson and Lafrance (2016) which demonstrated the importance of this theory in job satisfaction issues for police officers. While this theory was used to examine productivity differences among police officers, it was yet to be used to examine the influence of transfer of police officers on their job satisfaction. In addition, this theory falls short in that it did not provide ideas on how to measure the factors influencing individuals' beliefs concerning their ability to achieve goals. These factors are to be determined depending on the underlying individual motives.

The Expectancy-Value Theory proposed by Vroom (1965) provides a strong foundation for examining the impact of police transfers on job satisfaction among officers in the Uganda Police Force, particularly in Kampala Metropolitan South. The theory posits that individuals' motivation and performance are shaped by their expectations that effort will lead to desired outcomes and the value they attach to those outcomes (Parijat & Bagga, 2014). In the context of police transfers, changes in duty station, job role, and rank or position directly affect officers' perceptions of their opportunities to achieve both personal and professional goals. A transfer to a new duty station may influence access to resources and support systems, which in turn impacts morale and satisfaction (Diphoorn, 2019; Jodlbauer et al., 2012). Similarly, changes in job roles alter the alignment between an officer's skills and responsibilities, influencing their belief that effort will yield meaningful rewards. Adjustments in rank or position also determine the extent to which officers perceive fairness and recognition, which are central to motivation. Guided by this theory, the study specifically sought to determine the effect of change in duty station, assess the effect of change in job role, and examine the effect of change in rank or position on job satisfaction among police officers in Kampala Metropolitan South.

1.1.4 Contextual background

The study was carried out within the evolvement of Uganda police force (Wanjala and Kimutai. 2015), Uganda independence constitution in 1962 reaffirmed the British policy of allowing the kingdoms of Buganda, Bunyoro, Toro, and Ankole to maintain local police forces which were normally accountable to Uganda's inspector general of police thereafter when the constitution abolished the federal states and Buganda's special status, the local police force emerged into the Uganda police force or became local constabularies responsible to the District commissioner under the inspector general's Authority during the 1960's the Uganda police force comprised of a uniform branch, which is assigned mainly to urban duties. special branch and criminal investigation department thereafter (IGP) special constabulary units, signals branch, Railway police, Air wing, police tracker force, police band, section, four regional commanders directed police operations and assisted the inspector general the police council-composed of the inspector general ,the permanent secretary of the ministry of internal affairs and four other members appointed by the minister-recommended policies regarding recruitment and condition of service (Wanjala and Kimutai, 2015). In totality, the Uganda Police Force (UPF) mainly in the Kampala district, employees should have more relevant skills, motivation and working conditions for them to work more effectively and efficiently in order to lead to better performance more so when targets are set appropriately and monitoring & evaluation tools are perfectly measured for effective performance.

Contextually, the Uganda Police Force (UPF), under the prerogative of the Ministry of Internal Affairs, is the main security force responsible for law enforcement in Uganda (Sekaran, 2009). According to the World Encyclopedia of Police Forces and Correctional Systems, in addition to "regular" police work, the UPF is also involved in carrying out paramilitary functions, providing security for visiting dignitaries and assisting public prosecutors during criminal proceeding and also is charged with advancement and enhancement of peace and stability, order and adherence to the rule of law and good governance to ensure internal co-existence with the public (Wanjala, & Kimutai, 2015). Nevertheless, UPF just like any other arm of the government has been growing with a number of challenges which include increasing numbers of crime incidences as reflected in the statistics released by the Inspector General of Police (IGP) Annual Crime and Road Safety Traffic Report (2013). Statistics from the Annual Crime and Road Safety Traffic Report (2013) revealed an increase in the commission of crimes such as Homicides by 17.8%,

Defilements by 15.8%, Domestic violence by 18.4%, Child related offences by 38.9%, and Land related offences by 30.8% compared to 2011 and 2012 (Wanjala, & Kimutai, 2015). Other challenges include the quality of customer care services among staff members has attracted several complaints from different stakeholders (Muhamad et al., 2023). In terms of efficiency, over the past two years, there have been delays in handling criminal cases and processing them is too slow. At the same time, the form of communication used to communicate to the public and staffs take time and not clear.

1.2 Statement of the problem

The Uganda Police Force (UPF) frequently implements personnel transfers involving changes in duty station, job role, and rank as part of its human resource management strategy. While intended to enhance operational efficiency, ensure discipline, and reduce officer complacency, these transfers have increasingly been perceived as disruptive and demoralizing, particularly in high-pressure regions such as Kampala Metropolitan South. Recent reports highlight the depth of the problem: according to the Uganda Human Rights Commission (2023), more than 70% of officers expressed dissatisfaction with the fairness and transparency of transfer practices, citing abrupt relocations without logistical or financial support, unclear alterations in job responsibilities, and limited opportunities for career progression. Similarly, an internal UPF review (2023) revealed that over 60% of officers transferred in the past three years had not received formal orientation, mentorship, or institutional support in their new duty stations, leaving many struggling to adapt both professionally and personally.

The magnitude of the problem is further reflected in promotion delays and limited career advancement, which have compounded officer frustration. In 2024, for instance, only 3,097 out of 11,823 eligible subordinate officers were promoted, leaving over 70% stagnant in the same rank many for more than a decade (UPF Promotion Bulletin, 2024). Such stagnation has intensified feelings of neglect and inequity within the force. In addition, the Kampala Police Welfare Survey (2024) indicated that over 55% of officers in Kampala Metropolitan South were dissatisfied with abrupt and unfamiliar role assignments, often handed down without the requisite training or preparation. This not only compromises officer competence but also undermines morale, motivation, and commitment to service. Collectively, these challenges illustrate the intensity of dissatisfaction within the UPF, where poorly managed transfers rather

than improving efficiency are fueling discontent, lowering job satisfaction, and threatening overall institutional performance..

1.3 Purpose of the Study

To examine the impact of police transfers on job satisfaction among officers in the Uganda Police Force, with a specific focus on Kampala Metropolitan South. The study aimed to explore how changes in duty station, job role, and rank or position affect the morale, motivation, and overall job satisfaction of police personnel.

1.4 Objectives of the study

i. To determine the effect of change in duty station on job satisfaction among police officers in Kampala Metropolitan South.
ii. To assess the effect of change in job role on job satisfaction among police officers in Kampala Metropolitan South.
iii. To examine the effect of change in rank or position on job satisfaction among police officers in Kampala Metropolitan South.

1.5 Research question

i. What is the effect of change in duty station on job satisfaction among police officers in Kampala Metropolitan South?
ii. What is the effect of change in job role on job satisfaction among police officers in Kampala Metropolitan South?
iii. What is the effect of change in rank or position on job satisfaction among police officers in Kampala Metropolitan South?

1.6 Research hypothesis

H0: There is a significant relationship between police transfers and job satisfaction among officers in the Uganda Police Force.

H1: There is no a significant relationship between police transfers and job satisfaction among officers in the Uganda Police Force.

1.7 Scope of the study

The scope of the study was divided into the content scope, geographical scope and time scope

1.7.1 Content scope

This study focused on examining the relationship between police transfers and job satisfaction within the Uganda Police Force, specifically in Kampala Metropolitan South basing on three key dimensions of police transfers: change of duty station, change in job role, and change in rank or position and how these changes influence various aspects of job satisfaction, including motivation, morale, performance, and career development.

1.7.2 Geographical scope

This study was geographically limited to Kampala Metropolitan South, one of the three policing zones under the Uganda Police Force's Kampala Metropolitan policing region. Kampala Metropolitan South covers key urban and peri-urban divisions including Katwe, Kabalagala, Central Police Station (CPS) Kampala, Nsangi, and surrounding areas. The area was selected due to its high policing demands, frequent personnel transfers, and the dynamic nature of law enforcement operations.

1.7.3 Time scope

This study focused on the period from 2020 to 2024, a timeframe selected to capture recent trends and developments in police transfers and job satisfaction within the Uganda Police Force. The selected period included significant administrative reforms, internal restructuring, and promotion exercises that directly impact the transfer and deployment of officers.

1.8 Significance of the study

Uganda Police Force (UPF); This study maybe significant to the Uganda Police Force as it provides insights into the effects of personnel transfers on officers' job satisfaction, morale, and productivity. The findings may inform human resource management practices, particularly in terms of transfer policies, promotion procedures, and welfare support systems. Understanding the challenges faced by officers during transfers could lead to more effective policies that enhance job satisfaction, retention, and overall performance within the force. By addressing issues related to duty station changes, job role assignments, and rank transitions, the UPF could improve its organizational climate, boosting officer motivation and morale.

Police Officers; For police officers, the study offers an opportunity to voice their experiences and concerns regarding the impact of transfers on their professional lives. The research may

highlight how factors such as job role changes, promotions, and relocations affect their satisfaction and mental well-being. This, in turn, could lead to improvements in job support structures and better working conditions. Officers stand to benefit from policies that are more attuned to their needs, resulting in a more supportive and fulfilling work environment.

Government of Uganda; For the Government of Uganda, the study provides valuable insights into the functioning and effectiveness of public service delivery, particularly within the police force. The findings may help policymakers understand how police transfers impact the force's performance, which is critical for maintaining law and order. Improving job satisfaction among police officers directly contributes to enhanced service delivery, which is essential for upholding public safety and security. As a result, the study's recommendations could inform national police reforms, making the force more effective and responsive to the needs of the public.

Ministry of Public Service; The Ministry of Public Service in Uganda may benefit from this study as it contributes to the broader discussion on public sector human resource management. By understanding the relationship between police transfers and job satisfaction, the Ministry can improve its approach to employee welfare, ensuring that public servants, including police officers, are more satisfied with their roles and duties. The study provides evidence for potential policy changes, especially regarding transfer processes, career development, and job support within the public service, aligning with efforts to improve overall public service delivery.

Academics and Researchers; For academics and researchers in the fields of public administration, human resource management, and police studies, this research offers a comprehensive case study on the relationship between job satisfaction and administrative practices in law enforcement. The findings contribute to the existing body of literature on police human resources and job satisfaction, offering a basis for further studies on police personnel management in developing countries. Researchers can use this study to examine the broader implications of human resource practices on employee satisfaction and productivity in other governmental sectors.

The Public and Communities Served by the Uganda Police Force; Finally, the study holds significance for the general public and communities served by the Uganda Police Force. Job satisfaction among police officers directly impacts their performance and engagement with the

public. By improving officer morale and motivation, the study's findings could contribute to better service delivery, increased public trust, and enhanced community safety. Satisfied officers are likely to be more engaged and responsive, leading to stronger relationships between the police and the public they serve.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews related literature on study topic, examining the relationship between police transfers and job satisfaction among police officers. The chapter looks at the theoretical and conceptual frameworks that apply to the study, knowledge gap and summary of the main factors.

2.1 Literature survey

Ddamulira(2009) conducted a study on assessment of the way promotions can be a motivation factor towards the employees' performance. The study targeted the Police Forces in Uganda and specifically the Kampala Central and extra areas. In the process of carrying out this study, it was guided by the following objectives: to establish the procedures which the Uganda Police Forces uses in the exercise of promoting its Officers, to assess the procedures used in the promotion of the Uganda Police Officers and to investigating the effectiveness of promotions as a motivation of the Officers of the Uganda Police Forces and to suggest the possible way forward for the improvement of performance at workplace in Uganda. The findings of the study indicate that promotions have an inducement towards the members of the police especially owing to the fact that they always attribute it to good payoff and general increased good welfare and standards of living. That also some of the procedures used in the promotions include, discipline, years of service, handwork, tolerance, good record intelligence, among others. The reasons as to why some officers are not promoted are that the whole process is filled with corruption, tribalism and political bickering among other factors. The reasons as to why some officers could opt for other professions are that they were somewhat dissatisfied with the forces´ poor living conditions, less remuneration, job insecurity among others. The study recommends that the promotions as a motivation factor is of paramount importance in any profession and that the following should be done: improvement of the general welfare of the Working Force, provisions of good social amenities, proper induction of the Officers when promoted, job security to be provided, insurance of the Police Officers, increment in the remuneration, avoidance of political bickering among others.

Muoka(2021) conducted a study to examine the effect of Police Transfers on job satisfaction in the NPS, Kenya. The specific objective was to analyze the influence of criteria used in police transfers on job satisfaction in the National Police Service (NPS). The study was informed by the work adjustment theory. Ex post facto research design was used in this study and the study area was the Nairobi city county. Target population was 8,508 police officers who were working in Nairobi City County by December 2020 of the ranks of senior superintendent, superintendent, assistant superintendent, chief inspector, inspector, senior sergeant, sergeant, corporal and constable. A sample of 382 officers from six sub counties was picked using simple random sampling. Questionnaires and interviews were used to collect the data. Research instruments were pretested in Kiambu county. Questionnaire were administered to respondents in five sub counties of Kasarani, Starehe, Kamukunji, Westlands and Embakasi who were required to respond to the questions in the provided spaces. Interviews were conducted with three senior officers working in the directorates of personnel. Quantitative data was analysed by first finding the percentages for the officers who are very satisfied, satisfied, neutral, dissatisfied or very dissatisfied with their work. Qualitative data was analysed by grouping it into themes, finding patterns and common characteristic and drawing of insights from the observations. Results have been presented in form of tables, graphs and text. It was found that there was no relationship between police transfers and job satisfaction and that transfer criteria does not influence job satisfaction in the police service. Based on the study findings where no relationship between transfers and job satisfaction was found, it is recommended that similar research be conducted to find out if the county (area) of current deployment and nature of duties in the current deployment has any significant effect on the job satisfaction among police officers in the NPS.

Otieno(2022) conducted a study to explore the effect of police transfers on the personal development of administration police officers. The objectives of this study were to explore influence of timing and frequency of transfers on personal development; effect of transfer benefits on personal development; effect of change in physical environment on personal development; the influence of distance of workstation from home on personal development. This study was guided by the expectancy-value theory and the street-level bureaucratic theory using a descriptive research design. The target population for this study was all the officers working in the border patrol unit of the Administration police service. The study involved 100 officers out of the 2920 officers assigned to the Border Police Unit. Purposive sampling technique was used to

select the respondents with thorough regards for their anonymity and confidentiality of their participation including identity free responses. Semi-structured questionnaires were used to collect data, which was then sorted, coded, and analyzed through descriptive and inferential analysis. The study showed that time-and-frequency of transfer, area geography, and distance of transfer have a varying negative effect on personal development while post-transfer benefit has a positive effect on personal development. The study recommends policy makers to formulate a regular and predictable transfer schedule for police officers that consider the personal lives of officers and the transfer objectives.

2.2 Theoretical review

2.2.1 Street-level bureaucratic theory

Street-level bureaucracy (SLB) is a sociological theory that was developed by Michael Lipsky, an American sociologist. The theory seeks to provide an explanation on the working practices and beliefs of front-line employees who work in the public sector, and the ways in which public policies are enacted to guide their routine work (Cooper et al., 2015). The theory examines the workplace by looking on the practical and systematic dilemmas that workers in the civil service must overcome, with a greater focus in areas of policing, education, and welfare. According to (Cooper et al., 2015), the SLB theory is based on the belief that public service is a representation of the coal mines of welfare where the hard, dirty, and dangerous work‖ of the state is done. Lipsky supports this notion because of reasons such as clients always create high demand for services; the demand often surpasses the supply due to limited resources.

Most state organizations do not have private alternatives. Hence, most clients cannot obtain government services elsewhere. Consequently, civil servants opt for mass processing of excessive client caseloads (Gilson, 2015). Secondly, for many front-line public servants, extensive personal discretion is an important work component, especially for those involved in private, face-to-face interactions with clients to evaluate the credibility of cases. Workers in the public service are often forced to exercise some degree of personal discretion to become creative in resolving complex cases, excessive workload, and ambiguous job performance targets, and enforcing the rules, regulations, and policies which they are obligated to uphold. For instance, when a police officer catches a speeding motorist, he/she can decide whether to apply a penalty

such as a criminal charge or a warning, or just give a warning. A border patrol officer who finds undeclared goods can give a warning to individuals involved in the illegal activity, confiscate, and destroy the contraband items, or levy a fine/penalty.

Although front-line public employees can exercise extensive personal discretion, they are bound to operate within the rule of law, government regulations and follow administrative procedures. This helps to ensure that the SLB operates fairly and ethically; each citizen deserves a fair treatment (Maynard-Moody & Portillo, 2011). Thirdly, Public workers compromise their work quality by creaming off cases that they perceive to have a known positive outcome or are likely to be straightforward. Sometimes, workers play the role of advocating for clients who are perceived to be experiencing social vulnerability. Workers become unable to provide all services required by all members of the public, and this may force them to deny other clients basic humanity. In the long run, these pragmatic choices eventually become the de facto policy of the organisation (Cooper et al., 2015). This may create a contrast with the written aims and objectives of an organization.

The SLB theory has implications not only for individuals in the public service, but also the overall government system. According to Lipsky, the unmet demand from clients implies that substantial expansion of budgets and staff may not reduce workload pressures. Instead, increasing the capacity leads to ongoing expansion of the same level of service quality at a higher volume‖ (Cooper et al., 2015). Where there is growth in population, the demand for services keeps increasing because the number of citizens who need public services also increases. The demand for police services varies by region, but generally, the demand for their services increases with increase in population. Because metropolitan regions and urbanized areas are fast growing in many developing countries like Uganda, the demand for police officers is increasing (Akosa & Asare, 2017).

Street-Level Bureaucracy (SLB) theory by Lipsky provides a useful lens for examining the impact of police transfers on job satisfaction among officers in the Uganda Police Force, particularly in Kampala Metropolitan South. The theory emphasizes that frontline public servants, such as police officers, operate under conditions of high demand, resource constraints, and significant personal discretion, which shapes both their performance and morale (Cooper et al., 2015; Maynard-Moody & Portillo, 2011). In the context of transfers, changes in duty station,

job role, and rank or position directly affect officers' discretion, workload, and relationships with communities, thereby influencing job satisfaction. However, SLB theory has weaknesses when applied to motivation-focused studies, as it largely emphasizes structural constraints, coping mechanisms, and pragmatic adaptations, while paying less attention to the psychological and motivational factors that drive employees' satisfaction. This limitation led to the adoption of complementary theories such as the Expectancy-Value Theory, which shifts focus to how individuals' expectations of outcomes (e.g., recognition, promotion, or better working conditions) and the value they attach to those outcomes influence their motivation, morale, and overall job satisfaction (Vroom, 1964; Eccles & Wigfield, 2002).

2.2.2 Expectancy-value theory

Proposed by Victor Vroom in 1965, the expectancy value theory is a cognitive framework for motivation and performance of individuals based on their perceptions about an existing situation (Parijat & Bagga, 2014). The theory asserts that individuals will shape their behaviours in line with the satisfaction they anticipate from a goal they value. It suggests that individuals will modify or change their behaviours to align with their goals. The theory posits that individuals (workers) will perform a task not only because they are expected to but also when they have the opportunity and ability to do so. Individuals must also believe that their effort will yield rewards in line with their expectations (Parijat & Bagga, 2014).

Police transfer is a major activity that can influence the perception of officers concerning the opportunity they have to perform a task and meet their goals. It can manifest this influence in that it results in change in geography and in some cases the work environment (Diphoorn, 2019). It can also influence the perception of police officers concerning their ability to perform the task and personal belief that their effort was rewarded. Police transfer may involve the movement of officers either horizontally or laterally from one department, location, or station to another. This movement could result in a change of atmosphere and circumstance with a determining effect on the ability of an officer to achieve their goals, both at work and back at home. For instance, geographical transfer may influence the exposure of an individual to resources that affect the ability of the officer to meet objectives (Jodlbauer et al., 2012). In line with this theory, an officer can alter their behaviours in pursuit of a goal depending on their perception of the

opportunity, which can vary with transfer. These considerations make the expectancy-value theory sufficient for guiding the conduct of this study.

This theory was used in related policing studies from as early as Mastrofski et al. (1994) to recent studies like Dejong et al. (2006), Johnson (2009), Johnson (2010), as well as Johnson and Lafrance (2016) which demonstrated the importance of this theory in job satisfaction issues for police officers. While this theory was used to examine productivity differences among police officers, it was yet to be used to examine the influence of transfer of police officers on their job satisfaction. In addition, this theory falls short in that it did not provide ideas on how to measure the factors influencing individuals' beliefs concerning their ability to achieve goals. These factors are to be determined depending on the underlying individual motives.

The Expectancy-Value Theory proposed by Vroom (1965) provides a strong foundation for examining the impact of police transfers on job satisfaction among officers in the Uganda Police Force, particularly in Kampala Metropolitan South. The theory posits that individuals' motivation and performance are shaped by their expectations that effort will lead to desired outcomes and the value they attach to those outcomes (Parijat & Bagga, 2014). In the context of police transfers, changes in duty station, job role, and rank or position directly affect officers' perceptions of their opportunities to achieve both personal and professional goals. A transfer to a new duty station may influence access to resources and support systems, which in turn impacts morale and satisfaction (Diphoorn, 2019; Jodlbauer et al., 2012). Similarly, changes in job roles alter the alignment between an officer's skills and responsibilities, influencing their belief that effort will yield meaningful rewards. Adjustments in rank or position also determine the extent to which officers perceive fairness and recognition, which are central to motivation. Guided by this theory, the study specifically sought to determine the effect of change in duty station, assess the effect of change in job role, and examine the effect of change in rank or position on job satisfaction among police officers in Kampala Metropolitan South.

2.3 Literature review

2.3.1 Effect of change in duty station on job satisfaction

Workplace Relocation as a Determinant of Employee Job Satisfaction

Moving offices has become an increasingly common occurrence in the fast-paced era of globalization. As daily activities are often related to commuting home from work, workplace relocation is an important life event that can have an impact on employees' travel habits, general mobility and daily routines. This is driven by various factors, such as business expansion, changes in organizational strategy, improving bureaucratic performance, and company mergers and acquisitions. Pellenbarg et al. (2002) and Ibrahim et al. (2020) define workplace relocation as an organizational change from location A to location B. Systematically, the workplace relocation process can be seen through three main stages, namely: pre-relocation, relocation, and post-relocation. In each phase, different considerations must be made to ensure the effective acquisition of a new workplace.

Relocation involves at least three changes, namely, location, building, and workplace, and sometimes, as a fourth change, changes in work patterns (Christersson et al., 2017) in Tuomala et al., (2022). Work location moves can have a positive impact on organizations, such as increased operating efficiency, reduced costs, and access to new markets. However, work location moves can also have a negative impact on employees, especially on their job satisfaction. Several studies have addressed the issue of satisfaction in general with respect to place attachment. A person's attitude towards their job, which is influenced by a number of variables such as salary, work environment, work-life balance, and opportunities for professional growth, is known as job satisfaction. A change of work location can disrupt employees' work-life balance, making them feel pressured and uncomfortable with the new work environment, as well as hindering their career development opportunities.

Impact of Workplace Relocation and Long-Distance Commuting on Employees' Travel Behavior, Family Life, and Well-being

According to Appel-Meulenbroek (2010) in Ibrahim et al., (2020), workplace relocation requires systematic attention and research to develop an effective approach in analyzing costs and benefits. In this effort, special attention is needed to optimize the relocation process and reduce unnecessary costs, as well as improve work quality and worker comfort. One case study related to workplace relocation can be found in Indonesia, where the relocation of Indonesia's capital city from Jakarta to East Kalimantan, scheduled to begin in 2024, adds to the complexity of the

situation. According to a detiknews article, the official announcement of the capital move has long been made by the government, especially under the leadership of President Joko Widodo.

Key life events such as house relocation, having a baby, buying a car, etc. can drastically modify the way individuals travel or perform their activities (van Acker, van Wee, & Witlox, 2010). As discussed by Schoenduwe, Mueller, and Peters (2015) some life events are endogenous to individuals or the household they belong to (buying a car, house relocation etc.), while others are not (death of spouse/husband for instance). Recently, Rau and Manton (2016) have underlined the challenges related to understanding the complex interaction processes related to "mobility milestones." Indeed, being recently graduated, buying a car and starting a career are three important life events, but how they interact, and the extent of their direct and indirect effect on travel behavior, is still debated. Without any doubt, employees' workplace relocation can be considered an important life event, shaping travel behavior and the overall daily activity patterns of individuals. However, because of the non-recurrent nature of such an event and its relative specificity, the effect of workplace relocation on travel behavior has not been extensively studied. Few scientific publications are available, and they vary a great deal in terms of their spatial context and analyzed impacts. While some life events may have a limited effect on individuals' travel behavior and activity pattern, the relocation of employees' workplaces theoretically affects everyone, although not necessarily in an equal manner.

Goerke and Lorenz (2017) argue that employees who commute long distances are not able to come daily at work and therefore, about 20% of such employees do not attend to their workplaces regularly contrary to employees who commute short distance. Similarly, Dickey (2022) and Daka (2016) argue that commuting long distance accompanied with negative attitude to community for instance lead to decline in number of students perusing teaching career in order to run and avoid such chaos. According to Chondoka (2022), long commuting also reduces teachers' time to spend with their families. On the other hand, other teachers tend to use commuting as a strategy to get close to their families but the time they get is very few compared to teachers with no commute or who commute short distance. In the same vein, Kariuki (2014) argues that several feelings are connected to family issues; for instance, children feel miserable in the absence of their parents, family income is jeopardized due to the increased cost of commuting to and from home, and the emergency of infidelity that emerges in the family. In this

way, long distance commuting does not only lead to cost, time consuming, and stressful work, but also can lead to employees' physical and mental health problem, job frustration, social separation, and boredom that in turn can contribute to increased tension and stress for workers (Shakti, Ray & Gupta, 2021).

Relationship between Long-Distance Commuting and Teachers' Job Satisfaction

Literature show that, long distance commuting triggers employees' dissatisfaction with work conditions and environment-related variables such as family issues like good schools for kids, houses, employees' health and other social amenities (Shonje, 2016 & Rao, 2018). According to Önen and Doganer (2021), teachers in rural areas prefer to live in urban or semi-urban areas to take care of partners and indeed special care of relatives. Therefore, employees decide to relocate to areas where amenities are available as well as where friends and partners live.

The increased distance commuted to teachers is accompanied by attitudes towards their work. A number of studies established that long-distance commuting affects teachers' job satisfaction. For instance, Hakansson and Lundmark (2019) in Sweden observed that employees are affected by commuting distance to and from work as they commuted 7.5 to 10 kilometres daily. Daka (2016) found that teachers are affected by the commuting distance in Patauke District Zambia. In Zambia, teachers commute 6 to 92 kilometres from school to the town where teachers live. A study by Janssen (2017) in Netherland reveals a small and negative relationship between commuting distance and job satisfaction as indicated by the coefficient of determination, $\beta = 0.016185$; $P = 0.032$. The findings reveal that, for every additional kilometre commuted between home and workplace, job satisfaction tends to decrease to 0.0016185. Therefore, commuting distances have an impact on teachers' job satisfaction because long commutes induce stress that lower teachers job satisfaction.

Abdu and Nzilano (2018) found that in Temeke District, teachers are dissatisfied with commute distance to 10 km daily to and from work. Kyara (2013) observed the same in Kinondoni District where teachers commuted long distances of 10 km daily to and from schools. Similarly, Shonje (2016) reported that the situation is not only to teachers who live in Temeke and Kinondoni district but also for teachers who live in Kisarawe District. The studies show that teachers are dissatisfied with long distance commuting inside Tanzania. It is again argued that teachers in

Tanzania face a challenge of long-distance commuting as long-distance commuting tied teachers' job satisfaction in their work environment because it increases teachers' travel time and other life difficulties.

Once employees are dissatisfied with the distance commuted, they decide to quit their current work (Han, Hakansson, and Lundmark (2019). Daka (2016) found that 82.5% of teachers' performance is affected by the distance commuted from home to school as teachers come to school late and tired something that affects teaching directly. On the other hand, Shonje (2016) found that teachers who live far away from the schools are accompanied by low teaching morale; as a result, teachers have low attendance at school, attrition and sometimes informal arrangement with students in attending school sessions (Kyara, 2013). Conversely, researchers like Spies (2006) found that the growing commuting distance between home and workplace does not necessarily cause lower job satisfactions. Similarly, Sanjeewa and Dilina (2018) asserts that commuting distance to place of domicile does not affect job satisfaction. These contradictory findings may be due to various factors, including the specific work environment and individual variations in how people perceive and react toward commuting. Therefore, it is crucial to take into account a variety of studys' findings and viewpoints in order to comprehend the relation between commuting distance and job satisfaction.

2.3.2 Effect of change in job role on job satisfaction among police officers

Influence of Job Position on Job Satisfaction: Hierarchical Differences in Stress, Commitment, and Work Environment.

Job position/level refers to the level of hierarchy from the given organization (Abdulla, 2009). Police officers work in different positions and under different departments, wherein the results indicate that careerists in the police department has highest job satisfaction level, and then comes investigators and administrators on higher job satisfaction level (Hoath, et al., 1998). It is shown that there is relationships between stress and job satisfaction, these stresses are dependent on the position of the job. This shows the impact on job satisfaction among different positions in police departments (Julseth, et al., 2011). Most of the dis-satisfied officers expressed low work commitment (White, et al., 2010). Study indicates that those who are in higher levels will have higher job satisfaction compared to lower positions (Robie, et al., 1998). Due to better working

environments and working conditions, pay, prestige, higher position officers feel satisfied with the job (Oshagbemi, 2000).

The relationship between job level and job satisfaction has been extensively studied, revealing a generally positive correlation. Higher-level employees often report greater job satisfaction due to factors such as increased autonomy, authority, and opportunities for personal and professional growth. A meta-analysis by Robie et al. (1998) found that as job level increases, so does job satisfaction, suggesting that the structure and responsibilities associated with higher positions contribute to this trend. However, this relationship is not uniform across all contexts. For instance, a study focusing on the apparel and textile industry in Sri Lanka found significant differences in job satisfaction between high-level and low-level employees, indicating that industry-specific factors can influence this dynamic.

The multifaceted relationship between job level, organizational factors, and job satisfaction among police officers

Moreover, factors such as burnout can mediate the relationship between job level and job satisfaction. Research by Kim et al. (2017) demonstrated that burnout components like exhaustion and cynicism can negatively impact job satisfaction, regardless of job level. Additionally, perceptions of unfair pay can exacerbate dissatisfaction, particularly among higher-level employees who may have heightened expectations regarding compensation.

The relationship between job level and job satisfaction among police officers is multifaceted, influenced by factors such as autonomy, recognition, and organizational support. Higher-ranking officers often experience greater job satisfaction due to increased decision-making authority and perceived competence. For instance, a study in Enugu, Nigeria, highlighted that autonomy significantly predicts job satisfaction among police officers, suggesting that higher ranks, which typically come with more autonomy, are associated with increased satisfaction (Obodo, 2019).

However, this correlation is not consistent across all contexts. In the Nugegoda Police Division, research indicated that organizational factors, such as salaries and working conditions, had a more substantial impact on job satisfaction than rank. The study found that 93.3% of respondents reported low job satisfaction, primarily due to inadequate compensation and poor working conditions, regardless of their rank (Kariyawasam, n.d). Moreover, perceptions of fairness and

career development opportunities play a crucial role in job satisfaction. A study among Pakistani police officers revealed that perceived fairness in transfers was a strong predictor of job satisfaction, emphasizing the importance of transparent and equitable organizational practices. Similarly, research from the Administration Police Headquarters in Kenya found that well-structured career development programs positively influenced job satisfaction, highlighting the need for continuous professional growth opportunities (Mwaniki, 2022)

Determinants of job satisfaction across gender and organizational levels in the workplace

Job satisfaction is the attitude towards job. It can be seen that many researches on job satisfaction have been done for a long period of time in Psychology, Human Resource Management and other related subjects. It could be noticed that the factors affecting job satisfaction and job satisfaction of nurses, teachers, officers in private and government sectors were under those researches. Job satisfaction is widely studied in social sciences (Dorman & Zapt, 2001, Spector 1997). Such studies have been done on the significance of studying the nature of attitudes towards jobs. Many studies were done on the factors affecting job satisfaction, the influence of job satisfaction on various variables. This study also concerns the job satisfaction of high and low level garment employees. And it further studies the nature of job satisfaction between male and female garment employees. E. Sharon Mason (1995) mentions that attitudes of males and females change when gender role is sharply considered. As gender is very sharply considered in many contexts of Sri Lankan society, the attitudes of males and females towards jobs may also change accordingly. Kanper (1982) says opportunities structures should be available similarly for males and females to occur similar attitudes and behaviors.

2.3.3 Effect of change in rank or position on job satisfaction among police officers

The role of promotions and job satisfaction in enhancing police performance and organizational effectiveness

Promotion refers to moving to a higher position in the organizational hierarchy (Abdulla, 2009). A study on police constable indicates that promotional opportunities have a high job level of job satisfaction (Bennett, 1997), It is indicated that promotions and evaluations had a strong positive correlation between job satisfaction (Qureshi, et al., 2017). Support of superior officers and working in the unit collectively provides variation in police officers' job satisfaction levels (Kula,

& Guler, 2014). Promotional opportunities vary from different organizations, some effects as rewards, like a hike in salary and other perks. But some promotions based on the performances may not provide much job satisfaction as rewarded promotions. In most of the studies, it is indicated that promotions have positive effects on job satisfaction but it purely depends on fairness, perception, and equity of employees (Kreitner & Kinicki, 2006).

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

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

The impact of compensation, working conditions, and resource constraints on police job satisfaction

Job satisfaction in the police force can be achieved if police officers are adequately compensated and satisfied with their jobs (Lokesh, Patra, & Venkatesan, 2016). This is because police officers work under occupational hazards such as physical hazards, accident hazards, chemical hazards, biological hazards and psychological trauma. These hazards are encountered when police officers discharge assigned duties such as chasing and arresting alleged criminals, directing traffic, investigating cases and patrolling (ILO, 2000).

Despite their significance in maintaining security, police forces around the world deal with a variety of difficulties in their line of work. Understaffing police forces is a problem everywhere. A ratio of 300 police officers for every 100,000 inhabitants was proposed by the United Nations

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

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

The role of promotions as an extrinsic motivator and their impact on police job performance

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

Promotion is considered one of the extrinsic motivators capable of significantly enhancing the performance of police officers. Research by Rosenfeld (2020) suggests that promoting police officers based on their education level can be an effective way to motivate them, leading to improved commitment and performance. However, in the Tanzanian context, limited literature exists regarding the strategies and criteria employed for promoting police officers and whether

such promotions have a positive impact on their job performance. Moreover, the issue of police officers leaving the force before retirement is a concerning trend, necessitating a comprehensive study to assess the influence of extrinsic motivation, such as promotions, on the job performance of police officers in Tanzania.

A study conducted by Glasser III (2022) in New Jersey, USA, explored police promotions and assignments, emphasizing the role of qualification and social ties in the promotion process. While this qualitative study provided valuable insights, its findings are limited to a specific context and may not be generalizable.

Similarly, research by Yasmeen (2019) explored the implications of favoritism and nepotism on employee performance in public-sector hospitals. The study revealed a significant relationship between favoritism/nepotism and performance, highlighting the negative impact of promotions based on these criteria. Given that this study was conducted outside the police force, it is essential to investigate the promotion practices within the police field, considering its unique dynamics.

The Influence of Promotion Policies on Job Performance in the Police Force

Michael (2020) conducted a study on factors influencing organizational performance within the Tanzania Police Force. The research indicated that promotions among employees contributed to effective performance, although the practice was poorly executed, leading to demoralization and underperformance. However, the study did not delve into the specific promotion policies used to enhance job performance among police officers. Hence, another study is required to determine the promotion policies contributing to improved job performance in the police force.

Mkenga (2020) investigated the factors affecting the motivation of police officers in Tanzania, with a focus on the Traffic Police Headquarters. While the study highlighted the influence of recognition on police officers' performance, it also revealed their dissatisfaction due to inadequate motivational packages. Similarly, Ligare et al. (2020) examined job promotion and employee performance among the Administration Police in Bungoma County, finding a significant positive relationship between job promotion and performance. However, both studies may lack depth in results due to the limitation of relying solely on questionnaires. Therefore,

further research is necessary to determine the promotion strategies that enhance police officers' job performance.

Elwini (2019) explored the role of promotion in job performance within the Tanzania Police Force. The study revealed that promotion criteria, timely promotions, and positions for promotion were strategies employed, but they were inconsistent and not consistently adhered to. The research also highlighted the influence of promotion on job performance in various police activities. Recommendations included the need for monitoring mechanisms to ensure the consistent implementation of promotion criteria and policies.

Salim (2020) conducted a study to investigate the influence of workplace promotion on employee performance in Zanzibar's public sectors. The study, using a quantitative approach, found that promotional procedures increased employees' performance and emphasized the importance of effective promotional policies. However, this study did not provide detailed information on how promotions specifically raised job performance.

Employee tends to be satisfied with their place in the organization when they perceive that there are fair chances for promotion (De Souza, 2002). The possibility of advancement often serves as a major incentive for superior managerial performance and promotions are the most significant way to recognize superior performance. Therefore, it is extremely important that promotions be fair, based on merit and untainted by favouritism (James et al., 2000). In some instances, even fair and appropriate promotions can create a number of problems for instance, members of an organization who are bypassed feel resentful, which may affect their morale and productivity. In Uganda's context there is always a problem of failure to retain staff especially higher cadres. This is evident in the Uganda Police Forces. Barungi (2005) contends that this problem has its roots in conditions of service and job satisfaction.

2.3. 4 Job satisfaction among police officers

Determinants and implications of job satisfaction among police officers

The term 'job satisfaction' refers to the attitudes and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction (Armstrong, 2006:264). According to Locke (1976) as cited by Gyamfi (2014) job satisfaction is the pleasurable emotional state of a worker that results from the appraisal of that worker's job

experience. Hopkins (1983:7) as cited by Roy & Avdija (2012) defined job satisfaction as "the fulfilment or gratification of certain needs that were associated with one's work". According to Čiarnienė1 and Kumpikaitė (2010), job satisfaction refers to "the extent to which employees gain enjoyment from their efforts at the workplace. It is generally believed that higher job satisfaction is associated with better organizational and individual performance, commitment; increased productivity, lower absenteeism, and lower employee turnover".

Job satisfaction is the degree to which people like their job (Spector, 1985). Individuals who enjoy doing their jobs will have more satisfaction level compared to other people. Lee and Moon. (2011) says that job satisfaction is a mixture of attitudes by employees towards their job. Job satisfaction can also be said to be a method that provides a healthy organizational structure (Abdulla et al., 2008). Job satisfaction among police is not much discussed in previous studies as it is discussed regarding other sectors.

Job satisfaction, it has been recognized in private organizations as successful job functioning, its merely applicable to police organization too (Griffin, et al., 1978). The difference among other organizations and police, police culture provides a unique organizational climate, which involves advocate particular rules with superior as well as clients. Officers hold a different attitude and uncertainty regarding performance expectations (Paoline, 2004). Job satisfaction among police officers includes age, gender, race, rank, experience, education, position, work environment, etc. (Love & Singer, 1988). And influenced by job stress, police officers are provided with a great level of power and are expected to perform a particular task (McLaughlin & Bing, 1987). Police officers work in a negative environment, handling crime. It is very difficult for police officers to fulfill the demands of the public and organization both. All these factors in the police department lead to poor job satisfaction (Johnson, 2012). The study also reveals that police job satisfaction has a strong relationship between work stress, commitment, use of force, etc. (Manzoni, & Eisner, 2006).

The impact of work conditions and health on job satisfaction among police officers

Although the idea of job satisfaction has been well studied in other professions, there hasn't been much empirical research on job satisfaction among police officers. Increases in intrinsic workplace conditions result in increased levels of employee satisfaction and motivation. Shift

work is unavoidably one of the many work-related obligations that police officers must deal with on the job. Working in shifts, especially at night, is linked to a number of health hazards, including an increased risk of cancer due to reduced melatonin secretion and greater occurrences of cardiovascular diseases caused by a disrupted circadian rhythm (WHO, 2019). Additionally, alternating shift work is linked to an increased risk of sleep disruptions, poor mood and performance, and strained social and familial ties, all of which can be detrimental to one's physical and mental health. Balancing work and leisure activities, such as partnership, family, caring for relatives, hobbies or voluntary work, thus poses a particular challenge for employees working in alternating shifts. Similarly, job satisfaction is closely related to both physical and mental health.

A lack of consistency exists in the literature's conclusions about the gender and perceived quality of life of police personnel. Arroyo et. al. (2019) indicates that while total scores between male and female police officers do not significantly differ, female police officers reported lower levels on certain subscales of health-related quality of life, which, like work satisfaction, is inversely correlated with felt stress. Significant interactions weren't found, though. Other research has not discovered any appreciable gender variations in police officers' quality of life. The study of police officers' quality of life, however, is still in its infancy.

Law enforcement is a system wherein some people in a society work together in an organized way to uphold the law by identifying, discouraging, rehabilitating, or punishing those who disobey the laws and standards that govern that particular society. The people who personally engage in patrols or surveillance to deter and uncover criminal conduct, as well as those who investigate crimes and catch offenders a role normally performed by the police are the ones who use it most frequently. The Philippine National Police is in charge of enforcing the law in the Philippines (PNP). The Constitution of the Revolutionary Government was reportedly used to create the first police organization in the Philippines during the administration of Emilio Aguinaldo (Gonzales, 2020).

Global perspectives on police job satisfaction and contributing factors

There were no comparable studies on the satisfaction levels of law enforcement personnel worldwide as of the time of writing. However, a ranking of the top-performing police

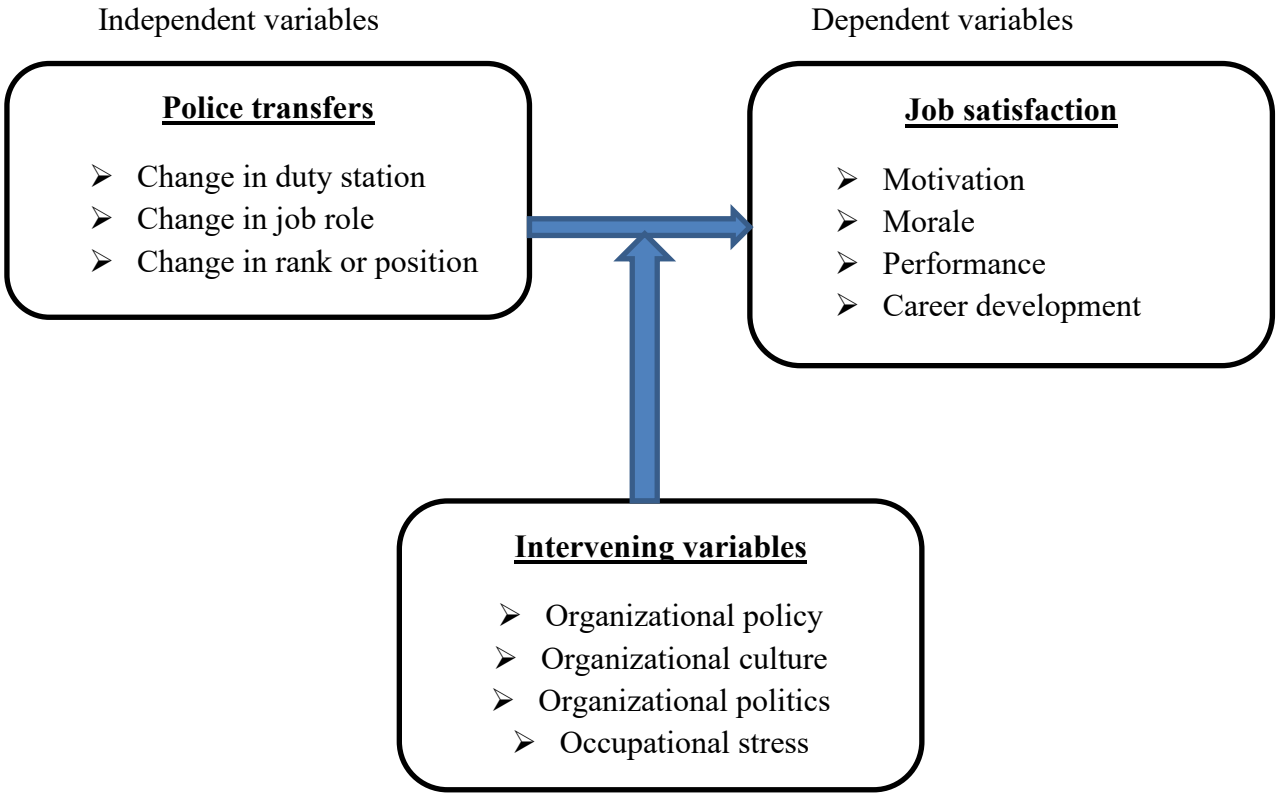
organizations offers information because there is evidence linking performance with employee happiness. The California Highway Patrol of the United States, the Royal Canadian Mounted Police of Canada, the Metropolitan Police Service of England, the Australian Federal Police, the New York Police Department, The People's Armed Forces of China, the New Zealand Police, the Federal Police of Austria, the Garda Sochána of Ireland, and ranked first is the Icelandic Police of Iceland, according to a report by Infotainworld (2016).

Numerous studies on the levels of job satisfaction of police personnel have been conducted in the Philippines, taking into account diverse jurisdictions. They all come to the same conclusion: the police officers were content, especially a study by Bantang et al (2018) discovered that the Manila Police District officers were happy with their jobs. The level of job satisfaction of police officers has not yet been studied. The term "job satisfaction" has many definitions. The most accurate definition, nevertheless, is "a pleasurable or positive emotional state coming from the appraisal of one's employment or job experiences" (Judge & Klinger, 2018). There are several variables that affect job happiness. These variables include pay and benefits for employees, working environment, the nature of the task itself, relationships at work, corporate rules, employee evaluation and recognition, and several other variables.

2.4 Conceptual framework

Conceptual framework is a diagrammatic representation of variables, the independent and dependent, and how they relate to each other. The conceptual framework for this study is presented in Figure 2.1. The independent variable of this study is the police transfer and its elements such as change in duty station, change in job role and change in rank or position of which jointly or independently influences the dependent variable.

Figure 2.1: Conceptual Framework



Source: Adopted from Otieno(2022) and modified by the Researcher, 2025.

The conceptual framework illustrating the relationship between police transfers and job satisfaction presents police transfers as the independent variable, manifesting in three key forms: change in duty station, change in job role, and change in rank or position. These changes can significantly influence the experiences of police officers by altering their work environment, responsibilities, and status within the organization. The dependent variable in this framework is job satisfaction, which is reflected through indicators such as motivation, morale, performance, and career development. For example, a transfer to a higher rank may boost morale and motivation due to increased recognition and responsibility, while an abrupt change in duty station without proper support may lead to decreased performance and hinder career development.

However, the influence of police transfers on job satisfaction is mediated by several intervening variables that either amplify or mitigate this relationship. These include organizational policy, organizational culture, organizational politics, and occupational stress. For instance, fair and

transparent organizational policies can foster a positive perception of transfers, leading to improved job satisfaction, whereas politicized transfer practices may diminish morale and motivation. Similarly, an organizational culture that supports adaptability and development can ease transition during transfers, while high levels of occupational stress resulting from unclear roles or overwork in new stations may negatively affect performance and overall satisfaction. Therefore, the conceptual framework underscores that while police transfers have a direct impact on job satisfaction; this relationship is deeply shaped by the organizational environment and internal dynamics.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology that was used in the study which include the research design, study population, sample size and selection, sampling techniques and procedure, data collection instruments, data quality control (validity and reliability), procedure of data collection, data analysis and measurement of research variables.

3.1 Research approach

The research approach outlines the overall strategy or plan adopted by the researcher to answer the research questions or objectives. It provides a framework within which the research is conducted, guiding the selection and sequencing of research methods and procedures (Smith, 2022). The study used a mixed research approaches. Mixed-method methods simply employ a combination of both qualitative and quantitative approaches based on the purpose of the study and the nature of the research question aiming to provide a better understanding of the subject. Utilizing the integration of both methods can help researchers to address complex research circumstances in different research fields such as social and health research.

3.2 Research Design

Orodho (2000) defines a research design as the scheme, outline or plan that is used to generate answers to the research problems. A research design can be regarded as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose. It was the conceptual structure within which research was conducted. It constitutes the blueprint for collection, measurement and analysis of data (Kothari, 2003).

A descriptive survey research design was adopted in this study. This was because people‘s views and opinions were sought and described accordingly and established how transfers affect job satisfaction among police officers(Lanlege et al., 2013). Both qualitative and quantitative methods were adopted because they supplement each other. The qualitative approach was mainly used to describe subjective assessments, analyses and interpretation of attitudes, opinions, and behaviours of the respondents as expressed verbatim from interviews (Mugenda and Mugenda,

1999). The quantitative methods helped in generating numerical data, which was statistically manipulated to meet required objectives through descriptive statistics (frequencies and percentages) and inferential statistics, which was test hypotheses using correlations and coefficients of determination (Amin, 2005). This was because there was need to outlay some information statistically in order to bring out the statistical aspects of the study clearly. Using a combination of qualitative and quantitative data allows triangulation by ensuring that the limitations of one type of data are balanced by the strengths of another (Gunto Lu et al., 2013)

3.3 Study population

The study was done in Kampala metropolitan area. The actual population was 300 UPF members who included senior superintendents (SSPs), Superintendents (SPs), Inspectors (IPs), Sergeants (SGTs), and Police Constables (PCs).

3.4 Determination of sample size and selection

For quantitative samples, a sample size of 162 respondents was determined using statistical tables of Krejcie and Morgan (1970), as cited by Amin (2005), and included various categories as specified in Table 1 below:

Table 3.1: Research Respondents by Category and Sample

Respondents	Population (N)	Sample size(S)	Sampling technique
Inspectors(IP)	30	17	Simple random sampling
Sergeants(SGT) and NCOS	30	17	Simple random sampling
Police constables(PC)	220	128	Simple random sampling
Total	280	162	

In qualitative research, the determination of sample size is crucial and varies based on the research question, the complexity of the phenomenon under study, and the desired level of data saturation. As noted by Fridlund and Hildingh (2000), qualitative studies typically involve a smaller number of participants, typically ranging from 1 to 30 informants. However, the adequacy of the sample size hinges on the informational needs essential for addressing the research question with confidence, as emphasized by Krippendorff (2004) and Patton (2002).

To fulfill the required sample size, the study purposively recruited participants, including Senior Superintendents of police and superintendents (SP) in the Kampala Metropolitan area. Purposive sampling enabled the selection of participants who possess relevant knowledge and experiences

related to the research topic, thereby facilitating a comprehensive understanding of the phenomenon under investigation.

Given the qualitative nature of this study, the primary goal was to achieve data saturation, where no new information or themes emerge from additional data collection, as elucidated by Hagaman and Wutich (2017). The study conducted interviews and achieved sufficient data saturation at the sample size of 20 respondents.

3.5 Sampling Techniques and Procedure

Senior Superintendents of police and superintendents (SP) were purposively selected due to their expertise and experience in ensuring security. This strategic sampling approach enabled the selection of information-rich cases, yielding in-depth insights into the experiences, perceptions, and perspectives of police transfers and job satisfaction in the Uganda Police Force in Kampala Metropolitan area. These methods allowed for practical and feasible recruitment, maximizing the likelihood of obtaining willing participants while also maintaining a manageable sample size for the interviews. The researcher also chose simple random sampling technique such that each member in the targeted population would have an equal chance of being included in the sample (Nafiu et al., 2012). This was used in sampling superintendents, inspectors, sergeants and police constables

3.6 Data Collection Methods

This study used both quantitative and qualitative data collection methods. Quantitative data was collected using questionnaires that were filled by the SPs, IPs, SGTs, and PCs and qualitative data was obtained from SSPs by help of interview guides.

3.6.1. Survey method

Respondents were questioned using a questionnaire method to gather data. Successful surveys, according to Guppy & Gray (2008), depend on skillfully conducted data collection techniques. The authors emphasized that when conducting a questionnaire survey, the researcher made sure that the questionnaires were brief and easy for respondents to grasp. In agreement, Kaptelinin, & Nardi (2006) makes the case that surveys have to be succinct yet thorough.

3.6.2. In-depth Interviews

This research study utilized in-depth interviews as the primary data collection method, engaging senior police officers from the Ugandan Police. Employing a structured and semi-structured interview format, this approach enabled a comprehensive exploration of participants' experiences, perspectives, and insights into the implications of social media usage on personal security. To ensure the efficacy of the interview process, a carefully crafted interview protocol was developed, adhering to the guidelines outlined by Yin (2011) and Baker (2011). This protocol consisted of a set of open-ended questions, designed to elicit detailed and insightful responses from participants, providing rich data for analysis and facilitating a deep understanding of the research phenomenon.

3.7 Data Collection Instruments

3.7.1 Self-Administered Questionnaire

A questionnaire is a data collection instrument used to gather data over a large sample or number of respondents (Kombo and Tromp, 2006). This structured questionnaire was developed following recommended guidelines by various scholars that include Kothari (2005), Sekaran and Bougie (2010) and Saunders et al (2009). The first section of the instrument addressd issues of demographic data, section two addressed effect of change in duty station on job satisfaction, section three addressed effect of change in job role on job satisfaction, section four addressed effect of change in rank or position on job satisfaction and section five addressed job satisfaction (Nafiu, 2012). In each section, the respondents were given clear instructions on how to complete the item. The questionnaires were refined once the instrument is piloted.

3.7.2 Interview Guide

The interview schedule was comprehensively covering all objectives of the study, ensuring that primary data is collected from key participants. Through the utilization of in-depth interviews and meticulously designed interview guides, the research study aims to glean valuable insights from participants, thereby contributing to a comprehensive understanding of the implications of police transfers on job satisfaction in Uganda Police Force.

The interview guide employed in this study struck a balance between closed, structured questions and open-ended questions, effectively collecting specific data on study variables while

encouraging in-depth exploration and eliciting rich insights from respondents. Probing questions were skilfully utilized to clarify and elaborate on participants' opinions and perspectives, ensuring a deeper understanding of the study variables. The interview guide was chronologically organised, following a logical sequence that enabled a coherent flow of information and allowed the researcher to pursue leads, gather additional data, and gain clearer insights into the topics under discussion, as recommended by Devers and Frankel (2000). This approach enabled the researcher to navigate the interviews with flexibility and precision, which yielded the collection of wealth data.

3.8 Validity and Reliability

As observed by Vogt (2007), a number of studies have used this instrument and found both their reliability and validity values to be acceptable to the population being studied and in a different context thus recommended for testing the validity and reliability of the instruments.

3.8.1 Validity of instruments

Vogt (2007: 117) defines validity as the truth or accuracy of the research. Saunders et al (2009) add that it is the extent to which the data collection instrument measures as well as the appropriateness of the measures coming to accurate conclusions. Validity tests were conducted for content, criterion and construct validity to test how well the instrument is representative, capture relationships between the variables as well as measure the concepts (Saunders et al, 2009; Vogt, 2007; and Sekaran & Bougie, 2010). This study utilized triangulation to ensure validity of research findings prior to the administration of the research instruments. This instrument was checked by experts including the supervisors of the researcher. Content validity ratio was used to calculate the Content Validity Index, using the formula below:

CVI = Total Number of items rated by all respondents/ Total Number of items in the Instrument

A content validity index of 0.7 and above, according to Amin (2005) qualify the instrument for the study.

To ensure the collection of high-quality and reliable data, this study employed several rigorous measures, utilizing credible sources for data collection and commencing with the administration of research tools. A pilot study was conducted prior to the main data collection phase, which involved pre-testing and testing of instruments on a sample of five respondents to assess clarity

and effectiveness, identified and addressed potential biases or errors, refined the instruments for data accuracy and relevance, and enhance overall data quality.

Validity was ensured by comparing the researcher's descriptive results with the original responses provided by the participants. Descriptive presentation of findings contributed to the validation process. Qualitative validity was established through strategies aimed at checking the accuracy of the findings. Triangulation, involving data collection from multiple sources, was employed to strengthen coherence and justification of identified themes. The authenticity and credibility of the respondents also contributed to the validity of the research, aligning with principles of trustworthiness, credibility, transferability, dependability, and conformability as was outlined by Creswell and Miller (2000).

Credibility, dependability, and authenticity were ensured through a rigorous data analysis process, involving reflection, data sifting, exploration, and judgment of relevance and meaning. This led to the development of accurate themes and essences depicting participants' experiences. Participants reviewed and validated their transcripts, ensuring transparency and credibility. An audit trail of transcripts and research notes was maintained for dependability. Authenticity was maintained through faithful reporting of experiences, respecting contextual details. The researcher presented all perspectives equally, allowing impartial interpretation. To minimize biases, bracketing was employed, as suggested by Creswell (2009).

3.8.2 Reliability of instruments

Reliability is defined by Vogt (2007) as the consistency of either measurement or design to give the same conclusions if used at different times or by different scholars. The first step in ensuring reliability was by providing clear operational definitions of the variables under study (Olanrewaju et al., 2021). Thereafter, internal consistency were measured through internal consistency reliability (Sekaran & Bougie, 2010) as well as split-half reliability using Cronbach‘s alpha. If R2 (Alpha) value equaled to 0.7 and above, then the instrument was considered satisfactory (Cronbach, 1951; and Sekaran & Bougie, 2010). After the data collection, reliability analysis was done and the findings for each of the variables are presented.

Reliability was assessed by conducting pre-tests on a separate group of participants from a different setting. This helped to determine the internal consistency of the instruments and evaluate the reliability of responses. Acceptability of the instruments was evaluated by seeking feedback from participants during the validity testing phase. This feedback assisted in identifying key issues and shaping the final set of questions.

3.9. Procedure for Data Collection

When proposal is successfully defended, a letter of introduction to the field for data collecting came next. Data was gathered over the course of one month. The researcher was in charge of a group of research assistants who gathered the data. In the first week, data gathering tools were created and thoroughly validated for validity and reliability. Contacting respondents and setting up appointments was done in the first week. Selected respondents got questionnaires during the second week. Key respondents were interviewed during the second week. All acquired data was arranged and sorted for accuracy in the third week.

3.10 Data Analysis

The researcher used both quantitative and qualitative data analysis. It involves uncovering structures, extracting important variables, detecting any irregularity and testing any assumptions (Kombo & Tromp, 2006). Triangulation method of analysis was used to enable the researcher come up with appropriate conclusions and recommendations.

3.10.1 Quantitative data analysis

The quantitative data analysis consisted of numerical values from which descriptions such as mean and standard deviations will be made (Kombo & Tromp, 2006). Data collected was checked to ensure regularity and accuracy; this was useful in ensuring that the objectives of the study are being addressed. Analysis was done according to the objectives of the study, data generated by questionnaires was cleaned, edited and coded before analysis was done; then analyzed using the Statistical Package for Social Sciences (SPSS) programme (Nelson et al., 2022). Summary statistics in form of qualitative and quantitative measures, frequencies and percentages were run and interpretations made made (Olanrewaju et al., 2021). Finally, conclusions and recommendations were derived at as presented in Chapter five. Triangulation of

these methods was correlated to improve on the validity and richness of the information gathered.

3.10.2 Qualitative Data Analysis

All the qualitative data collected from key informant interviews was edited on a continuous basis to ensure completeness. Data collected with the use of interview schedules were put into meaningful and exhaustive categories (Rasheed et al., 2022). Content analysis was the main method of analyzing the data collected to determine the adequacy of the information, credibility, usefulness and consistency (Mugenda & Mugenda, 1999). Data collected was categorized according to emerging variables from each question in the interview guide and discussions. All data sources were triangulated during the analysis to increase validity, and at the end of it a report was written.

3.11 Measurement of Variables

The variables were measured using nominal and ordinal types of measurements. The questionnaires specifically for respondents were measured on a five interval Likert Scale, the level of agreement was ranked as strongly agree, which reflected more agreement than just agreement or strongly disagree compared to just disagree (Abiodun et al., 2022). Ordinal Scale as measurement of variables did not only categorize the elements being measured but also ranked them into some order. Therefore, the numbers in the ordinal scale represented relative position or order among the variables (Mugenda & Mugenda, 1999; Amin, 2005). The nominal scale of measurement was applied to cases which have some common characteristics such as sex, age, and employment title among others. In nominal measurement of variables, numbers were assigned only for the purposes of identification but were not allowed for comparison of the variables to be measured. On the other hand, interval scales of measurement were used to capture personal data of respondents.

3.12 Ethical Considerations

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from the research activities (Cooper and Schindler, 2001:112). The researcher‘s aim was to protect the rights of the respondents by: i. Ensuring that none of the respondents was named during the research or subsequent thesis; ii. Making sure that the respondents were selected to

participate without compulsion; iii. Informing the respondents about the reason and purpose of the research; and iv. Informing the respondents that consent was sought from the management of the Uganda Police Force before the commencement of this research initiative.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

The data that were collected by administering questionnaires and interviewing key informants are presented and discussed in this chapter. The response rate, the demographic characteristics such as gender of the respondents, years of services, level of education and job title are analyzed as captured during the research.

4.1 Response Rate

The table below shows a tabulation of the respondent rate

Table 4.1: Response rate

Response	Frequency	Percent
Responded	135	83
Unresponded	27	17
Total	162	100

Source; Field data, 2025

The data reveals that out of 162 respondents, 135 (83%) responded to the study, while 27 (17%) did not, indicating a high response rate. This strong level of participation implies a significant interest or concern among Uganda Police Force personnel within the Kampala Metropolitan South region regarding the issue of police transfers and job satisfaction. A high response rate enhances the reliability and validity of the findings, suggesting that the results are likely reflective of the broader sentiments within the force. This level of engagement may also point to the perceived relevance or urgency of transfer policies and their impact on officers' morale, stability, and overall job satisfaction. For qualitative data, out of 20 police officers who were supposed to be interviewed, only 10 were interviewed,

4.2: Socio-Economic Characteristics

As against the cardinal objective of this study, the demographic survey was carried out to establish the socio-economic status of the people involved in Police Transfers and Job Satisfaction in the Uganda Police Force in the study area. Variable such as age, sex and educational background were used.

Table 4.2: Socio-Economic Characteristics

		Frequency	Percent
Gender of the respondents	Male	106	78.5
	Female	29	21.5
Age bracket	19-25 years	9	6.7
	26-32 years	27	20.0
	33-39 years	47	34.8
	39-45 years	22	16.3
	Above 45 years	30	22.2
Level of education	Master's degree	5	3.7
	Bachelor's Degree	28	20.7
	Diploma	38	28.1
	Certificate	64	47.4
Job Designation/Title	Superintendent of Police	10	7.4
	Inspectors of police	13	9.6
	Police Constables	77	57.0
	Sergeants(SGT) and NCOS	35	25.9
Duration of service in the police services	0-5 years	21	15.6
	6-10 years	34	25.2
	11-20 years	50	37.0
	Above 20 years	30	22.2
Have you experienced a transfer in the line of duty	Yes, I have	133	98.5
	No, I have never	2	1.5

Source; ***Primary data, 2025***

Gender of the respondents**;** Out of the total respondents, 106 (78.5%) were male and 29 (21.5%) were female. This shows that the Uganda Police Force in Kampala Metropolitan South is predominantly male, a trend common in many police institutions. This implies that transfer policies and their impact on job satisfaction may disproportionately reflect male perspectives. However, for the minority female officers, transfers may present unique challenges, such as family relocations or gender-specific safety concerns, which could affect their job satisfaction differently and warrant special consideration in policy formulation.

Age bracket; The respondents included 9 (6.7%) aged 19–25 years, 27 (20.0%) aged 26–32 years, 47 (34.8%) aged 33–39 years, 22 (16.3%) aged 39–45 years, and 30 (22.2%) above 45 years. The dominant age group is 33–39 years, indicating a mature and career-focused workforce. This suggests that most officers are at a stage where stability and professional growth are highly valued. Transfers during this period may disrupt personal life and career progression,

negatively influencing job satisfaction. Younger officers might be more adaptable, while older officers nearing retirement may view frequent transfers as destabilizing.

Level of education; The data shows that 64 (47.4%) had certificates, 38 (28.1%) held diplomas, 28 (20.7%) had bachelor's degrees, and only 5 (3.7%) had master's degrees. The majority of the respondents have lower to mid-level qualifications, which may influence how they perceive and adapt to transfers. Officers with higher academic qualifications may expect transparency, merit-based promotions, and well-structured postings; failure to meet these expectations through unplanned or unexplained transfers may result in dissatisfaction. On the other hand, those with lower qualifications may have limited expectations but may also struggle with relocations due to fewer personal resources or coping strategies.

Job Designation/Title; Among the respondents, 77 (57.0%) were Police Constables, 35 (25.9%) were Sergeants and NCOs, 13 (9.6%) were Inspectors of Police, and 10 (7.4%) were Superintendents of Police. This indicates that the study primarily represents the views of lower-ranking officers who are most often subjected to transfers. These junior officers usually have limited say in decision-making and fewer resources to cope with relocations, making them more vulnerable to the negative effects of frequent or abrupt transfers, which can significantly reduce their job satisfaction and morale.

Duration of service in the police services; The respondents' years of service were: 21 (15.6%) with 0–5 years, 34 (25.2%) with 6–10 years, 50 (37.0%) with 11–20 years, and 30 (22.2%) with more than 20 years. The largest group has served between 11 and 20 years, indicating a mature workforce with significant experience. These officers are likely to have developed attachments to their current work environments, making transfers more disruptive both personally and professionally. Job satisfaction for such officers is highly influenced by how predictable, fair, and supportive the transfer process is, as poorly managed transfers could lead to demoralization and reduced productivity.

Experienced a transfer in the line of duty; A total of 133 (98.5%) respondents reported having experienced a transfer, while only 2 (1.5%) had not. This indicates that transfers are almost universal in the Uganda Police Force, making them a critical factor in assessing job satisfaction. The high prevalence highlights the importance of transparent, fair, and supportive transfer

policies. Since nearly all officers have been affected, their job satisfaction is closely tied to how well these transfers are managed in terms of timing, communication, support systems, and the impact on family life and career progression.

4.3: Effect of change in duty station on job satisfaction among police officers in Kampala Metropolitan South

The study objective one was set to establish the effect of change in duty station on job satisfaction among police officers in Kampala Metropolitan South. According to the study findings, all (100%) of the respondents were able to understand the term change in duty station as none of the study respondents was able to reveal of not understanding the same study variable and findings were presented as follows

Table 4.3: Effect of change in duty station on job satisfaction among police officers in Kampala Metropolitan South

Statement	S.D	D	N.S	A	S.A	M	SD
Frequent changes in duty station can separate officers from their families and established social networks, leading to emotional stress and reduced job satisfaction	4(3.0 %)	5(3.7 %)	2(1.5 %)	49(3.6 %)	75(5 5.6 %)	4.38	0.92
Officers may face difficulties adapting to new environments, cultures, or community expectations, which can lower morale and affect job performance	6(4.4 %)	21(15 .6%)	21(1 5.6%)	56(41. 5%)	31(2 3.0 %)	3.63	1.13
Constant relocations may create a sense of instability, making officers feel insecure about their roles and career progression, thus reducing job satisfaction	00	28(20 .7%)	11(8. 1%)	73(54. 1%)	23(1 7.0 %)	3.67	0.99
While some transfers may offer career growth, others may feel like lateral or downward moves, leading to frustration and decreased motivation	6(4.4 %)	15(11 .1%)	19(1 4.1%)	55(40. 7%)	40(2 9.6 %)	3.80	1.12
Changes in duty station may affect access to affordable or appropriate housing, which in turn impacts personal well-being and satisfaction with the job	4(3.0 %)	18(13 .3%)	12(8. 9%)	62(45. 9%)	39(2 8.9 %)	3.84	1.08
Frequent transfers disrupt established teamwork and relationships, making it difficult for officers to build trust and effective collaboration	9(6.7 %)	14(10 .4%)	13(9. 6%)	51(37. 8%)	48(3 5.6 %)	3.85	1.21

Officers often bear financial burdens during relocations (e.g., transportation, settling-in costs), especially when allowances or support are inadequate	2(1.5 %)	00	3(2.2 %)	28(20. 7%)	102(75.6 %)	4.69	0.66

Source; ***Primary data, 2025***

A total of 4 (3.0%) respondents strongly disagreed, 5 (3.7%) disagreed, 2 (1.5%) were not sure, 49 (36.3%) agreed, and 75 (55.6%) strongly agreed that frequent changes in duty station can separate officers from their families and established social networks, leading to emotional stress and reduced job satisfaction. With a high mean of 4.38 and a relatively low standard deviation of 0.92, this reflects strong consensus among respondents. The implication is that constant relocations are viewed as a serious challenge to personal well-being, affecting emotional stability and weakening officers' support systems. This directly undermines job satisfaction and could lead to burnout or disengagement over time. This aligns with Shakti, Ray & Gupta (2021) who note that long-distance commuting and frequent relocations contribute to physical and mental health problems, social separation, and emotional stress. The disruption of family life and social support systems is a significant factor undermining job satisfaction. Similarly, Kariuki (2014) emphasizes the negative effects of long commuting distances on family wellbeing, which directly relates to officers' emotional stability and motivation.

In response to the statement about difficulties adapting to new environments, 6 (4.4%) strongly disagreed, 21 (15.6%) disagreed, 21 (15.6%) were not sure, 56 (41.5%) agreed, and 31 (23.0%) strongly agreed. The mean was 3.63 with a standard deviation of 1.13, showing a moderate level of agreement. The implication is that although adaptation varies, many officers find it challenging to adjust to new cultural or community norms after being transferred. This transition strain may lower morale and affect overall performance, particularly in areas that are drastically different from previous postings or lack adequate orientation support. This finding is consistent with Ibrahim et al. (2020) and Christersson et al. (2017), who describe workplace relocation as a complex process that disrupts employees' routines and requires adjustment to new social and organizational cultures. Failure to adequately support officers during these transitions can reduce morale and performance, mirroring the study's findings about adaptation challenges.

Regarding the perception that constant relocations may create a sense of instability, 0 (0.0%) strongly disagreed, 28 (20.7%) disagreed, 11 (8.1%) were not sure, 73 (54.1%) agreed, and 23

(17.0%) strongly agreed. The mean was 3.67 and the standard deviation 0.99. The implication is that many officers associate transfers with career uncertainty and role insecurity, which can diminish motivation and lead to feelings of being unsettled. When officers are unsure about their future roles or locations, it undermines long-term career planning and reduces commitment to institutional goals. This aligns with the literature emphasizing how workplace relocation can disrupt career development and create uncertainty (Appel-Meulenbroek, 2010; Ibrahim et al., 2020). Officers' concerns about job security and unclear future prospects can undermine motivation and reduce job satisfaction, reflecting the study's implication that frequent moves weaken commitment to organizational goals.

When asked whether some transfers may feel like lateral or downward moves, 6 (4.4%) strongly disagreed, 15 (11.1%) disagreed, 19 (14.1%) were not sure, 55 (40.7%) agreed, and 40 (29.6%) strongly agreed. The mean score of 3.80 and standard deviation of 1.12 suggest that many officers feel demoralized when transfers do not align with professional growth. The implication is that unclear or non-progressive transfers can lead to frustration, especially if officers perceive them as setbacks or politically influenced, ultimately weakening drive and job enthusiasm. This reflects findings by Pellenbarg et al. (2002) who suggest that poorly managed relocations can be detrimental to employee morale if perceived as lacking career advancement opportunities. The sense of unfairness or politically motivated transfers noted in the study resonates with Appel-Meulenbroek (2010), who stresses the importance of transparent processes to maintain employee motivation.

In relation to the effect of transfers on housing, 4 (3.0%) strongly disagreed, 18 (13.3%) disagreed, 12 (8.9%) were not sure, 62 (45.9%) agreed, and 39 (28.9%) strongly agreed. With a mean of 3.84 and a standard deviation of 1.08, there is a clear recognition that duty station changes impact access to suitable accommodation. The implication is that housing disruptions can severely affect officers' quality of life. If housing is unaffordable, unsafe, or poorly located, officers may experience discomfort and stress, which can reduce their ability to perform and feel satisfied in their jobs. This concurs with Önen and Doganer (2021) who found that employees prefer living in areas with adequate amenities and that housing challenges in new locations negatively impact wellbeing. Disruptions in housing can increase stress and dissatisfaction,

consistent with the study's implication that poor accommodation affects officers' ability to perform effectively.

For the statement about disruptions to teamwork and relationships due to transfers, 9 (6.7%) strongly disagreed, 14 (10.4%) disagreed, 13 (9.6%) were not sure, 51 (37.8%) agreed, and 48 (35.6%) strongly agreed. The mean was 3.85 and the standard deviation 1.21, indicating a strong view that transfers break continuity in workplace relationships. The implication is that frequent changes prevent officers from establishing deep trust, cohesion, and collaboration within teams, which are essential for effective law enforcement. This fragmentation can reduce operational efficiency and job satisfaction. This is in line with Christersson et al. (2017) who highlight how workplace relocation interrupts established social bonds and collaborative work patterns, essential for organizational efficiency. The breakdown of team cohesion can diminish job satisfaction and operational effectiveness, reinforcing the study's finding on the adverse effects of transfers on workplace relationships.

Lastly, for the statement about financial burdens from relocations, 2 (1.5%) strongly disagreed, 0 (0.0%) disagreed, 3 (2.2%) were not sure, 28 (20.7%) agreed, and a significant 102 (75.6%) strongly agreed. With the highest mean of 4.69 and lowest standard deviation of 0.66, this was the most agreed-upon issue. The implication is that relocation-related expenses are a major concern for officers, particularly when transfers are sudden and not accompanied by sufficient allowances. This financial strain adds to job dissatisfaction and may contribute to stress, absenteeism, or even resistance to transfers. This echoes findings by Appel-Meulenbroek (2010) and Ibrahim et al. (2020) who emphasize the need to manage relocation costs carefully to reduce employee dissatisfaction. The financial strain imposed by sudden moves without adequate support can increase stress and reduce morale, which the study highlights as a major contributor to job dissatisfaction among officers.

Table 4.4 Correlations

		Changes in Duty Station	Job Satisfaction
Changes in Duty Station	Pearson Correlation	1	.384**
	Sig. (2-tailed)		.000
	N	135	135
Job Satisfaction	Pearson Correlation	.384**	1
	Sig. (2-tailed)	.000	
	N	135	135

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.4 presents the Pearson correlation results between Changes in Duty Station and Job Satisfaction among police officers, showing a positive correlation coefficient of 0.384 with a significance level of 0.000. This indicates a moderate positive and statistically significant relationship between the two variables at the 0.01 level (2-tailed), based on data from 135 respondents. The implication is that as changes in duty station occur, they have a measurable impact on job satisfaction either positively when well-managed or negatively when poorly handled. However, the moderate strength suggests other factors also influence job satisfaction. Therefore, while duty station transfers play a meaningful role in shaping officers' satisfaction, police leadership should consider broader organizational, psychological, and welfare-related variables to holistically improve job satisfaction within the Uganda Police Force.

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.384[a]	.147	.141	.46797

a. Predictors: (Constant), Changes in Duty Station

Table 4.5 shows the model summary of a regression analysis examining the effect of Changes in Duty Station on Job Satisfaction among police officers. The model yields an R value of 0.384, indicating a moderate positive correlation, and an R Square of 0.147, which means that 14.7% of the variance in job satisfaction can be explained by changes in duty station. The Adjusted R Square of 0.141 adjusts for the number of predictors and the sample size, confirming the model's reliability, while the standard error of the estimate (0.46797) shows the average deviation of observed values from the predicted values. This implies that although changes in duty station have a statistically significant influence on job satisfaction, the effect is relatively modest, suggesting that other factors such as working conditions, leadership, compensation, and personal

development also play a substantial role in shaping job satisfaction in the Uganda Police Force. Therefore, transfer policies should be managed carefully, but should not be viewed in isolation when addressing job satisfaction issues.

Table 4.6: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.024	1	5.024	22.939	.000[b]
	Residual	29.126	133	.219		
	Total	34.150	134			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Changes in Duty Station

Table 4.6 presents the ANOVA results for the regression model assessing the impact of Changes in Duty Station on Job Satisfaction. The regression sum of squares is 5.024 with 1 degree of freedom, and the residual sum of squares is 29.126 with 133 degrees of freedom, totaling 34.150. The calculated F-statistic is 22.939 with a significance level (p-value) of 0.000, indicating that the regression model is statistically significant at the 0.01 level. This means that changes in duty station significantly predict variations in job satisfaction among police officers. This implies that transfers and relocations have a meaningful effect on how satisfied officers feel in their roles, reinforcing the need for the police management to carefully design transfer policies to enhance officer morale and performance. However, as the model explains only part of the variation in job satisfaction, other factors must also be considered for a comprehensive approach.

Table 4.7: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.610	.296		8.809	.000
	Changes in Duty Station	.353	.074	.384	4.789	.000

a. Dependent Variable: Job Satisfaction

Table 4.7 displays the regression coefficients for the model predicting Job Satisfaction based on Changes in Duty Station. The constant (intercept) value is 2.610 with a standard error of 0.296, indicating the baseline level of job satisfaction when changes in duty station are zero. The coefficient for changes in duty station is 0.353 with a standard error of 0.074, and a standardized beta of 0.384, showing a positive and statistically significant effect on job satisfaction (t = 4.789,

p = 0.000). This means that for every one-unit increase in changes in duty station, job satisfaction increases by 0.353 units, holding other factors constant. The implication is that changes in duty station have a positive and significant influence on job satisfaction among police officers, suggesting that well-managed transfers can enhance satisfaction. However, the moderate beta also indicates that while transfers matter, job satisfaction is influenced by additional factors beyond duty station changes.

On how do police officers typically respond to transfers to new duty stations, and how does this affect their job satisfaction, one of the male police officer coined and noted that;

> *"No one is ready for change, I felt malice and was not happy about it, I felt dissatisfied, felt lie leaving the job"*

It is evident from this statement that abrupt and poorly managed organizational changes such as duty station transfers can have a deeply negative psychological and emotional impact on affected personnel. The expressed feelings of malice, dissatisfaction, and thoughts of resignation indicate a lack of preparedness, inadequate communication, and insufficient support structures during the change process. This finding implies a critical need for the Uganda Police Force to establish a structured change management framework that includes prior sensitization, counseling, and participatory communication before implementing transfers. Failure to address these gaps risks increased turnover, reduced morale, and decreased overall organizational effectiveness.

Another female police officer noted that;

> *"It goes hand in hand with attitude. It's negative that the heavy costs incurred when moving from one place to another and also breaking of family ties. Also changing kids/ children from one school to another which is costly and children look at it as unfavorable hence it affects me"*

This response highlights the emotional and financial burdens associated with frequent or abrupt transfers, particularly their impact on family stability and personal well-being. The negative attitude stems from the cumulative strain of high relocation costs, disrupted family routines, and the psychological toll on children forced to change schools. These factors contribute to overall dissatisfaction and decreased motivation among officers. This implies that the Uganda Police

Force must adopt a more family-sensitive transfer policy that considers the social and economic effects on officers and their dependents. Implementing support mechanisms such as relocation allowances, transitional counseling, and educational support for children would help mitigate these challenges, leading to improved officer welfare and organizational loyalty.

On what challenges officers face when relocated to a new station, and how do these challenges impact their overall job satisfaction, one of the male police officer noted that;

> *"Challenges faced include lack of accommodation in the new place; you have to spend money to look for a new accommodation since you are not provided accommodation in the barracks. Transport and high cost of living, high workloads in Kampala areas."*

This statement reveals that inadequate logistical support particularly the lack of provided accommodation, transport, and financial assistance poses significant challenges for officers transferred to new duty stations, especially in high-cost urban areas like Kampala. These challenges not only strain their personal finances but also contribute to stress and reduced job satisfaction. This implies that the Uganda Police Force needs to prioritize the provision of decent housing, transport facilitation, and hardship allowances for officers deployed to high-cost areas. Addressing these logistical challenges is essential to enhance officer welfare, reduce stress-related performance issues, and promote equitable working conditions across the force.

On any strategies the police force uses to help officers adjust to new duty stations and maintain job satisfaction, one of the female police officer noted that;

> *"Sensitization about the changes before implementation and improve accommodation countrywide for all officers across the ranks. Provide good well-furnished office space for officers to work in. Provide transport instead of the using their own money to transport themselves to new places"*

This statement emphasizes the importance of proactive communication, adequate housing, and logistical support in managing organizational changes such as transfers. The respondent's suggestions reflect a clear need for systemic improvements to ensure officers are well-prepared, properly housed, and not financially burdened by relocations. This implies that the Uganda

Police Force should institutionalize pre-transfer sensitization programs, invest in standardized accommodation facilities across the country, and provide official transport or relocation allowances. Implementing these measures would improve operational readiness, morale, and overall efficiency within the force.

On how do frequent transfers between duty stations affect long-term job satisfaction and career commitment among officers, one of the female police officer noted that;

> *"It's so disturbing and affects my performance, as I am trying to settle again, you are moves. You miss opportunity of being recommended for promotion as those who you have worked with and they are trying to appreciate your work, you are moved away so they fail to recommend you for promotions"*

This response illustrates how frequent and poorly timed transfers disrupt officers' ability to establish continuity in their roles and relationships. The constant movement hinders performance, prevents full integration into new environments, and limits chances for recognition and promotion, as superiors who would recommend them are often left behind. This implies that the Uganda Police Force should adopt a more strategic and performance-sensitive transfer policy that allows officers to serve in one station long enough to demonstrate impact and build rapport. Incorporating performance appraisals that follow the officer regardless of location could also ensure fair promotion opportunities and reduce career stagnation due to transfer-related disruptions.

4.4: Effect of change in job role on job satisfaction among police officers in Kampala Metropolitan South

The study objective two was set to establish the effect of change in job role on job satisfaction among police officers in Kampala Metropolitan South. According to the study findings, all (100%) of the respondents were able to understand the term change in job role as none of the study respondents was able to reveal of not understanding the same study variable and findings were presented as follows.

Table 4.8: Effect of change in job role on job satisfaction among police officers in Kampala Metropolitan South

Statement	S.D	D	N.S	A	S.A	M	SD
When officers are assigned to roles that do not match their training or experience, they may struggle to perform effectively	00	10(7.4%)	27(20.0%)	61(45.2%)	37(27.4%)	3.93	0.88
New or unfamiliar job roles can lead to uncertainty and anxiety, especially if officers are not adequately prepared or supported	4(3.0%)	7(5.2%)	13(9.6%)	67(49.6%)	44(32.6%)	4.04	0.95
Officers who identify strongly with their previous roles may feel a loss of purpose or identity when moved to new positions	12(8.9%)	22(16.3%)	15(11.1%)	55(40.7%)	31(23.0%)	3.53	1.26
Positive changes in job roles that offer career advancement or professional development can enhance job satisfaction by increasing a sense of achievement and recognition	00	3(2.2%)	3(2.2%)	41(30.4%)	88(65.2%)	4.59	0.65
Lack of proper training or orientation in new roles can lead to low performance and dissatisfaction	4(3.0%)	6(4.4%)	3(2.2%)	51(37.8%)	71(52.6%)	4.33	0.94
Role changes that involve longer hours, more demanding tasks, or different shifts can disrupt personal routines and reduce job satisfaction	6(4.4%)	7(5.2%)	25(18.5%)	56(41.5%)	41(30.4%)	3.88	1.04
If job role changes are perceived as unfair or politically motivated, they can breed resentment and lower morale among officers	6(4.4%)	10(7.4%)	18(13.3%)	46(34.1%)	55(40.7%)	3.99	1.12

Source; ***Primary data, 2025***

A total of 0 (0.0%) respondents strongly disagreed, 10 (7.4%) disagreed, 27 (20.0%) were not sure, 61 (45.2%) agreed, and 37 (27.4%) strongly agreed that when officers are assigned to roles that do not match their training or experience, they may struggle to perform effectively. The mean of 3.93 and a standard deviation of 0.88 reflect a strong agreement among respondents. The implication is that mismatched job placements can significantly hinder officers' ability to carry out their duties confidently and competently. Assigning officers to roles outside their expertise without adequate preparation not only affects performance but also reduces satisfaction, leading to frustration and inefficiency within the force. This aligns with Abdulla (2009) who highlights the importance of job position fit in organizational hierarchy, and Julseth

et al. (2011) who relate job stress to the mismatch between job demands and an employee's position, affecting job satisfaction. When officers lack appropriate training for their roles, performance declines, leading to frustration and reduced efficiency, as similarly observed in police departments where careerists in roles aligned with their skills report higher satisfaction (Hoath et al., 1998).

In response to the idea that new or unfamiliar job roles can lead to uncertainty and anxiety if officers are not adequately prepared or supported, 4 (3.0%) strongly disagreed, 7 (5.2%) disagreed, 13 (9.6%) were not sure, 67 (49.6%) agreed, and 44 (32.6%) strongly agreed. With a mean of 4.04 and a standard deviation of 0.95, there is a clear consensus that support and preparation are critical when transitioning into new duties. The implication is that without proper orientation or training, officers may feel overwhelmed, which can result in anxiety and decreased performance. This can erode job satisfaction, especially when the transition is abrupt or poorly managed. This finding resonates with Oshagbemi (2000), who discusses how poor orientation in new roles diminishes job satisfaction. Similarly, Robie et al. (1998) emphasize that clarity and training in job transitions reduce stress and promote job satisfaction, supporting the implication that inadequate support causes anxiety, impacting morale and productivity.

For the statement that officers who identify strongly with their previous roles may feel a loss of purpose or identity when moved to new positions, 12 (8.9%) strongly disagreed, 22 (16.3%) disagreed, 15 (11.1%) were not sure, 55 (40.7%) agreed, and 31 (23.0%) strongly agreed. The mean was 3.53 with a relatively high standard deviation of 1.26, indicating mixed but leaning agreement. The implication is that role attachment plays a psychological role in how officers view themselves and their careers. Sudden role changes, especially without clear benefits, can lead to emotional detachment and lower morale, as officers may struggle to redefine their professional identity. This aligns with literature emphasizing the psychological effects of job role attachment (White et al., 2010). When officers strongly identify with prior roles, sudden changes without clear advancement can cause emotional detachment and lowered morale, supporting findings by Kim et al. (2017) that burnout and cynicism reduce satisfaction even among higher-level officers.

In terms of positive changes in job roles, 0 (0.0%) respondents strongly disagreed, 3 (2.2%) disagreed, 3 (2.2%) were not sure, 41 (30.4%) agreed, and 88 (65.2%) strongly agreed that such

changes especially those offering career advancement or development enhance job satisfaction. The very high mean of 4.59 and low standard deviation of 0.65 highlight overwhelming agreement. The implication is that when transfers are clearly linked to growth and opportunity, they are welcomed and contribute positively to morale and motivation. Structured and merit-based transfers that promote professional advancement are viewed as rewarding and affirming by officers. This finding is consistent with research by Robie et al. (1998) and Obodo (2019), who report that higher job levels and associated autonomy correlate with greater satisfaction. Career growth provides recognition and opportunities for development, which are highly motivating, affirming the importance of structured, merit-based transfers for boosting morale and engagement.

On the issue of lack of proper training or orientation in new roles, 4 (3.0%) strongly disagreed, 6 (4.4%) disagreed, 3 (2.2%) were not sure, 51 (37.8%) agreed, and 71 (52.6%) strongly agreed. With a high mean of 4.33 and a standard deviation of 0.94, the majority view lack of role preparedness as a serious concern. The implication is that without proper induction into new responsibilities, officers are likely to underperform, feel lost, and become demotivated. Inadequate training undermines confidence and breeds job dissatisfaction, especially when officers feel ill-equipped to meet expectations. This aligns with Kariyawasam's (n.d.) findings where insufficient organizational support, such as training, detrimentally affects job satisfaction across ranks. Proper induction builds confidence and competence, while its absence leads to underperformance and frustration, consistent with the broader literature on organizational support as a key determinant of job satisfaction (Mwaniki, 2022).

When asked whether role changes involving longer hours, demanding tasks, or different shifts disrupt personal routines and reduce satisfaction, 6 (4.4%) strongly disagreed, 7 (5.2%) disagreed, 25 (18.5%) were not sure, 56 (41.5%) agreed, and 41 (30.4%) strongly agreed. A mean of 3.88 and standard deviation of 1.04 suggest that many officers are concerned about work-life imbalance. The implication is that such role changes may interfere with personal commitments, including family life and health, leading to fatigue and lower morale. The demanding nature of some assignments, if not compensated or rotated fairly, can erode satisfaction. This supports Oshagbemi (2000), who connects increased job demands with reduced job satisfaction due to work-life imbalance. Stress from demanding tasks can lead to fatigue and

burnout, negatively affecting morale, a concern especially noted in police and similar hierarchical professions where shift work is common (Julseth et al., 2011).

Finally, regarding the perception that unfair or politically motivated role changes breed resentment and lower morale, 6 (4.4%) strongly disagreed, 10 (7.4%) disagreed, 18 (13.3%) were not sure, 46 (34.1%) agreed, and 55 (40.7%) strongly agreed. With a mean of 3.99 and a standard deviation of 1.12, the findings suggest a strong sentiment that fairness in transfers is essential. The implication is that when officers perceive role changes as biased or politically influenced, it undermines institutional trust and cohesion. Such perceptions damage morale and contribute to disengagement, especially when merit is not seen as the basis for decisions. This is supported by Pakistani and Kenyan police studies highlighting that perceived fairness in transfers and promotions is crucial for job satisfaction (Mwaniki, 2022). Lack of transparency damages institutional trust and increases disengagement, confirming findings by White et al. (2010) that organizational justice is a critical predictor of satisfaction and commitment.

Table 4.9: Correlations

		Change in Job Role	Job Satisfaction
Change in Job Role	Pearson Correlation	1	.178*
	Sig. (2-tailed)		.039
	N	135	135
Job Satisfaction	Pearson Correlation	.178*	1
	Sig. (2-tailed)	.039	
	N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.9 presents the Pearson correlation between Change in Job Role and Job Satisfaction among police officers, showing a correlation coefficient of 0.178 with a significance level of 0.039. This indicates a weak but statistically significant positive relationship at the 0.05 level (2-tailed) based on 135 respondents. The implication is that changes in job role do have an impact on job satisfaction, but the effect is relatively small compared to other factors. This suggests that while role changes can influence how satisfied officers feel, other elements such as working conditions, support, and career progression may play more substantial roles. Therefore, management should consider role changes carefully, ensuring they are accompanied by adequate support to improve overall job satisfaction in the Uganda Police Force.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.178[a]	.032	.024	.49863

a. Predictors: (Constant), Change in Job Role

Table 4.10 provides the model summary for the regression analysis examining the effect of Change in Job Role on Job Satisfaction. The model shows an R value of 0.178, indicating a weak positive correlation, and an R Square of 0.032, meaning that only 3.2% of the variance in job satisfaction is explained by changes in job role. The Adjusted R Square of 0.024 confirms that the explanatory power is minimal when adjusting for sample size and predictors, and the standard error of estimate is 0.49863, indicating the average distance between observed and predicted job satisfaction values. The implication is that while changes in job role have a statistically measurable impact on job satisfaction, their influence is very limited. This suggests that other factors beyond role changes play a much larger role in determining job satisfaction among officers, and any interventions aimed at improving satisfaction should consider these additional variables.

Table 4.11: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.082	1	1.082	4.350	.039[b]
	Residual	33.068	133	.249		
	Total	34.150	134			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Change in Job Role

Table 4.11 presents the ANOVA results for the regression model assessing the effect of Change in Job Role on Job Satisfaction. The regression sum of squares is 1.082 with 1 degree of freedom, while the residual sum of squares is 33.068 with 133 degrees of freedom, totaling 34.150. The calculated F-value is 4.350 with a significance level (p-value) of 0.039, indicating that the model is statistically significant at the 0.05 level. This means that changes in job role have a statistically significant but modest ability to predict variations in job satisfaction among police officers. The implication is that while role changes do influence job satisfaction, their impact is relatively small compared to other factors, and police management should consider additional elements alongside job role changes to effectively enhance job satisfaction in the Uganda Police Force.

Table 4.12: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.566	.220		16.209	.000
	Change in Job Role	.109	.052	.178	2.086	.039

a. Dependent Variable: Job Satisfaction

Table 4.12 shows the regression coefficients for the model predicting Job Satisfaction based on Change in Job Role. The constant (intercept) is 3.566 with a standard error of 0.220, representing the baseline job satisfaction level when there is no change in job role. The coefficient for change in job role is 0.109 with a standard error of 0.052, and a standardized beta of 0.178, indicating a positive and statistically significant relationship ($t = 2.086$, $p = 0.039$). This means that for every one-unit increase in change in job role, job satisfaction increases by 0.109 units, holding other factors constant. The implication is that changes in job role have a positive but relatively small effect on job satisfaction among police officers. Therefore, while adjusting job roles can contribute to improving satisfaction, it should be part of a broader strategy that addresses multiple factors influencing officer morale and engagement.

On when officers are moved to different roles, how do they typically feel about their new responsibilities, and how does it influence their job satisfaction, one of the respondents had to say;

> *"I have not been affected so much as I have been able to learn new things and exposed to different work environments. I feel satisfied now since I moved from general duties to C7 a specialized department."*

This statement demonstrates that when transfers are aligned with career development and skills enhancement such as moving from general duties to a specialized unit like C7, they can have a positive impact on job satisfaction. Exposure to new work environments and opportunities for learning contribute to professional growth and motivation. This implies that the Uganda Police Force should consider officers' skills, interests, and career goals when making transfer decisions. Structured career progression pathways and targeted deployments to specialized departments can enhance job satisfaction, build expertise, and improve overall institutional performance.

On what training or support is provided to officers when their job role changes, and how does this affect their ability to adapt and remain satisfied with their work, one of female police officer had to say;

> *"I was trained in crisis responses which was basic knowledge I needed to do the work well in counter terrorism and it has helped to me learn new things and helped me fit in well in my new role and office."*

This response highlights the critical role of relevant pre-deployment training in facilitating successful transitions into specialized roles. The training in crisis response provided the foundational knowledge necessary for effective performance in counter-terrorism, promoting confidence, competence, and smooth integration into the new role. This implies that the Uganda Police Force should institutionalize role-specific training programs prior to transfers, especially when officers are being deployed to specialized units. Such training enhances preparedness, accelerates adaptation, and improves both individual effectiveness and the operational capacity of the force.

On how do officers react to shifts in job role, especially when they are assigned tasks they might feel less competent in? Does this impact their morale, one of key respondents had to say;

> *"They feel so bad sometimes and it has reduced their morale for work mostly during the recent sub county policing deployment, officer never wanted to go and they even felt like deserting the job."*

This statement reflects how certain deployments such as sub-county policing are perceived negatively by officers, leading to low morale and resistance. The lack of consultation or support during such transfers can cause extreme dissatisfaction, to the point where some officers contemplate desertion. This implies that the Uganda Police Force must improve its deployment strategy by incorporating participatory approaches and addressing officers' concerns beforehand. Deployments should be supported with adequate incentives, psychological readiness programs, and a clear rationale to prevent demotivation and reduce the risk of attrition.

On what role does the clarity of job expectations play in maintaining job satisfaction when officers change their roles, one of the respondents noted that;

"It helps a lot, it makes one get prepared mentally from the new role and also removes day fears that one could have but also makes me feel valued by my supervisors. I would be glad to take up the role since I have been showed that am valued."

This statement underscores the positive impact of effective communication and recognition on an officer's readiness and willingness to take on new roles. When officers are mentally prepared and feel valued by their supervisors, they are more likely to embrace change with confidence and commitment. This implies that the Uganda Police Force should strengthen pre-deployment orientation and foster a culture of appreciation and recognition. Regular communication, affirmation of value, and psychological preparedness initiatives can enhance officers' morale, reduce resistance to change, and promote a more committed and productive workforce.

Another female police officer had to say;

"It's very importance and motivates the officers and gives them confidence to go and perform and also helps the officers to avoid mistakes since they have been talked to about the new roles. As me, job clarity is highly recommended."

This response highlights the crucial role of clear communication and role clarity in motivating officers and enhancing their performance. Understanding new responsibilities reduces uncertainty, builds confidence, and minimizes errors, which ultimately improves operational effectiveness. This implies that the Uganda Police Force should prioritize providing detailed briefings and clear job descriptions whenever roles or duties change. Ensuring job clarity through continuous communication and training will increase officers' motivation, reduce mistakes, and strengthen overall organizational performance.

4.5: Effect of change in rank or position on job satisfaction among police officers in Kampala Metropolitan South

The study objective three was set to establish the effect of change in rank or position on job satisfaction among police officers in Kampala Metropolitan South. According to the study findings, all (100%) of the respondents were able to understand the term change in rank or position as none of the study respondents was able to reveal of not understanding the same study variable and findings were presented as follows.

Table 4.13: Effect of change in rank or position on job satisfaction among police officers in Kampala Metropolitan South

Statement	S.D	D	N.S	A	S.A	M	SD
A promotion often comes with more duties, which can raise stress levels if not matched with adequate support	20(14.8%)	11(8.1%)	20(14.8%)	53(39.3%)	31(23.0%)	3.47	1.33
A higher rank can increase self-esteem, recognition, and a sense of achievement, leading to improved job satisfaction	00	5(3.7%)	8(5.9%)	39(28.9%)	83(61.5%)	4.48	0.77
Moving to a higher or lower rank can affect existing friendships and team dynamics, potentially leading to isolation or conflict	16(11.9%)	33(24.4%)	28(20.7%)	40(29.6%)	18(13.3%)	3.08	1.25
When promotions or demotions are seen as fair and merit-based, they enhance satisfaction; otherwise, they may cause resentment and demotivation	13(9.6%)	12(8.9%)	22(16.3%)	57(42.2%)	31(23.0%)	3.60	1.21
Higher ranks allow officers to contribute to decision-making, which can enhance their engagement and job satisfaction	00	2(1.5%)	5(3.7%)	51(37.8%)	77(57.0%)	4.50	0.65
Clear communication about new duties and expectations after a rank change helps reduce confusion and enhances satisfaction	00	7(5.2%)	3(2.2%)	55(40.7%)	70(51.9%)	4.39	0.77
Changes in position may come with improved pay, allowances, and privileges, which can positively impact overall satisfaction	3(2.2%)	8(5.9%)	3(2.2%)	29(21.5%)	92(68.1%)	4.47	0.96

Source; ***Primary data, 2025***

A total of 20 (14.8%) respondents strongly disagreed, 11 (8.1%) disagreed, 20 (14.8%) were not sure, 53 (39.3%) agreed, and 31 (23.0%) strongly agreed that a promotion often comes with more duties, which can raise stress levels if not matched with adequate support. The mean was 3.47 and the standard deviation was 1.33, indicating a moderate level of agreement with some variance in views. The implication is that while promotions are generally viewed as positive, they can become overwhelming if the increased responsibilities are not matched with proper training, staffing, or resources. This imbalance can lead to job stress, reduce the expected benefits of a promotion, and potentially diminish job satisfaction over time. Kreitner and Kinicki (2006) emphasize that while promotions generally enhance satisfaction, the added responsibilities can increase stress if not matched with resources and training. Bennett (1997)

also notes that the stress linked with new duties can dampen the positive effects of promotions, suggesting the need for adequate support to realize their full motivational potential.

In response to the idea that a higher rank can increase self-esteem, recognition, and a sense of achievement, 0 (0.0%) strongly disagreed, 5 (3.7%) disagreed, 8 (5.9%) were not sure, 39 (28.9%) agreed, and 83 (61.5%) strongly agreed. With a high mean of 4.48 and a low standard deviation of 0.77, the data indicates strong agreement. The implication is that promotions positively impact officers' morale and psychological well-being. Higher rank is associated with respect, validation of hard work, and an enhanced sense of purpose, all of which contribute to higher job satisfaction and commitment to the force. This finding aligns with Robie et al. (1998) and Obodo (2019), who report that increased authority and status associated with higher ranks boost job satisfaction by fulfilling psychological needs for recognition and purpose. Promotions confer respect and validate hard work, crucial for morale in police forces (Kula & Guler, 2014), reinforcing Mishra et al. (2021) and Collings et al. (2018) who stress motivation's role in enhancing organizational effectiveness.

For the statement that moving to a higher or lower rank can affect existing friendships and team dynamics, 16 (11.9%) strongly disagreed, 33 (24.4%) disagreed, 28 (20.7%) were not sure, 40 (29.6%) agreed, and 18 (13.3%) strongly agreed. The mean was 3.08 with a standard deviation of 1.25, showing mixed reactions. The implication is that changes in rank can strain interpersonal relationships within teams, especially where power dynamics shift. Some officers may feel isolated or face resentment, which can create tension and reduce team cohesion, thereby negatively influencing job satisfaction and workplace harmony. This corresponds with findings by White et al. (2010) and Yasmeen (2019), who indicate that shifts in power can disrupt team cohesion and breed resentment if not managed with fairness and communication. Organizational justice theories stress that strained relationships can undermine workplace harmony and job satisfaction.

On whether fair and merit-based promotions or demotions enhance satisfaction, 13 (9.6%) strongly disagreed, 12 (8.9%) disagreed, 22 (16.3%) were not sure, 57 (42.2%) agreed, and 31 (23.0%) strongly agreed. With a mean of 3.60 and a standard deviation of 1.21, the majority expressed that fairness in the promotion process is critical. The implication is that perceptions of favoritism or bias in promotion decisions can erode trust and morale. Conversely, when rank

changes are transparent and merit-driven, they serve as motivation for others and foster a culture of accountability and satisfaction. This supports extensive literature emphasizing the critical role of fairness and transparency in promotion decisions (De Souza, 2002; James et al., 2000). Kreitner and Kinicki (2006) argue that perceptions of favoritism erode trust and motivation. Mwaniki (2022) and Elwini (2019) confirm that well-structured, equitable promotion policies in police forces foster accountability and improve morale, while their absence contributes to demoralization and underperformance.

In terms of whether higher ranks allow officers to contribute to decision-making, 0 (0.0%) strongly disagreed, 2 (1.5%) disagreed, 5 (3.7%) were not sure, 51 (37.8%) agreed, and 77 (57.0%) strongly agreed. The high mean of 4.50 and a low standard deviation of 0.65 indicate strong consensus. The implication is that participation in decision-making enhances officers' sense of ownership and engagement in the force. It fosters empowerment and improves job satisfaction by making them feel valued and heard in organizational affairs. This finding aligns with Obodo (2019), who noted that autonomy and engagement are key to job satisfaction among police officers. Empowerment through participatory roles enhances ownership and commitment, as also underscored by Mishra et al. (2021), highlighting the motivational benefits of inclusive organizational practices.

For the statement that clear communication about new duties and expectations after a rank change helps reduce confusion and enhances satisfaction, 0 (0.0%) strongly disagreed, 7 (5.2%) disagreed, 3 (2.2%) were not sure, 55 (40.7%) agreed, and 70 (51.9%) strongly agreed. The mean of 4.39 and standard deviation of 0.77 reflect strong agreement. The implication is that role clarity following a promotion is essential for smooth transitions. Clear communication eliminates uncertainty, aligns expectations, and enables officers to perform confidently, thereby boosting satisfaction and reducing adjustment-related stress. Kariyawasam (n.d.) and Mwaniki (2022) similarly emphasize the importance of clear role expectations in facilitating smooth transitions and boosting confidence. Lack of communication can increase uncertainty, stress, and dissatisfaction, suggesting that effective information dissemination is a key factor in realizing the positive impacts of promotions.

Finally, regarding the idea that changes in position may come with improved pay, allowances, and privileges, 3 (2.2%) strongly disagreed, 8 (5.9%) disagreed, 3 (2.2%) were not sure, 29

(21.5%) agreed, and 92 (68.1%) strongly agreed. The mean was 4.47 and the standard deviation 0.96, indicating strong support. The implication is that financial and material benefits associated with promotions are significant motivators. Improved compensation not only rewards performance but also enhances officers' quality of life, contributing directly to job satisfaction and retention in the police force. This aligns with Lokesh, Patra, and Venkatesan (2016) and Razak et al. (2018), who found that financial incentives are significant motivators contributing to job satisfaction and retention in police forces. Michael (2020) and Mkenga (2020) further confirm that compensation improvements linked with promotions directly enhance officers' quality of life and organizational commitment.

Table 4.14:Correlations

		Change in Rank or Position	Job Satisfaction
Change in Rank or Position	Pearson Correlation	1	.441**
	Sig. (2-tailed)		.000
	N	135	135
Job Satisfaction	Pearson Correlation	.441**	1
	Sig. (2-tailed)	.000	
	N	135	135

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.14 presents the Pearson correlation between Change in Rank or Position and Job Satisfaction among police officers, revealing a correlation coefficient of 0.441 with a significance level of 0.000. This indicates a moderate positive and statistically significant relationship at the 0.01 level (2-tailed), based on data from 135 respondents. The implication is that changes in rank or position have a meaningful and positive impact on job satisfaction, suggesting that promotions or adjustments in rank tend to enhance officers' morale and engagement. This finding highlights the importance of transparent and fair rank progression systems in boosting satisfaction within the Uganda Police Force, as such changes appear to play a more substantial role in influencing job satisfaction compared to other factors like job role changes or duty station transfers.

Table 4.15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441[a]	.194	.188	.45486

a. Predictors: (Constant), Change in Rank or Position

Table 4.15 presents the model summary for the regression analysis examining the impact of Change in Rank or Position on Job Satisfaction. The model shows an R value of 0.441, indicating a moderate positive correlation, and an R Square of 0.194, meaning that 19.4% of the variance in job satisfaction is explained by changes in rank or position. The Adjusted R Square of 0.188 confirms the model's explanatory power after adjusting for sample size and predictors. The standard error of the estimate is 0.45486, reflecting the average difference between the observed and predicted job satisfaction values. The implication is that changes in rank or position are a significant predictor of job satisfaction among police officers and have a stronger influence compared to other factors such as changes in job role or duty station. This underscores the importance of fair and transparent rank progression in enhancing morale and retention within the Uganda Police Force.

Table 4.16: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.632	1	6.632	32.053	.000[b]
	Residual	27.518	133	.207		
	Total	34.150	134			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Change in Rank or Position

Table 4.16 presents the ANOVA results for the regression model analyzing the effect of Change in Rank or Position on Job Satisfaction. The regression sum of squares is 6.632 with 1 degree of freedom, while the residual sum of squares is 27.518 with 133 degrees of freedom, totaling 34.150. The calculated F-statistic is 32.053 with a significance level (p-value) of 0.000, indicating that the model is highly statistically significant. This means that changes in rank or position significantly predict variations in job satisfaction among police officers. The implication is that rank changes play a critical role in influencing officers' morale and satisfaction, reinforcing the need for transparent, fair, and well-managed promotion or demotion processes within the Uganda Police Force to improve overall job satisfaction and organizational performance.

Table 4.17: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.312	.304		7.615	.000
	Change in Rank or Position	.426	.075	.441	5.662	.000

a. Dependent Variable: Job Satisfaction

Table 4.17 presents the regression coefficients for the model predicting Job Satisfaction based on Change in Rank or Position. The constant (intercept) is 2.312 with a standard error of 0.304, representing the baseline level of job satisfaction when there is no change in rank or position. The coefficient for change in rank or position is 0.426 with a standard error of 0.075, and a standardized beta of 0.441, indicating a positive and statistically significant relationship ($t = 5.662$, $p = 0.000$). This means that for every one-unit increase in change in rank or position, job satisfaction increases by 0.426 units, holding other factors constant. The implication is that rank or position changes strongly and positively influence job satisfaction among police officers, emphasizing the importance of fair and transparent promotion systems in enhancing morale, motivation, and retention within the Uganda Police Force.

On how do officers perceive promotions or demotions, and how do such changes in rank or position affect their motivation and job satisfaction, one of the respondents had to say;

> *"Promotions help to motivate use to work, hover demotions make you demoralized. If am promoted, I am encouraged to work harder and love my job"*

This statement clearly illustrates the strong motivational impact that promotions have on officers, boosting their commitment and job satisfaction. Conversely, demotions lead to demoralization and decreased enthusiasm, which can negatively affect performance and workplace morale. This implies that the Uganda Police Force should develop fair, transparent, and consistent promotion policies that recognize and reward performance. Additionally, support mechanisms should be in place to manage the effects of demotions to minimize negative impacts on morale, ensuring sustained motivation and productivity within the force.

Another respondent had to say;

"They have a negative attitude towards promotions as they think those who get promoted do not deserve so it is given on merit"

This response reveals that perceptions of unfairness and lack of transparency in promotion processes can lead to negative attitudes among officers. When promotions are viewed as undeserved or not based on merit, it undermines trust, breeds resentment, and damages team cohesion. This implies that the Uganda Police Force must ensure that promotion criteria and processes are transparent, merit-based, and well-communicated to all officers. Implementing fair and objective promotion systems will help restore confidence, improve morale, and foster a more positive organizational culture.

On some common reactions from officers when their rank or position changes, and how does this impact team dynamics and their overall satisfaction, one of the respondent had to say;

"Those who have been promoted, they feel above the colleagues and do not want to associate with the ones they have left behind. Some colleagues feel happy ad they get to improve and worker harder. Some are not happy for other who got promoted and item were left out as they feel like some of them did not deserve."

This statement highlights the complex social dynamics that arise following promotions within the force. While promotions can motivate some officers to work harder, they can also create divisions, with promoted individuals distancing themselves from colleagues and some staff feeling resentment especially when promotion decisions are perceived as unfair or biased. This implies that the Uganda Police Force should foster a culture of teamwork and inclusivity alongside a transparent and equitable promotion system. Additionally, leadership training on managing post-promotion relationships and encouraging collaboration can help mitigate negative interpersonal effects and strengthen unit cohesion.

On how does the perceived fairness of the promotion or demotion process impact job satisfaction among officers in the force, one of the key respondents noted that;

"In my experience, the perceived fairness of the promotion or demotion process greatly affects job satisfaction among officers. When officers believe that promotions are based on merit and transparent criteria, they feel valued and

motivated to work harder. On the other hand, if the process is seen as biased, unfair, or influenced by favoritism, it leads to frustration, resentment, and demoralization. This perception can cause officers to lose trust in leadership, reduce their commitment, and even affect teamwork within the force. Fairness in these processes is therefore crucial to maintaining morale and job satisfaction."

This response clearly demonstrates that the perceived fairness of promotion and demotion processes is a critical determinant of job satisfaction among police officers. When officers view these processes as merit-based and transparent, it enhances their sense of value and motivation. Conversely, perceptions of bias or favoritism undermine trust in leadership, decrease commitment, and negatively impact team cohesion. This implies that the Uganda Police Force must ensure that promotion and demotion procedures are transparent, equitable, and consistently applied. Establishing clear criteria and open communication can foster trust, improve morale, and strengthen overall organizational effectiveness.

On the key factors that influence job satisfaction when officers are promoted or given new positions within the police force, one of the respondents had to say;

"From my experience, several key factors influence job satisfaction when officers are promoted or assigned new roles. First, the clarity of the new role and understanding of responsibilities plays a big role as it helps officers feel confident and prepared. Second, recognition and appreciation from supervisors and colleagues boost morale significantly. Third, opportunities for professional growth and learning in the new position enhance satisfaction. Lastly, adequate support during the transition, including training and resources, is essential to help officers perform well and feel comfortable in their new duties. When these factors are present, job satisfaction tends to increase notably."

This response highlights that several key factors contribute significantly to job satisfaction when officers are promoted or assigned new roles. Clarity of role and responsibilities, recognition from supervisors and peers, opportunities for professional development, and adequate transitional support all play vital roles in enhancing officers' confidence, motivation, and performance. This implies that the Uganda Police Force should focus on clearly defining roles, providing consistent

recognition, offering continuous training, and ensuring sufficient resources during transitions. These measures will improve job satisfaction, facilitate smoother role adjustments, and ultimately enhance the effectiveness and morale of officers in their new positions.

4.6: Job satisfaction among police officers in Kampala Metropolitan South

The responses on job satisfaction among police officers in Kampala Metropolitan South were presented in table 4.6

Table 4.19: Job satisfaction among police officers in Kampala Metropolitan South

Statement	S.D	D	N.S	A	S.A	M	SD
Increases in intrinsic workplace conditions result in increased levels of employee satisfaction and motivation	12(8.9%)	3(2.2%)	23(17.0%)	60(44.4%)	37(27.4%)	3.79	1.14
Job satisfaction is closely related to both physical and mental health	5(3.7%)	8(5.9%)	2(1.5%)	70(51.9%)	50(37.0%)	4.13	0.97
Frequent transfers often separate officers from their families and communities, which can lead to emotional stress and lower job satisfaction	2(1.5%)	4(3.0%)	2(1.5%)	61(45.2%)	66(48.9%)	4.37	0.79
Some transfers are seen positively when they offer exposure to new skills, leadership opportunities, or career advancement	00	3(2.2%)	2(1.5%)	66(48.9%)	64(47.4%)	4.41	0.64
Moving to unfamiliar environments can require officers to re-learn local dynamics, which may reduce confidence and job performance temporarily	11(8.1%)	11(8.1%)	19(14.1%)	64(47.4%)	30(22.2%)	3.67	1.15
Transferred officers frequently experience irregular shifts, including night duties, which have been linked to health risks such as sleep disorders, poor mental health, and strained family life	3(22.2%)	29(21.5%)	18(13.3%)	50(37.0%)	35(25.9%)	3.63	1.15
Transfers disrupt personal routines and relationships, making it harder for officers to balance work with personal and family responsibilities	4(3.0%)	5(3.7%)	10(7.4%)	70(51.9%)	46(34.1%)	4.10	0.91

Source; ***Primary data, 2025***

A total of 12 (8.9%) respondents strongly disagreed, 3 (2.2%) disagreed, 23 (17.0%) were not sure, 60 (44.4%) agreed, and 37 (27.4%) strongly agreed that increases in intrinsic workplace conditions result in increased levels of employee satisfaction and motivation. With a mean of

3.79 and a standard deviation of 1.14, the results suggest moderate agreement. The implication is that factors such as recognition, autonomy, and meaningful work play a significant role in influencing officers' motivation and satisfaction. Improving the internal work environment can thus serve as a non-monetary incentive that boosts morale and performance in the Uganda Police Force. This aligns with Herzberg's Two-Factor Theory (Herzberg, 1966), which emphasizes that intrinsic motivators such as recognition, autonomy, and meaningful work significantly boost job satisfaction. This view is supported by Mason (1995), who suggests that non-monetary incentives can enhance motivation and morale, particularly in public service sectors like policing. Enhancing intrinsic factors serves as a critical strategy to improve officers' engagement and performance within the Uganda Police Force.

Regarding the relationship between job satisfaction and both physical and mental health, 5 (3.7%) strongly disagreed, 8 (5.9%) disagreed, 2 (1.5%) were not sure, 70 (51.9%) agreed, and 50 (37.0%) strongly agreed. The mean score of 4.13 and a standard deviation of 0.97 indicate strong agreement. The implication is that job satisfaction in policing is closely tied to the well-being of officers. Poor working conditions, stress from transfers, or lack of fulfillment may lead to mental and physical health challenges, which in turn negatively affect performance, retention, and overall institutional effectiveness. Strong consensus (mean = 4.13) on the link between job satisfaction and physical/mental health corresponds with findings by Oshagbemi (2000) and Julseth et al. (2011), who identify occupational stress and poor work conditions as key contributors to health challenges among employees. Police work exposes officers to psychological trauma and physical hazards (ILO, 2000), making job satisfaction a vital buffer against burnout and ill health. Supporting officers' well-being through improved job conditions can thus enhance retention and effectiveness, as also argued by Collings et al. (2018).

In terms of the view that frequent transfers separate officers from their families and communities and can lead to emotional stress and lower job satisfaction, 2 (1.5%) strongly disagreed, 4 (3.0%) disagreed, 2 (1.5%) were not sure, 61 (45.2%) agreed, and 66 (48.9%) strongly agreed. A high mean of 4.37 and a low standard deviation of 0.79 reflect broad consensus. The implication is that the disruption of familial and social ties due to transfers is one of the most significant stressors for officers, causing emotional fatigue and dissatisfaction. If not managed with support mechanisms, this can reduce long-term commitment and morale in the force. The high agreement

(mean = 4.37) that transfers separate officers from their families and induce emotional stress aligns with Barungi's (2005) observation that poor service conditions, including frequent relocations, negatively impact police morale and job satisfaction. This finding resonates with Kariyawasam's (n.d.) research indicating that disruptions in social and family life reduce job commitment. Emotional fatigue from familial separation is a recognized stressor that requires organizational support systems to mitigate its adverse effects on officers' long-term dedication (White et al., 2010).

When asked whether some transfers are seen positively when they offer exposure to new skills, leadership opportunities, or career advancement, 0 (0.0%) strongly disagreed, 3 (2.2%) disagreed, 2 (1.5%) were not sure, 66 (48.9%) agreed, and 64 (47.4%) strongly agreed. The mean score of 4.41 and a low standard deviation of 0.64 indicate strong positive sentiment. The implication is that when transfers are aligned with personal development goals, they are perceived as beneficial. Such experiences can renew enthusiasm and increase officers' sense of purpose, ultimately enhancing job satisfaction and professional growth. Respondents overwhelmingly agreed (mean = 4.41) that transfers linked to skill acquisition and career advancement are beneficial. This supports research by Kreitner and Kinicki (2006) and Mwaniki (2022), who emphasize the motivational role of career development opportunities in enhancing job satisfaction. When transfers align with officers' professional goals, they foster renewed enthusiasm and commitment, highlighting the importance of strategic, merit-based placement policies in police organizations (Elwini, 2019).

On the idea that moving to unfamiliar environments may require officers to re-learn local dynamics, potentially reducing confidence and performance, 11 (8.1%) strongly disagreed, 11 (8.1%) disagreed, 19 (14.1%) were not sure, 64 (47.4%) agreed, and 30 (22.2%) strongly agreed. With a mean of 3.67 and a standard deviation of 1.15, the response reveals some concern. The implication is that transfers to unknown regions may temporarily reduce officers' effectiveness as they adapt. If proper orientation and community briefings are not provided, the transition can hinder both service delivery and officers' confidence, affecting satisfaction levels. The moderate agreement (mean = 3.67) that transfers to unfamiliar areas may reduce confidence and performance is consistent with findings by Obodo (2019), who discusses how lack of contextual knowledge can temporarily hinder police effectiveness. Kariyawasam (n.d.) also underscores the

necessity of orientation programs to ease such transitions. Without adequate preparation, officers face adjustment challenges that can negatively affect service delivery and satisfaction.

For the statement that transferred officers frequently experience irregular shifts, including night duties, which are linked to health risks such as sleep disorders, poor mental health, and strained family life, 3 (2.2%) strongly disagreed, 29 (21.5%) disagreed, 18 (13.3%) were not sure, 50 (37.0%) agreed, and 35 (25.9%) strongly agreed. A mean of 3.63 and a standard deviation of 1.15 suggest moderate agreement. The implication is that transfers often lead to new shift schedules, particularly irregular or night shifts, which negatively affect both personal health and work-life balance. The resulting physical strain can degrade performance and job satisfaction, especially if not accompanied by supportive health and wellness measures. The moderate agreement (mean = 3.63) about the health risks from irregular or night shifts corresponds with evidence from ILO (2000) and Lokesh et al. (2016), who identify such schedules as contributors to sleep disorders, mental health problems, and family strain among police officers. The physical and psychological toll of these shifts underscores the need for wellness programs and fair scheduling practices to sustain officer health and productivity.

Finally, on whether transfers disrupt personal routines and relationships, making it harder for officers to balance work with personal and family responsibilities, 4 (3.0%) strongly disagreed, 5 (3.7%) disagreed, 10 (7.4%) were not sure, 70 (51.9%) agreed, and 46 (34.1%) strongly agreed. The high mean of 4.10 and a standard deviation of 0.91 reflect strong agreement. The implication is that routine disruptions caused by transfers undermine officers' ability to maintain a stable family and social life. This imbalance contributes to emotional fatigue and reduced satisfaction, particularly in cases where officers are posted far from their homes without sufficient family support systems. Strong agreement (mean = 4.10) that transfers disrupt personal routines and family relationships aligns with Barungi (2005) and D'amore (2019), who highlight the difficulties officers face in balancing work and personal life due to frequent relocations.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section gives the summary, conclusion and recommendations of the research findings where by a summary, conclusion and recommendations of the study are briefly discussed. The chapter starts by the findings of the study, conclusion, and recommendation on the way forward as well as giving suggestions for further study in areas not covered by the researchers.

5.2 Summary of the Findings

The demographic data indicates that the Uganda Police Force in Kampala Metropolitan South is largely male and comprised of a mature, career-focused workforce with modest educational backgrounds. The majority of officers occupy lower ranks, which leaves them with limited influence over transfer decisions despite being most affected by them. Many are seasoned officers with long years of service, suggesting that transfers can disrupt well-established routines and family stability. Since nearly all officers have experienced transfers, the practice is a common feature of police work, highlighting the need for fair, transparent, and well-managed transfer policies to maintain morale, job satisfaction, and productivity.

5.2.1 Effect of change in duty station on job satisfaction among police officers in Kampala Metropolitan South

The study shows that frequent transfers in the Uganda Police Force negatively affect officers' personal and professional lives, causing emotional stress from separation from families and social networks, alongside financial burdens linked to relocations. Officers also reported challenges adapting to new environments and feelings of career instability, especially when transfers appeared lateral or politically influenced, which reduced motivation and professional growth. Operationally, transfers disrupted access to suitable housing and weakened teamwork by breaking established workplace relationships, ultimately lowering morale, job satisfaction, and overall effectiveness.

5.2.2 Effect of change in job role on job satisfaction among police officers in Kampala Metropolitan South

The findings reveal that mismatched job placements and inadequate preparation for new roles significantly reduce performance, motivation, and job satisfaction among Uganda Police Force officers. Assignments outside officers' training or experience, coupled with limited orientation or training, create uncertainty, stress, and emotional strain, while demanding shifts further disrupt work-life balance and contribute to burnout. Officers also expressed a sense of identity loss when removed from familiar roles, underscoring the psychological toll of poorly managed transitions. On a positive note, role changes linked to career growth were widely welcomed as they enhanced satisfaction, though concerns remained about politically influenced or unfair transfers, which undermine morale and institutional trust. Overall, the findings highlight the importance of aligning roles with skills, offering structured preparation, and ensuring fairness and transparency in job transitions to sustain motivation and effectiveness.

5.2.3 Effect of change in rank or position on job satisfaction among police officers in Kampala Metropolitan South

The findings show that promotions in the Uganda Police Force are largely seen as positive, boosting morale, recognition, financial rewards, and opportunities for decision-making, which enhance motivation and job satisfaction. However, they also come with challenges such as increased workload, potential stress, and disruptions to friendships or team dynamics due to shifts in power relations. Concerns over fairness in promotion processes were also raised, with merit-based advancement viewed as more satisfying and trust-building compared to politically influenced decisions. Additionally, role clarity and effective communication after promotion were identified as critical in reducing confusion and fostering confidence. Overall, the study highlights that while promotions are motivating, their effectiveness in sustaining satisfaction depends on workload management, fairness, inclusivity, and clear communication.

5.2.4 Job satisfaction among police officers in Kampala Metropolitan South

The findings show that intrinsic workplace factors such as autonomy, recognition, and wellness support play a vital role in motivating officers and enhancing job satisfaction in the Uganda Police Force. While frequent transfers often cause emotional stress, disrupt family life, and negatively affect health and routines, they are valued when they provide opportunities for skill

development and career growth. However, poor preparation, lack of orientation, and demanding shifts reduce their positive impact, leading to stress, fatigue, and lowered performance. Overall, the study highlights the importance of balancing career development opportunities with supportive policies, wellness programs, and family-friendly practices to sustain morale and commitment among officers.

5.3 Conclusion

5.3.1 Effect of change in duty station on job satisfaction among police officers in Kampala Metropolitan South

The correlation and regression analyses reveal a statistically significant but moderate relationship between changes in duty station and job satisfaction among police officers. There is a positive Pearson correlation coefficient of 0.384 ($p = 0.000$, $N = 135$), indicating that duty station changes are moderately associated with job satisfaction. Table 4.5 reports an R Square value of 0.147, meaning that 14.7% of the variance in job satisfaction is explained by changes in duty station, with an Adjusted R Square of 0.141 and a standard error of 0.46797, confirming modest predictive power. The ANOVA results further affirm the model's significance, with an F-statistic of 22.939 and $p = 0.000$, indicating that changes in duty station significantly predict job satisfaction. The unstandardized regression coefficient is 0.353 (SE = 0.074), with a standardized beta of 0.384 and a highly significant t-value of 4.789 ($p = 0.000$), suggesting that a one-unit increase in changes in duty station leads to a 0.353 increase in job satisfaction, holding other variables constant. Overall, these results suggest that while well-managed transfers positively influence job satisfaction, they account for only part of the variation, highlighting the importance of considering additional factors like working conditions, leadership, and welfare in enhancing police officers' job satisfaction.

5.3.2 Effect of change in job role on job satisfaction among police officers in Kampala Metropolitan South

The correlation and regression analysis results indicate a weak but statistically significant relationship between change in job role and job satisfaction among police officers. The Pearson correlation coefficient is 0.178 ($p = 0.039$), suggesting a slight positive association. Changes in job role explain only 3.2% of the variance in job satisfaction (R Square = 0.032, Adjusted R

Square = 0.024) with a standard error of 0.49863, indicating minimal predictive power. The ANOVA results in Table 4.11 confirm that the model is statistically significant (F = 4.350, p = 0.039), and a one-unit increase in change in job role results in a 0.109 unit increase in job satisfaction (Beta = 0.178, t = 2.086, p = 0.039). These findings imply that while changes in job role do positively influence job satisfaction, the effect is relatively small, emphasizing the need for a broader, multifaceted approach to improving job satisfaction within the Uganda Police Force.

5.2.3 Effect of change in rank or position on job satisfaction among police officers in Kampala Metropolitan South

The analysis reveals a moderate and statistically significant positive relationship between change in rank or position and job satisfaction among police officers, with a Pearson correlation coefficient of 0.441 (p = 0.000). The regression model demonstrates that 19.4% of the variance in job satisfaction is explained by changes in rank or position (R Square = 0.194; Adjusted R Square = 0.188), with a standard error of 0.45486. The ANOVA results confirm the model's statistical significance (F = 32.053, p = 0.000), and Table 4.17 shows that for every one-unit increase in change in rank or position, job satisfaction increases by 0.426 units (Beta = 0.441, t = 5.662, p = 0.000). These findings imply that promotions or rank adjustments play a substantial role in shaping officers' morale and satisfaction levels, more so than other variables such as job role or duty station changes. This underscores the critical importance of maintaining transparent, merit-based promotion systems to boost motivation, engagement, and retention in the Uganda Police Force.

5.4 Recommendations

Uganda Police Force Headquarters (HRM Department) should develop and implement family-friendly transfer policies that consider officers' family status, spouse employment, and schooling of children to reduce emotional stress and disruption. This can involve creating a Transfer Impact Assessment Framework before any move is approved.

Ministry of Internal Affairs (Policy Oversight) should introduce a relocation allowance scheme and housing support to ease the financial burden of transfers. This can include temporary

housing provisions or rental subsidies in high-cost urban areas such as Kampala Metropolitan South.

Uganda Police Training Directorate should ensure role alignment through competency-based deployments by matching officers to job roles based on training, experience, and career goals. This can be achieved by maintaining updated personnel skill profiles and using them during deployment planning.

Directorate of Human Resource Development should introduce mandatory induction and refresher training programs before officers assume new roles, especially when responsibilities differ significantly from previous assignments. This helps build confidence and reduces anxiety caused by unfamiliar duties.

Police Authority and Promotions Board should strengthen transparency and meritocracy in promotion processes, using performance appraisals, training outcomes, and years of service to guide decisions. Publicizing promotion criteria will build trust and morale across the force.

Uganda Police Leadership and Command Units should provide clear role definitions and performance expectations following a promotion to prevent confusion and miscommunication. This should be coupled with leadership and decision-making training for newly promoted officers.

5.5 Areas of further study

1) Effect of Leadership Styles on Job Satisfaction and Motivation in Policing
2) Role of Organizational Justice in Promotion and Transfer Processes
3) Impact of Work-Life Balance Programs on Police Officer Retention and Performance

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APPENDICIES

APPENDIX I: QUESTIONNAIRE FOR SPs, IPs, SGTs AND PCs

Dear Respondent:

My name is **Odongo Allan Opolot.** Am pursuing a Master of public administration and management degree at Nkumba University. In partial fulfillment of the requirements of this course, I am conducting my academic research entitled "***Police Transfers and Job Satisfaction in the Uganda Police Force: A Case Study Of Kampala Metropolitian South."*** The University has permitted me to carry out this research and I will treat your opinions with confidentiality. Your honesty is both critical and paramount when responding to the questionnaire.

Thank you so much for your cooperation.

Section A: Background Information

Pleas mark the applicable option with a tick **[**√**]**

1. Gender

Male ☐ Female ☐

2. Kindly select your age bracket

19-25 Years ☐ 26-32 Years ☐ 33-39 Years ☐ 39-45 Years ☐ Above 45 Years ☐

3. What is your most recent level of education?

PhD ☐ Master's Degree ☐ Bachelor's Degree ☐ Diploma ☐ Certificate ☐ Others……

4. What is your job Designation/Title?

SP ☐ IPS ☐ Police Constable ☐ NCO ☐

5. Duration of service in the Police Service (years)

0-5 ☐ 6-10 ☐ 11-20 ☐ Above 20 ☐

6. Have you experienced a transfer in the line of duty?

Yes, I have ☐ No, I have never ☐

For sections B, C, D and E use the scale/ranking below to tick in the box that corresponds with number that best indicates your opinion on the statement or question.

1- Strongly Disagree; **2-**Disagree; **3-**Neutral; **4-**Agree; and **5-**Strongly Agree

SECTION B: Effect of change in duty station on job satisfaction among police officers in Kampala Metropolitan South

No.	Item	1	2	3	4	5
1.	Frequent changes in duty station can separate officers from their families and established social networks, leading to emotional stress and reduced job satisfaction.					
2.	Officers may face difficulties adapting to new environments, cultures, or community expectations, which can lower morale and affect job performance.					
3.	Constant relocations may create a sense of instability, making officers feel insecure about their roles and career progression, thus reducing job satisfaction.					
4.	While some transfers may offer career growth, others may feel like lateral or downward moves, leading to frustration and decreased motivation.					
5.	Changes in duty station may affect access to affordable or appropriate housing, which in turn impacts personal well-being and satisfaction with the job.					
6.	Frequent transfers disrupt established teamwork and relationships, making it difficult for officers to build trust and effective collaboration.					
7.	Officers often bear financial burdens during relocations (e.g., transportation, settling-in costs), especially when allowances or support are inadequate.					

SECTION C: Effect of change in job role on job satisfaction among police officers in Kampala Metropolitan South

No.	Item	1	2	3	4	5
1.	When officers are assigned to roles that do not match their training or experience, they may struggle to perform effectively					
2.	New or unfamiliar job roles can lead to uncertainty and anxiety, especially if officers are not adequately prepared or supported.					
3.	Officers who identify strongly with their previous roles may feel a loss of purpose or identity when moved to new positions					
4.	Positive changes in job roles that offer career advancement or professional development can enhance job satisfaction by increasing a sense of achievement and recognition.					
5.	Lack of proper training or orientation in new roles can lead to low performance and dissatisfaction.					
6.	Role changes that involve longer hours, more demanding tasks, or different shifts can disrupt personal routines and reduce job satisfaction.					
7.	If job role changes are perceived as unfair or politically motivated, they can breed resentment and lower morale among officers.					

SECTION D: Effect of change in rank or position on job satisfaction among police officers in Kampala Metropolitan South

No.	Item	1	2	3	4	5
1.	A promotion often comes with more duties, which can raise stress levels if not matched with adequate support.					
2.	A higher rank can increase self-esteem, recognition, and a sense of achievement, leading to improved job satisfaction.					
3.	Moving to a higher or lower rank can affect existing friendships and team dynamics, potentially leading to isolation or conflict.					
4.	When promotions or demotions are seen as fair and merit-based, they enhance satisfaction; otherwise, they may cause resentment and demotivation.					
5.	Higher ranks allow officers to contribute to decision-making, which can enhance their engagement and job satisfaction					
6.	Clear communication about new duties and expectations after a rank change helps reduce confusion and enhances satisfaction.					
7.	Changes in position may come with improved pay, allowances, and privileges, which can positively impact overall satisfaction					

SECTION E: Job satisfaction among police officers in Kampala Metropolitan South

No.	Item	1	2	3	4	5
1.	Increases in intrinsic workplace conditions result in increased levels of employee satisfaction and motivation					
2.	Job satisfaction is closely related to both physical and mental health					
3.	Frequent transfers often separate officers from their families and communities, which can lead to emotional stress and lower job satisfaction					
4.	Some transfers are seen positively when they offer exposure to new skills, leadership opportunities, or career advancement.					
5.	Moving to unfamiliar environments can require officers to re-learn local dynamics, which may reduce confidence and job performance temporarily					
6.	Transferred officers frequently experience irregular shifts, including night duties, which have been linked to health risks such as sleep disorders, poor mental health, and strained family life.					
7.	Transfers disrupt personal routines and relationships, making it harder for officers to balance work with personal and family responsibilities					

Thanks for your participation.

APPENDIX II: INTERVIEW GUIDE FOR SSPs

1) How do police officers typically respond to transfers to new duty stations, and how does this affect their job satisfaction?
2) What challenges do officers face when relocated to a new station, and how do these challenges impact their overall job satisfaction?
3) Can you describe any strategies the police force uses to help officers adjust to new duty stations and maintain job satisfaction?
4) In your opinion, how do frequent transfers between duty stations affect long-term job satisfaction and career commitment among officers?
5) When officers are moved to different roles, how do they typically feel about their new responsibilities, and how does it influence their job satisfaction?
6) What training or support is provided to officers when their job role changes, and how does this affect their ability to adapt and remain satisfied with their work?
7) How do officers react to shifts in job role, especially when they are assigned tasks they might feel less competent in? Does this impact their morale?
8) What role does the clarity of job expectations play in maintaining job satisfaction when officers change their roles?
9) How do officers perceive promotions or demotions, and how do such changes in rank or position affect their motivation and job satisfaction?
10) What are some common reactions from officers when their rank or position changes, and how does this impact team dynamics and their overall satisfaction?
11) How does the perceived fairness of the promotion or demotion process impact job satisfaction among officers in the force?
12) In your experience, what are the key factors that influence job satisfaction when officers are promoted or given new positions within the police force?