

Flexible work arrangement and Personnel Performance within the Uganda Police Force in Mbale District Uganda

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Abstract: The study explored the relationship between flexible work arrangement and Personnel Performance within the Uganda Police Force in Mbale District Uganda. Specifically, it examined the impact of Flexible working hours, Shift Swapping and Split Shifts and Telecommuting or remote work on personnel performance. Utilizing a correlational research design, the study employed both quantitative and qualitative methods to analyze data with a sample of 110 participants drawn from 510 police personnel in Mbale District. The study reveals a very strong positive significant correlation between Flexible working hours and personnel performance among officers of the Uganda Police Force in Mbale District. This relationship is statistically significant, indicating that Flexible working hours are associated with enhanced performance. It was also discovered that there is an even stronger correlation between Shift Swapping and Split Shifts and personnel performance suggesting that Shift Swapping and Split Shifts arrangements positively impact officers' performance. The study results also indicated a very strong positive significant correlation between task prioritization and personnel performance demonstrating that effective Telecommuting or remote work contributes to enhanced performance among police officers. The study recommended that the Uganda Police Force formalize the inclusion of regular breaks within the daily work schedule, introduce flexible work arrangements and task prioritization frameworks Flexible working hours, Shift Swapping and Split Shifts and Telecommuting or remote work for daily operations to improve police personnel performance in the Uganda police force.

Key words: Work-life balance, Flexible working hours, Shift Swapping and Split Shifts and Telecommuting or remote work.

I. Introduction

This study was about Flexible work arrangement and Personnel Performance within the Uganda Police Force in Mbale District Uganda. Flexible work arrangement is a practice that allow employees to adjust their work schedules or locations to better meet their personal and family needs. This arrangement may include options such Flexible working hours, Shift Swapping and Split Shifts and Telecommuting or remote work, Shifrin & Michel (2022).

In Uganda, flexible work arrangement has not been at the fore front in the public sector. The introduction of the Public Service Standing Orders in 2010 marked a significant shift in addressing workplace concerns, including flexible working arrangements within the public sector, Kathukya et al (2025). However, despite these efforts, a report by the Uganda Bureau of Statistics (UBOS) in 2020 shows a persistent work-life imbalance, particularly among public servants such as the police force.

In Mbale District, Uganda, the challenges of work-life balance reflect the national trend but are exacerbated by local resource constraints. The Uganda Police Force in rural areas like Mbale has faced even greater difficulties due to underfunding and high workloads. A study by Kiwagama (2021) highlighted that police officers in Mbale District often experience stress and fatigue, a situation dating back to long-established work patterns and demanding duties. The lack of institutional support to address these issues in Mbale mirrors the broader historical neglect of rural police forces, leaving officers with little assistance to manage both work and home responsibilities

Mirembe et al (2025). This oversight continues to affect the capacity of officers to maintain a balance, directly impacting their well-being and professional performance.

II. Problem statement

A well-balanced work-life situation fosters higher levels of job satisfaction, better mental health, and improved job performance, especially in high-pressure professions like law enforcement Mirembe et al (2025). Globally, well-resourced police forces in countries such as Sweden and Canada have implemented policies that promote work-life balance through flexible regular breaks, stress management programs, and prioritization of tasks, resulting in improved performance and well-being (McCarthy et al., 2021). These measures allow officers to efficiently handle crime prevention and community policing while reducing burnout and absenteeism. However, the situation in the Uganda Police Force, particularly in Mbale District, falls short of this ideal according to Uganda Police Force (2020). Police officers in Mbale district frequently face a challenge of lack of regular breaks, resource constraints, and understaffing, leading to an inability to balance work and personal life effectively. Police officers are often required to work extended hours, respond to emergencies, and fulfill demanding job responsibilities, leaving little time for personal and family commitments. This imbalance leads to stress, reduced job satisfaction, and lower overall performance. According to a local study, over 60% of police officers in Mbale report experiencing work-life conflict, with many working more than 12-hour shifts without adequate time for rest or family commitments (Kiwagama, 2021). This imbalance often leads to high stress levels, absenteeism, and reduced job performance, compromising their ability to perform critical duties such as crime prevention and public safety. A report by the Uganda Police Force (2020) indicated that absenteeism rates among police officers in Mbale had risen by 15% due to work-related stress, highlighting the real consequences of poor work-life balance on personnel performance. While there have been efforts to address employee welfare through leave days and allowances, these initiatives have not been sufficient to mitigate the high levels of stress and work overload faced by police personnel. The absence of flexible work arrangements exacerbates the issue, leaving a significant gap between the expected level of police performance and the actual performance delivered. Addressing this gap was critical to improving both the work-life balance and personnel performance of police officers in Mbale District.

III. Main Objectives of the study and the scope

The study targeted the following objectives;

1. To examine the relationship between Flexible working hours and Personnel Performance of Uganda Police Force, Mbale District.
2. To examine the relationship between Shift Swapping and Split Shifts and Personnel Performance of Uganda Police Force, Mbale District.
3. To examine the relationship between Telecommuting or remote work and Personnel Performance of Uganda Police Force, Mbale District.

Research questions

The study was guided by the following research question

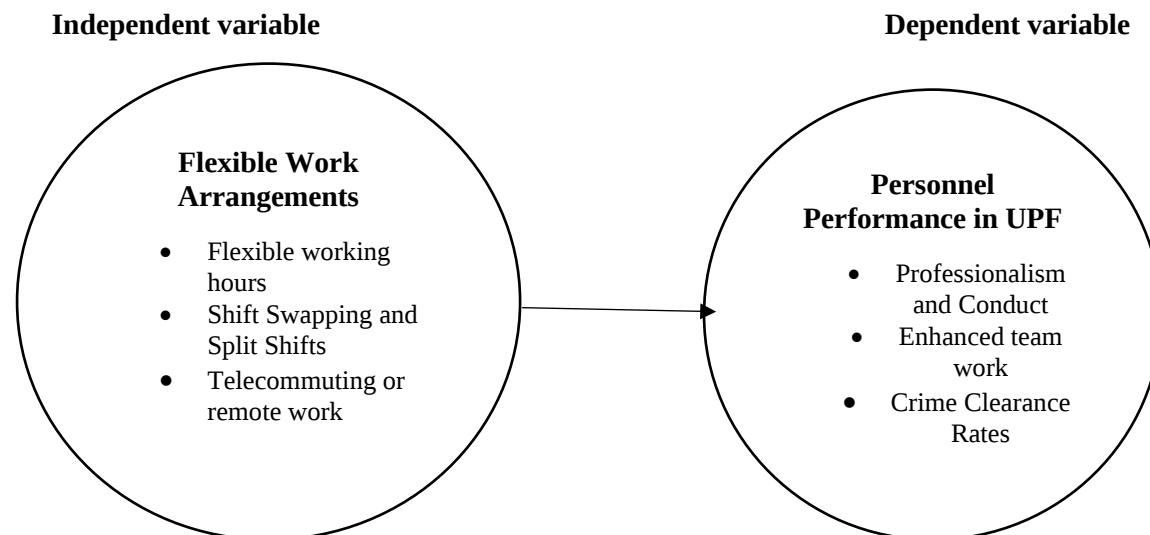
1. What is the relationship between Flexible working hours and Personnel Performance of Uganda Police Force, Mbale District?
2. What is the relationship between Shift Swapping and Split Shifts and Personnel Performance of Uganda Police Force, Mbale District?
3. What is the relationship between Telecommuting or remote work and Personnel Performance of Uganda Police Force, Mbale District?

Scope of the Study

The study was conducted at the Uganda Police Force in Mbale District, which is headquartered in the city of Mbale, the main urban center of the district. The Uganda Police Force headquarters in Mbale is located at approximately 1.0794° N latitude and 34.1833° E longitude, near the central area of the city. The police headquarters is situated within the city limits of Mbale, in the Eastern Region of Uganda. The exact location was often referred to as the "Mbale Police Station," is located near the central business district and key government offices. The study focused on the police force in Mbale, which, like many other urban areas, operated under significant pressure due to high crime rates, public safety demands, and limited resources. In terms of content, the study examined the relationship between Flexible working hours and Personnel Performance of the Uganda Police

Force. It investigated the relationship between Shift Swapping and Split Shifts and personnel performance, analyzed the relationship between Telecommuting or remote work and personnel performance of the Uganda Police Force in Mbale District. The study was conducted over a period of two years, from 2022 to 2024 to have enough time to produce desired results. This extended duration was carefully chosen to allow for comprehensive data collection, analysis, and interpretation.

IV. Conceptual frame work



Source: Adopted from Luthfi et al (2025) and modified by Researcher (2025)

Figure 1: Conceptual Framework

The conceptual framework above shows that Flexible working hours, Shift Swapping and Split Shifts and Telecommuting or remote work and Personnel Performance of Uganda Police Force are inter-related. The independent variable is flexible work arrangement which looks at Flexible working hours, Shift Swapping and Split Shifts and Telecommuting or remote work. The dependent variable is Personnel Performance measured by; Professionalism and Conduct, Enhanced team work and Crime Clearance Rates.

V. Literature review

Theoretical review

The study was guided by the Boundary Theory, as explained by scholars such as Christena Nippert-Eng 1996 in Ponce (2025), posits that individuals manage the boundaries between work and personal life through processes of "segmentation" or "integration." In a policing context, the traditional model has been one of extreme segmentation, where the "police subculture" demands total devotion to the role, often at the expense of the home. When flexible work arrangements are introduced, they alter these boundaries. For police officers in Mbale, flexibility may allow for "integration," where the transition between the role of an officer and a family member is more fluid. However, research suggests that while integration can reduce work-life conflict, it can also lead to "boundary blurring," where the stress of police work characterized by trauma and high vigilance bleeds into the home environment, potentially degrading personnel performance if not managed corrected in time.

Flexible work arrangements

Flexible work arrangements refer to work schedules that allow employees to vary their working hours, location, or both, in order to accommodate personal responsibilities, enhance productivity, or improve work-life balance of an individual Harrop et al (2025). These arrangements are designed to meet the diverse needs of the workforce while aligning with organizational goals and objectives Flexibility in the work place today has become a cornerstone of employee satisfaction and retention. Flexible work arrangements cater for a range of needs, from parents managing childcare to professionals seeking better time to work by reducing commute times, Harrop et al (2025).

Flexible work arrangements allow employees to adjust their work schedules or locations to better meet their personal and family needs. These arrangements include options such as flexible start and end times, remote work, compressed workweeks, and part-time schedules (Kossek&Ozeki, 2020). Recent research emphasizes that such flexibility can significantly enhance work-life balance by providing employees with the autonomy to manage their work and personal responsibilities more effectively Edeh et al (2025). Flexible work arrangements are associated with increased job satisfaction, reduced stress, and improved overall well-being (Allen et al., 2021). By accommodating diverse employee needs, organizations can foster a more engaged and productive workforce. Flexible work arrangements refer to work schedules that allow employees to have some degree of control over when, where, and how they work. Common types include telecommuting, compressed workweeks, flextime, and job sharing Edeh et al (2025). These arrangements provide employees with the opportunity to adjust their working hours to suit personal needs, leading to improved work-life balance, reduced stress, and higher job satisfaction. Research has shown that employees who have the option to work flexibly are more likely to report higher levels of engagement, job satisfaction, and productivity. For example, studies have found that flexible work arrangements can significantly reduce absenteeism and improve retention rates, as employees are less likely to leave organizations that offer these types of flexibility (Allen et al., 2021).

Flexible working hours

Flexible working hours have become a central issue in the contemporary world of work. Companies and employees are seeking to balance professional demands with personal needs, which has led to a re-evaluation of traditional work models, Ridzuwan et al (2025). Flexible working hours, commonly referred to as "flextime," represent a departure from the rigid "9-to-5" industrial-era work model. This arrangement allows employees to vary their arrival and departure times within established limits, provided they complete a total number of required hours over a specific period. In modern human resource management, these schedules are categorized under Alternative Work Arrangements (AWA) or Flexible Work Arrangements (FWA), designed to enhance organizational agility and employee well-being. The mandatory periods during the day when all employees must be present at the workplace (or online) ensure that meetings, collaborative projects, and essential communications can occur without scheduling conflicts.

Despite the flexibility in timing, employees are generally still required to fulfill a specific number of hours, such as 40 hours per week or 80 hours per bi-weekly pay period. In some advanced systems, employees may "bank" hours by working extra time one week to take time off the next but subject to labor laws and company policy. The implementation of flexible hours is often driven by the "War for Talent" and the need for increased productivity Ridzuwan et al (2025). When employees can handle personal appointments or family needs during the day without taking a full day of leave, "incidental" absenteeism drops significantly and by having employees start early and others stay late, a business can remain operational for 10 or 12 hours a day without paying overtime and improving customer service and by doing so employees can avoid peak-hour traffic, reducing stress and "winning back" time previously lost to congestion, Ghonim et al (2025).

Shift Swapping and Split Shifts

The management of human capital in industries requiring extended or continuous coverage necessitates sophisticated scheduling strategies. Two of the most prevalent yet complex mechanisms used to balance operational requirements with labor availability are shift swapping and split shifts, Putra et al (2025). While both aim to optimize the presence of personnel, they function through different logistical frameworks. One relies on employee-driven flexibility, while the other is a structural design used by management to address fluctuating demand. Work shifts are designated time periods during which employees perform their job duties. These structured time blocks form the foundation of workforce scheduling across industries, enabling businesses to maintain operations beyond traditional hours. Different types of work shifts allow organizations to maximize productivity, meet customer demands, and provide essential services around the clock, Putra et al (2025).

Shift swapping, often referred to as "shift trading" or "substitution," is a practice where two employees agree to exchange their assigned work periods. In modern organizational behavior, this is viewed as a form of "idiosyncratic deals" where employees negotiate flexibility that benefits their personal work-life balance without reducing the total labor hours provided to the employer, Rehman. et al (2025).

For shift swapping to be effective and legal, it must operate within a structured policy framework. Most authoritative management texts suggest that a formal policy must address issues of qualification parity in which

the employee taking over the shift must possess identical certifications and skill sets to the original staff member to ensure safety and operational standards. It also caters for managerial oversight where the initiative is often peer-to-peer, management must approve the swap to prevent "ghosting" and to ensure the swap does not trigger any problem in the organization.

From a human resources perspective, shift swapping is a low-cost benefit that significantly increases employee retention. Research indicates that when workers have "schedule control," they report lower levels of burnout and higher job satisfaction, Ballardie et al (2026). It serves as a vital tool for employees managing childcare, educational pursuits, or medical appointments without necessitating the use of paid time off. The choice of shift work schedules directly impacts operational effectiveness, employee wellbeing, and ultimately, business success. Understanding these fundamental shift types provides the groundwork for developing optimal workforce deployment strategies, Ballardie et al (2026).

Telecommuting or remote work

Telecommuting and remote work involve performing job duties outside a traditional office, offering benefits like increased flexibility, no commute, and reduced overhead costs, Magnier-Watanabe (2026). While often used interchangeably, telecommuting usually implies working near a central office with occasional on-site presence, whereas remote work typically means working from anywhere, often without in-office requirements. Telecommuting, also known as remote work or telework, refers to a work arrangement that allows employees to perform their job duties from locations outside the traditional office environment, typically from home or other remote locations using technology to maintain communication and productivity, Bolici et al (2025). The term "telecommuting" was originally coined in the early 1970s by Jack Nilles in Payne et al (2025). who envisioned it as a solution to urban congestion and energy consumption? In a post-industrial economy, the focus shifted from the manufacture of physical goods to the processing and control of information. Because information can be transmitted digitally, the physical presence of a worker at a specific desk becomes less critical for many service-oriented and knowledge-based roles. Telecommuting represents a fundamental shift from conventional workplace models, enabling employees to leverage technology for job performance while maintaining flexibility in work location, Payne et al (2025). This arrangement encompasses full-time remote work, hybrid models, and occasional remote work opportunities that support both organizational needs and employee preferences.

Modern telecommuting has evolved from simple work-from-home arrangements to sophisticated remote work ecosystems supported by cloud computing, collaboration tools, and digital communication platforms. Organizations increasingly recognize telecommuting as a strategic approach to talent acquisition, retention, and operational efficiency, Wang et al (2025). Successful telecommuting requires robust technology infrastructure including reliable internet connectivity, secure VPN access, cloud-based applications, and communication platforms. These technological foundations enable seamless collaboration, data security, and productivity measurement across distributed teams, Wang et al (2025).

VI. Methodology

The study utilized a correlational research design, relying exclusively on quantitative approach. This approach was suited for analyzing the relationship between Work-Life Balance and Personnel Performance within the Uganda Police Force in Mbale district. The researcher also used a mixed design approach, whereby quantitative techniques were employed. By concentrating on quantitative techniques, the research gathered and analyzed numerical data, allowing for comprehensive statistical evaluations and measurable results, Ma & Lee (2026). This design enabled the assessment of the correlations between variables without manipulating them, offering insightful perspectives on how Work-Life Balance strategies influenced Personnel Performance.

Population and sample

The total number of police officers in Mbale District was identified as 510, as per the Uganda Police Force Human Resource Annual Report (2021). This served as the population frame for the study. Therefore, the researcher randomly targeted a population of 110 participants. These participants represented a diverse range of groups, including Administration and Management (Officers In-Charge Stations), Public Order Management Team (POM), Detectives - Crime Investigation Staff (CIDs), Organic/Operational Forces (General Duty Officers), Non-Covert Teams (Crime Intelligence Staff), and Road Safety Teams (Traffic Officers) of the Uganda Police Force

in Mbale District. The study aimed to analyze various aspects to gain insights into how Work-Life Balance influenced the Personnel Performance of the Uganda Police Force.

The study included a sample of 86 individuals out of a total population of 110. This sample size was considered appropriate, as affirmed by Krejcie and Morgan 1970 in Renthlei & Lallawmkima, (2025). in their work "Determining Sample Size for Research Activities," published in Educational and Psychological Measurement. Their research indicated that a sample size of 86 was adequate for a population of 110.

Table 1 Research Population and Sample Size

Category	Target population	Sample size	Sampling techniques
Administration and Management (Officers in Charge Stations)	10	06	Stratified Random Sampling
Public Order Management Team (POM)	25	20	Simple random sampling
Detectives- Crime Investigation Staff (CIDs)	20	18	Stratified Random Sampling
Organic/ Operational Forces (General Duty Officers)	30	24	Simple random sampling
Non-Covert Teams (Crime Intelligence Staff)	10	08	Simple random sampling
Road Safety Teams (Traffic Officers)	15	10	Simple random sampling
Total	110	86	

Source: Primary Data (2024)

Sampling techniques

Stratified random sampling was employed to select participants from the Uganda Police Force in Mbale District, ensuring that key sub-groups were adequately represented in the study. The population was divided into distinct strata based on their roles, targeting administration and Management (Officers In-Charge Stations) and detectives (crime investigations staff-CIDs). A random sample of participants was then selected from each of these strata, ensuring that individuals from these departments and roles were included in the study. This approach enabled a comprehensive and balanced representation of the diverse perspectives within the Uganda Police Force, which was crucial for examining the relationship between work-life balance and personnel performance. Simple random sampling was employed to select staff from the Public Order Management Team (POM), Organic/Operational Forces (General Duty Officers), Non-Covert Teams (Crime Intelligence Staff), and Road Safety Teams (Traffic Officers) within the Uganda Police Force, Mbale District. Each member of the specialized units was assigned a unique identifier, and a random number of generator or random selection method was used to ensure that every individual had an equal chance of being included in the sample. Simple random sampling facilitated unbiased representation and allowed for a clear analysis of how different specialized roles impacted work-life balance and personnel performance.

Data source and its management

Primary data referred to information collected firsthand by the researcher for a particular research endeavor. This involved directly obtaining data from original sources, typically through methods like surveys. The collected data was customized to suit the research objectives and tailored to the specific context of the study.

Secondary data pertained to information that had been previously gathered by individuals or entities for purposes other than the present research investigation. These data sources encompassed published literature, government reports, databases, organizational archives, and other repositories of preexisting data. The researcher accessed and scrutinized this data to glean insights, complement primary data, or contextualize their research. The researcher engaged in a review and analysis of pertinent secondary data sources aligned with the research theme. This entailed accessing databases, conducting literature reviews, or extracting information from organizational records. The data was synthesized and interpreted to bolster the research outcomes. Secondary data was instrumental in furnishing background knowledge, contextual details, and comparative perspectives for the research inquiry.

Data collection tools

Self-administered questionnaires pertained to questionnaire tools filled out by participants independently, without direct oversight from the researcher. The researcher crafted a questionnaire comprising pertinent inquiries in line with the research goals. This questionnaire was disseminated to officers in the Public Order Management Team (POM), Detectives - Crime Investigation Staff (CIDs), Organic/Operational Forces (General Duty Officers), Non-Covert Teams (Crime Intelligence Staff), and Road Safety Teams (Traffic Officers), who were directed to fill it out and return it within a stipulated timeframe.

Analysis of data

The quantitative dataset was exclusively derived from the responses collected through the questionnaires. Raw data collected directly from the field lacked clarity and precision, necessitating systematic organization and formatting to unveil meaningful insights. The initial unrefined data obtained from the questionnaires underwent refinement processes, including purification, structuring, and encoding. Subsequently, the encoded data was inputted into a computer system, where it underwent rigorous validation and statistical analysis. Statistical software such as the Statistical Package for the Social Sciences (SPSS) was employed to conduct comprehensive descriptive and inferential analyses. Descriptive statistics were used to summarize the demographic characteristics of the respondents and the key variables being investigated, such as work-life balance and personnel performance. Correlation analysis was employed to assess the strength and direction of the relationship between two continuous variables. Through these inferential statistics techniques, the study was able to draw meaningful conclusions about the relationships between Flexible work arrangement and personnel performance in the Uganda Police Force. Pearson correlation was employed to determine the co-efficiency of the two variables (Flexible work arrangement measurements flexible working hours, shift swapping and split shifts and telecommuting or remote work and personnel performance).

Validity and Reliability

Validity referred to the extent to which a research instrument accurately measured its intended construct or concept, ensuring that it effectively captures the desired information. It relied heavily on expert evaluation, with the researcher striving for a validity coefficient of at least 70% as recommended by Slater & Hasson (2025). Upon reviewing the questionnaire, necessary refinements were made to ensure alignment with the study's objectives. The researcher employed a designated formula to determine the instrument's validity, thereby enhancing its reliability and credibility.

$$\begin{aligned} CVI &= \frac{\text{no of items declared valid}}{\text{total no of items}} \\ CVI &= \frac{21}{23} \\ &= 0.913 \end{aligned}$$

Therefore, the instrument was valid since the CVI stood at 0.913

Reliability

Reliability in this study referred to the consistency with which research instruments produced the same results or data across multiple administrations. To assess the reliability of the instrument, the researcher employed the Cronbach's reliability test. According to Slater & Hasson (2025), the interpretation of Cronbach's Alpha values suggested that values exceeding 0.9 were outstanding, those falling between 0.9 and 0.8 were considered good, values ranging from 0.8 to 0.7 were deemed acceptable, values within 0.7 to 0.6 were viewed as questionable, and values between 0.6 and 0.5 were categorized as poor, with those below 0.5 considered unacceptable. For effective internal control and accountability, the Cronbach's results should ideally have fallen within the range of 0.75 to 0.8 to ensure satisfactory reliability.

Table 2 Showing Reliability

Reliability Statistics	
Variables	Cronbach's Alpha
Flexible working hours	0.882
Shift Swapping and Split Shifts	0.800
Telecommuting or remote work	0.833
Average	0.838

Therefore, the instrument was reliable since the Average Cronbach Alpha's value was 0.838 which is above 0.75.

VII. Results and discussion of findings

Response rate

The respondents in the study responded as shown in table 3 below

Table 3 response rate of the study

Questionnaires Distributed	Questionnaires Returned	Response Rate
86	80	$= \frac{80}{86} * 100\% = 93.02\%$

Out of the 86 questionnaires distributed, 80 were successfully returned, indicating a 93.02% high level of response participation. This high response rate of 93.02% reflects strong engagement from the participants and suggests that the data collected is likely to be representative of the broader population within the Uganda Police Force in Mbale District. The high response rate also helps ensure the robustness of the study's findings, as it minimizes potential no response bias, which could otherwise affect the generalizability of the results, McKibben et al (2025). Such a response rate is indicative of the reliability and credibility of the data, ensuring that the conclusions drawn from this research are based on a substantial portion of the target population. This level of participation enhanced the validity of the study and contributed to a more comprehensive understanding of how Flexible work arrangement impacts personnel performance within the Uganda Police Force.

Objective one: To examine the relationship between Flexible working hours and Personnel Performance of Uganda Police Force, Mbale District.

One of the objectives of the study was on the relationship between relationship between Flexible working hours and Personnel Performance of Uganda Police Force, Mbale District. The findings about on this question are presented in the following discussion. Table 4 below how regular breaks as part of flexible working affect staff performance of the Uganda police force at Mbale. district.

Table 4 Flexible working hours Improve Focus and Concentration among Uganda Police Officers in Mbale District

Response	Frequency	Percent (%)
Disagree	15	18.75
Not sure	2	2.50
Agree	30	37.50
Strongly agree	33	41.25
Total	80	100.0

Source: Primary Data (2024)

Table 4 above illustrates the responses regarding the assertion that regular breaks enhance focus and concentration among Uganda Police officers in Mbale District. The majority of respondents, totaling 33 (41.25%), strongly agree that taking regular breaks positively impacts their ability to focus and concentrate. Additionally, 30 (37.50%) respondents Agree with this statement, indicating a substantial recognition of the benefits of regular breaks. In contrast, a minority of 15 (18.75%) Disagree with the notion, and only 2 (2.50%) are Not sure about its effects. The findings suggest that the Uganda Police Force should prioritize implementing structured break times for their officers, as the majority view them as critical to enhancing focus and concentration. This is in line with Melo et al, (2025) who noted that taking periodic breaks can enhance cognitive function, allowing employees to recharge mentally and return to tasks with renewed focus and creativity. Breaks reduce the mental and physical strain caused by prolonged work periods, mitigating the risk of burnout and fatigue, which are common in high-demand work environments.

Flexible working hours prevents burnout

Respondents were asked whether flexible working hours prevents burnout and their response is in table five below

Table 5 Showing flexible working hours and the prevention of burnout

Response	Frequency	Percent (%)
Strongly disagree	3	3.75
Disagree	30	37.5
Not sure	18	22.5
Agree	23	28.75
Strongly agree	6	7.5
Total	80	100.0

Source: Primary Data (2024)

Table 5 above highlights the responses concerning the assertion that regular breaks prevent burnout, ensuring sustained productivity among police personnel in Mbale District. In this case, 23 respondents (28.75%) Agree that regular breaks help prevent burnout, and 6 (7.5%) Strongly Agree. However, a notable portion, 30 respondents (37.5%), Disagree with this statement, while 18 (22.5%) are Not Sure, indicating a significant uncertainty around the relationship between breaks and burnout prevention. The implications of these findings suggest that while some police officers acknowledge the potential of regular breaks to prevent burnout, there is considerable skepticism among a large portion of the personnel. This calls for further investigation into the effectiveness of breaks as a burnout prevention strategy. Departments may need to explore additional support mechanisms, such as wellness programs and mental health resources, to complement the benefits of breaks and create a more comprehensive approach to preventing burnout and ensuring sustained productivity.

Table 6 Showing the Correlation between Flexible working hours and Personnel Performance of Uganda Police Force, Mbale District

		Correlations	
		Flexible work hours	Personnel Performance
Flexible working hours	Pearson Correlation	1	.865**
	Sig. (2-tailed)		.000
	N	80	80
Personnel Performance	Pearson Correlation	.865**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

Table 6 above presents the correlation between flexible working hours and the personnel performance of the Uganda Police Force in Mbale District. The Pearson correlation coefficient of 0.865 indicates a strong good positive significant relationship between flexible working hours regular breaks and personnel performance. This finding is statistically significant, as indicated by a p-value of 0.000, which is below the conventional threshold of 0.01. This strong correlation suggests that the implementation of flexible working hours is associated with enhanced performance among personnel in the Uganda Police Force. This implies that officers who take regular

breaks may experience improved focus, reduced fatigue, and increased overall productivity. This relationship underscores the importance of integrating regular breaks into the work schedule to optimize performance outcomes. This is in line with Takahashi et al (2025) who noted that in Japan, a country notorious for its intense work culture, companies have begun recognizing the value of regular breaks in preventing the negative impacts of overwork. Organizations such as Toyota have implemented short, structured breaks throughout the workday, resulting in measurable improvements in productivity and a decline in workplace fatigue.

Objective two: To examine the relationship between Shift Swapping and Split Shifts and Personnel Performance of Uganda Police Force, Mbale District.

The study sought to examine relationship between Shift Swapping and Split Shifts and Personnel Performance of Uganda Police Force, Mbale District and the finding are in the proceeding table 7 and discussion

Table 7 Showing Shift Swapping and Split Shifts Enhance Performance and Reduce Stress in Mbale's Police Force

Response	Frequency	Percent (%)
Disagree	14	17.5
Not sure	2	2.5
Agree	32	40.0
Strongly agree	32	40.0
Total	80	100.0

Source: Primary Data (2024)

Table 7 above highlights the responses regarding the assertion that Shift Swapping and Split Shifts Enhance Performance of police officers while reducing stress. The results show that 32 respondents (40.0%) Agree and an equal number (32 respondents or 40.0%) Strongly Agree with this statement, indicating a positive perception of remote work benefits. However, 14 respondents (17.5%) Disagree, and only 2 (2.5%) are Not Sure, reflecting a strong recognition of the advantages of remote work. The implication here is that the police force should explore integrating remote work options wherever possible, as this may enhance performance and reduce stress levels among officers. This is in line with a study on the South African Police Service (SAPS) by Buitendach et al. (2020) which demonstrated that officers with access to flexible work options experienced increased job satisfaction and were more engaged in their duties.

Implementing Shift Swapping and Split Shifts Boosts Engagement and Reduces Turnover in Mbale

Respondents were asked whether shift swapping and split shifts boosted their levels of engagement and also reduce turn over. their response is shown in table 8 below

Response	Frequency	Percent (%)
Disagree	14	17.5
Not sure	2	2.5
Agree	32	40.0
Strongly agree	32	40.0
Total	80	100.0

Source: Primary Data (2024)

Table 8 above shows the responses concerning the assertion that implementing Shift Swapping and Split Shifts boosts engagement and reduces turnover among police officers in Mbale. The results reveal that 32 respondents (40.0%) Agree and another 32 respondents (40.0%) Strongly agree with this statement, indicating a strong belief in the positive impact of Shift Swapping and Split Shifts on engagement and turnover. In contrast, 14 respondents (17.5%) Disagree, and only 2 (2.5%) are Not Sure, reflecting a consensus around the potential benefits of flexible hours. The implication of these findings suggests that the police department should prioritize the implementation of Shift Swapping and Split Shifts as a strategic initiative to enhance officer engagement and retention. This is in line with a study by Ojo and Akinlabi (2020) which revealed that police officers in Nigeria who utilized flexible work arrangements experienced less work-life conflict and reported better performance in their roles.

Table 9 Showing Correlation between Shift Swapping and Split Shifts and Personnel Performance of Uganda Police Force, Mbale District

Correlations			
		Shift swapping and split shifts	Personnel Performance
Shift swapping and split shifts	Pearson Correlation	1	.907**
	Sig. (2-tailed)		.000
	N	80	80
Personnel Performance	Pearson Correlation	.907**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

Table 9 above illustrates the correlation between Shift swapping and split shifts and the personnel performance of the Uganda Police Force in Mbale District. The Pearson correlation coefficient of 0.907 indicates a very strong positive significant relationship between Shift Swapping and Split Shifts and personnel performance. This correlation is statistically significant, as demonstrated by a p-value of 0.000, which is well below the conventional threshold of 0.01. This strong correlation suggests that the implementation of Shift Swapping and Split Shifts is associated with improved personnel performance among officers. Officers who benefit from flexible work schedules are likely to experience enhanced job satisfaction, which can lead to increased motivation, productivity, and overall effectiveness in their roles. The implications of these findings are crucial for management practices within the Uganda Police Force. Emphasizing Shift Swapping and Split Shifts can enhance officers' performance, promote work-life balance, and potentially lead to higher retention rates within the force. This is in line with a study by Dhende & Maposa (2025) in which they examined the Impact of economic downturn on Work-Life Balance across Selected Sectors of Industry in Zimbabwe discovered that Zimbabwean police force highlighted that Shift swapping and split shifts options significantly improved job satisfaction and job performance. Officers with access to such arrangements reported better work-life balance and higher performance levels compared to those without flexibility.

Objective three: To examine the relationship between Telecommuting or remote work and Personnel Performance of Uganda Police Force, Mbale District.

The study sought to examine the relationship between telecommuting or remote work and how it affected the performance of the police force personnel in Mbale district and the findings are the proceeding discussion.

Table 10 Showing how Telecommuting or remote work helps reduce stress and manage workloads better

Response	Frequency	Percent (%)
Disagree	13	16.25
Not sure	2	2.50
Agree	32	40.00
Strongly agree	33	41.25
Total	80	100.00

Source: Primary Data (2024)

Table 10 above shows the responses concerning the assertion that Telecommuting or remote work helps reduce stress and manage workloads among officers. A total of 32 respondents (40.00%) Agree, and 33 (41.25%) Strongly agree that Telecommuting or remote work aids in stress reduction and workload management. In contrast, 13 (16.25%) Disagree, and only 2 (2.50%) are Not Sure. The data indicates a clear consensus among officers that Telecommuting or remote work contributes positively to their mental well-being and workload management. The findings suggest that enhancing Telecommuting or remote work techniques can lead to better stress management and improved mental health among officers, fostering a more productive work environment. This is in line with Cristea & Miromanova (2025), who noted that by telecommuting, individuals can allocate their cognitive resources more effectively, avoiding burnout from trying to work from home.

Table 11 Shows the Correlation between Telecommuting or remote work and Personnel Performance of Uganda Police Force, Mbale District

			Correlations	
			Telecommuting or remote work	Personnel Performance
Telecommuting or remote work	Pearson Correlation		1	.895**
	Sig. (2-tailed)			.000
	N		80	80
Personnel Performance	Pearson Correlation		.895**	1
	Sig. (2-tailed)		.000	
	N		80	80

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

Table 11 above shows the correlation between Telecommuting or remote work and personnel performance of the Uganda Police Force in Mbale District. The Pearson correlation coefficient of 0.895 indicates a very strong positive significant relationship between Telecommuting or remote work and personnel performance. This correlation is statistically significant, as reflected by a p-value of 0.000, which is well below the conventional threshold of 0.01. This strong correlation suggests that Telecommuting or remote work is associated with enhanced personnel performance among police officers. When officers focus on high-priority tasks and remote work tasks, they are likely to manage their workloads better, leading to improved outcomes in their duties and responsibilities. This implies that task Telecommuting or remote work can significantly impact the overall efficiency and effectiveness of police operations. The implications of these findings are essential for operational strategies within the Uganda Police Force. By fostering a culture Telecommuting or remote work, police leadership can enhance personnel performance, leading to better response times and improved service delivery to the community. This is in line with Pabilonia & Vernon (2025) which noted that in the United States, the tech industry emphasizes task Telecommuting or remote work, particularly in fast-paced environments such as Silicon Valley. A report by the NHS Improvement (2020) found that Telecommuting or remote work has led to quicker response times, improved patient outcomes, and better resource allocation within the health system.

VIII. Conclusion

The study concluded that there is a very strong positive significant relationship between Flexible work arrangements and the personnel performance of the Uganda Police Force in Mbale District. Officers who had flexible working hours had reported an improvement in their focus and a notable reduction in fatigue, which in turn enhanced their overall productivity and efficiency. It was concluded that Shift Swapping and Split Shifts have a substantial positive impact on personnel performance within the Uganda Police Force. Officers who benefit from Shift Swapping and Split Shifts demonstrated higher levels of job satisfaction and motivation. Telecommuting or remote working greatly improved police officers' performance. It was established prioritizing remote tasks is associated with enhanced police personnel performance in Mbale district.

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