**THE IMPACT OF MANPOWER PLANNING TOWARDS WORKLOAD IMBALANCE IN THE TANZANIA POLICE FORCE: A CASE OF GEITA POLICE COMMAND**

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**A DISSERTATION SUBMITTED IN PARTIAL FULLFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

**2017**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance, by the Open University of Tanzania a dissertation title;“The impact of manpower planning towards workload imbalance in the Tanzania police force a case of Geita Police command” in partial fulfillment of the requirements for the degree of Master of Human Resource Management of the open university of Tanzania.

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(Supervisor**)**

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**DECLARATION**

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Signature

# .......................................

# Date DEDICATION

This research study is dedicated to the Tanzania police force (Specifically Geita Police) for the reference about the impact of manpower planning towards workload imbalance in the Tanzania police force. It is also dedicated to my lovely children (Melchizedek, Abigail and Elimelech) for the academic stimulation to them.

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**ABSTRACT**

The general objective for this study was to examine a relationship between Manpower Planning and Workload Imbalance in the Tanzania Police Force. The researcher wished to find whether not manpower planning had any impact towards workload imbalance in the Tanzania police force or other factors were in charge. Primary data were collected from police officers in Geita Police Commands. Research questionnaires were set on five-lickert scale whereby out of 150 targeted respondents only 125 respondents were able to respond for this study. Collected data were edited, coded, analyzed by using descriptive statistics, regression analysis and chi-square test whereby it proved that both manpower planning and premeditated factors were major factors contributed towards workload imbalance in the Tanzania police force. Study findings identified that Manpower planning positively explained workload imbalance in the Tanzania police force. The chi-squire proved that the study had to accept the null hypothesis that “Manpower planning had the impact towards workload imbalance in the Tanzania police”. In this case, it was proved that poor manpower planning was the actual course of the workload imbalance in the Tanzania police force. Policy implication was drawn and stipulated that police leaders should build up good manpower deployment, good manpower placement, good manpower quality and good manpower quantity and they should avoid nepotism, ethnicity, corruption and bribery and sexual relations with their subordinates.

**Key words:** Manpower deployment, manpower placement, manpower quality, manpower quantity, workload imbalance and poor manpower planning.

# LIST OF ABBREVIATIONS

CID Criminal Investigation Department

DTO District Traffic Officer

ELRA Employment and Labour Relation Act, 2004

FFU Field Force Unit

OC-CID Officer in-Charge of Criminal Investigation Department

OCD Officer Commanding District

OC-FFU Officer Commanding FFU

OCS Officer Commanding Station

OUT The Open University of Tanzania

PGO Police General Order; RE 2006

RCO Regional Crimes Officer

R&F Rank and File

RPC Regional Police Commander

RSIO Regional Security Intelligence Officer

RSM Regimental sergeant major

RTO Regional Traffic Officer

TEHAMA Teknolojia ya Habari na Mawasiliano

TPF Tanzania Police Force

TPFAPA; Tanzania police force and auxiliary police act, CAP 322

UN United Nations

URT United Republic of Tanzania.

USA United Sates of America

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# CHAPTER ONE

# 1.0 INTRODUCTION

## 1.1 Background of the Problem

During the industrial revolutions in Europe between 18th and 19th century, t**he use of steam-powered machines led to a massive increase in the number of factories (particularly in textile factories or mills) (Palmer, 1996).** The increase of factories normally increased the demand of the labour whereby the higher the supply of goods the lower the price hence the lower the profit. In this case; factories needed cheap labour to maximize profits; workers in the Great Britain worked up to 18 hours a day, they were busy at low pays. They worked long hours and were often treated badly by supervisors (Palmer, 1996).

Too much overworking hours and extreme heavy tasks and risk exposure were against human rights. This was contrary to the Article 24 of the Universal Declaration of Human Rights (1948) which stated that “Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay” (UN, 1948). The article 22(1) of the constitution of the United Republic of Tanzania clearly stated that; “Every person has the right to work” (URT; 1977 RE 2001). Although every person had the right to work but the constitution of the united republic of Tanzania did not allow forced labour. Article 25(2&3) stated that “Notwithstanding the provisions of sub article (1), there shall be no forced labour in the United Republic (URT;

Also, too much overworking hours was contrary to the laws. The employment and labour relation act of 2004 clearly stipulated that, “An employer shall not require or permit an employee to work more than 12 hours in any day” (ELRA, Sec 19(1)). Although this Act did not apply to the police force (ELRA, Sec 2(1)(ii)) but it stipulated the reality. Every person needs time to rest for at least six hour a day. Rest is an important part of a healthy lifestyle for all ages. It rejuvenates our body and mind, regulates our mood, and is linked to learning and memory function. On the other hand, not getting enough rest can negatively affect our mood, immune system, memory, and stress level (Jex, 2006)

Some organizations overworked some of employees; some employees worked for long time, high risk or performed heavy tasks while others worked for few hours carrying light duties at no risk more than others even though they possessed same qualities. This was a workload imbalance and it might be done under the bases of poor manpower planning, poor management, nepotism, ethnicity, sexual relations, corruption and bribery, favoritism, or racial discrimination. Tanzania had a big number of tribes and ethnic groups owning different cultures which in one way or another made different levels of crime in different areas in the country. In this reason, the security stability differed from one geographical area to another depending on the nature (Culture) of the indigenous people living in the particular area. The values of culture (belief, norms, customs and practices) had an influence to Social civilization and legal compliance.

Different areas with different cultures led to different social civilization and legal compliance which made different gravity of offences whereby different police officers working in different geographical areas carried different workloads. Sometimes there was a workload imbalance in the same command (department/station/Unit/Squad) at the same culture in the same geographical area. Workers of the same quality who worked in the same command (department/station/Unit/Squad) were carrying different task loads at different working hours with no genuine reasons. In most cases not all police members were involved in the same degree of risk exposure; some were involved in the extreme risks while others performed non risky tasks.

Manager of any organization have the key function of planning his manpower for optimal utilization. Gupta (2005; pg 185) clearly stipulated that, “No organization can be successful in the long run without having the right number and the right kind of people doing the right job at the right time”. This study was aimed at finding if the Tanzania police force was currently facing poor manpower planning which led to manpower imbalance or premeditated factors were in charge, the case study of Geita police command.

Tanzania Police Force was the state apparatus with a key function of enforcing laws (URT, 2002). It had the historical background back to the year 1885. The formal police force was formed by British colonial government on 25th August 1919 as officially announced in the government gazette Vol.1 No.21-2583. The first police station was opened at Lupa - Tingatinga in Chunya gold mining. In the year 2016 Tanzania police force owned a big number of police stations in different commands all over the country. The Tanzania police force is established and constituted in accordance with police force and auxiliary services act (URT, 2012) and police general orders (Mwema, 2006). Geita was the new region established in March 2012 located in the Lake Victoria zone. The total area was 20,054km2 and population was 1,739,530. It was divided into five districts namely; Bukombe, Chato, Geita, Mbogwe, and Nyang’hwale. (TAMISEMI, 2012).

Geita police command was one of the police regional commands in Tanzania whereby the chief senior officer in the region was Regional Police Commander (RPC). Geita Regional Police command was divided into eight sub-commands namely; Geita Field Force Unit (FFU), Regional Criminal Investigation Department, Regional surveillance and Intelligence unit, and the following district commands; Bukombe, Chato, Geita, Mbogwe, and Nyang’hwale. Geita police force comprised about 983 police members whereby it was estimated that one police officer served 1770 citizens. This was contrary to the international standards whereby one police officer should serve about 450 people (Kiwanga, 2003).

## 1.2 Statement of the Research Problem

One of the functions of the hierarchy of management is to identify and show the ranks of the employees (quality), job positions (placement), number of employees (quantity) and the use of employees (deployment) at each level. It is obvious that, employees of the same quality have the same rank and employees of the same rank are in the same level of the hierarchy of management. Normally it is expected that employees in the same level of hierarchy of management to have the same skills, knowledge and carry the same workload. Sometimes you may find that vise versa is true and the two employees of the same rank (quality) in the same unit, squad, department or command carrying different workloads. It is obvious that Tanzania Police Force was facing shortage of police officers throughout the country (Kiwanga, 2003). This shortage did not mean that one police officer of the same caliber working in the same department at the same level of hierarchy of management should perform more heavy/risky piece of works or work for more hours as compared to another one. Manpower deficiency can only lead to work overload to all employees of the same caliber in the same command or department but not only some.

Manpower planning means putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization (McDonald, 2005). It involved right number of people (manpower quantity), right kind of people (manpower quality), the right place (manpower placement), right time, doing the right things (manpower deployment). Workload (human power) imbalance means different work forces/efforts, different distances covered in executing such task or different hours used in accomplishing the task **(**Gudipati, 2012). The higher the work done to accomplish the task then the higher the workload; the higher the time used the higher the workload. Thus means, risk (risk-exposure) is when you have too much to do (task-load) or too much long hours (working-hours). Therefore, workload imbalance involved task-load imbalance, working-hours imbalance and risk-exposure imbalance.

Workload imbalance can either be determined by the poor manpower planning or one or more of the following premeditated factors which are nepotism, ethnicity, sexual relations, corruption or bribery, favoritism, and racial discrimination. Poor manpower planning is beyond manager’s awareness but in the premeditated factors manager knows exactly what he is doing is contrary to the good planning of his subordinates but he does for personal interests and hence leads to workload imbalance in the organization.

Some of the Tanzania police rank and file (R&F) members were complaining that some of them were working for many hours carrying heavy and risky tasks while others enjoying few hours of work, light duties or less risky tasks. Some were working for many hours while others were working for very few hours below standard; some were carrying heavy tasks while others were carrying lighter tasks and some were performing extremely risky duties while others were performing non risky tasks. In this case there was a problem; there was a workload imbalance among the two employees in the same unit, squad, department or command.

The researcher in this study was the Tanzania Police Officer who experienced this imbalance for fourteen years. He had the duty to prove by data the presence of this problem in the force (Independent variables). Question VII of the research questionnaires had that duty and collected data were computed in Table 4.10 whereby 74.12 percent agreed and strongly agreed that Tanzania Police Force had been facing workload imbalance.Although researcher leaned that Tanzania Police Force was facing workload imbalance but he was not aware weather poor manpower planning was its cause or not. The researcher had the duty to prove if manpower planning played any role to cause this problem (workload imbalance) in the police force or other factors were in charge.

## 1.3 Objectives of the Study

This study employed both general objective and four specific objectives.

### 1.3.1 General Objective

The researcher wished to find whether manpower planning had any impact towards workload imbalance in the Tanzania police force or other factors were in charge.

### 1.3.2 Specific Objectives

1. To find out the contribution of manpower deployment towards workload imbalance in Tanzania Police Force,
2. To investigate if manpower placement had any contribution towards workload imbalance in the Tanzania Police Force,
3. To examine if manpower quality was the factor towards workload imbalance in the Tanzania Police Force,
4. To scrutinize how manpower quantity contributed towards workload imbalance in the Tanzania Police Force.

## 1.4 Research Questions

This study employed both general research question and four specific research questions.

### 1.4.1 General Research Question

What was the impact of manpower planning towards workload imbalance in the Tanzania police force?

### 1.4.2 Specific Questions

1. What was the impact of manpower deployment towards workload imbalance in the Tanzania police force?
2. Was there any impact of manpower placement towards workload imbalance in the Tanzania police force?
3. Was the manpower quality the factor towards workload imbalance in the Tanzania police force?
4. Did the manpower quality contribute towards workload imbalance in the Tanzania police force?

## 1.5 Significances of the Study

This study was submitted for the partial fulfillment of the requirements for the award of the Degree of Master in Human Resource Management of The Open University of Tanzania (OUT). This study was expected to enable Tanzania Police Force to determine whether it was facing poor manpower planning or not. It came up with possible solutions on the poor manpower planning in the Tanzania police force.

The findings from this study contributed towards the body of knowledge to the Tanzania police force on the actual course of the workload imbalance in the force. However, it provided a room for recommendations of what to be done as the solution to the problem about workload imbalance.

## 1.6 Scope of the Study

This study focused on poor manpower planning as the key factor towards workload imbalance in the Tanzania police force. The researcher wished to ascertain whether poor manpower planning was the course of workload imbalance in the force or not. The respondents to this study were police members who suffered from workload imbalance. Through this study police management can obtain the factors towards workload imbalance in the force.

## 1.7 Organization of the Study

This study was made up of five chapters namely; the introduction, literature review, research methodology, data presentation analysis and interpretation, and discussion of findings. Chapter one clearly identified the research problem, provided the background of the Tanzania police force and in particular Geita police command. This study came up with four research objectives to ascertain the reason to go for study. It formulated four questions which were to be replied to meet objectives requirements. The main significances of this study were to meet the researcher’s academic requirements and to determine the course of the workload imbalance in the Tanzania police force.

The chapter two came up with conceptual definitions defining key terms used in this study. Theoretical literature review determined the determinants of manpower planning as well as those of workload imbalance. This chapter determined premeditated factors for workload imbalance and stated the manpower deficiency and manpower imbalance in the Tanzania police force. About ten related literatures worldwide, Africa and Tanzania in particular were perused to determine the research gap that this study aimed to cover. The conceptual Framework conceptualized figure **(Figure 2.1) t**hat stipulated the possible relationship between variable. Four pairs of the research hypothesis (null and alternative hypotheses) were drawn respond to the research questions. Theoretical frame work derived the motive behind the relationship between poor manpower planning and workload imbalance.

The research methodology stipulated how the research was designed, the area in which the researcher wished to collect relevant data. It stipulated the sampling technique which researcher used to ascertain the sample size, and identified methods that a researcher used to collect data. It stated how reliable and valid are the data which were expected to be collected from the field. It determined how data were analyzed and identified the data analysis methods that were employed by a researcher.

The chapter four discussed on the data presentation, data analysis and data interpretation. It included the response rate and background of the respondents in age, ranks, departments, gender participation and work experience. Research variables were controlled (premeditated factors and push and pull forces). The research hypothesis was carried by using regression analysis and chi-squire to ascertain which hypothesis to be opted. The summery of the study briefly stated the whole study in short for easy understanding. The research recommendations clearly stated the problem and the way forward to solve the identified problem. Research conclusion stipulated the areas for further study.

**CHAPTER TWO**

## 2.0 LITERATURE REVIEW

## 2.1 Introduction

This research study built the foundations of the interrelated ideas based on the following concepts; conceptual definitions, theoretical literature review, empirical literature review, research gap, conceptual framework and theoretical framework.

## 2.2 Conceptual Definitions

*Workload*: is the piece of work assigned to an individual,

*Manpower planning:* Is the process of obtaining the right kind and right number of employees in the right place doing the right job. Therefore poor manpower planning is the failure to meet good manpower planning in the organization.

*Manpower quality:* State at which the organization has employees who posses necessary qualities (Knowledge, skills and experience) for the benefit of the organization.

*Manpower quantity:* This is the extent to which the organization or department has the required number of employees which is neither above nor below the standard,

*Manpower placement:* This is the state at which employees work in the right section, right squad or right department which they can potentially utilize their skills, knowledge and experience for the benefit of the organization,

*Manpower deployment:* Deploy: To send staff to a certain place to carry out a certain job. Deployment of personnel: The sending of staff to certain places to carry out certain jobs.

*Police officer:*Is any member of the Tanzania Police Force trained to carry police duties in Tanzania.

## 2.3 Theoretical Literature Review

The theoretical literature review covered the following areas; workload imbalance and police risks, manpower planning, manpower deficiency and manpower imbalance in the Tanzania police force, and premeditated factors of workload imbalance.

### 2.3.1 Workload Imbalance and Police Risks

Police officers face a range of risks at work: homicide, assaults, communicable diseases, injuries and regular abuse (Graycar, 2001). They faced risks in the course of their duties: performing traffic duties, attending street disturbances, arresting offenders, guarding prisoners in watch houses or in hospital, or transporting offenders. The level of risk differs from one piece of work to another; and sometimes the higher the task assignments the higher the risk. Workload is the amount of work assigned or expected to a worker in a specified period of time (Gudipati & Pennathur, 2012).

In this case workload was predetermined by the amount of work (task force) and specific period of time. It is also determined by the risk exposure caused by the amount of the task performed and amount of time used to perform such task. An imbalance occurs when you have too much of some things and too little of others. Imbalance has got two sides namely; too much and too little. In this case; workload imbalance can be categorized into work overload (task over load, working overtime and over risky) and work under load (task under load, working under time and under risky). The Cambridge University dictionary (2015) defined work overload: is the situation in which someone has too much work to do above standard. It occurs when job demand exceeds human limits and people have to do too much in too little time with too few resources.

Ghafoor (2013) defined overload as employee’s insight that they had to work extra than the work should be completed within given time period (Ghafoor, 2013). Work overload is characterized by (a combination of) the following conditions: Long or unpredictable hours, too many responsibilities, work at a too-rapid pace, work at high risks, dealing directly with difficult people without sufficient relief, dealing with constant crises, and supervising too many people or having broad multifaceted job descriptions are characteristics of a work overload (Corey, 1996).

The amount of work to be done involves time rates (long working hours) or piece rates (the amount of output yielded) (Wickens, 1984). Basically Work overload can be categorized into long working hours, heavy task load and high risk exposure. Task overload involved unreasonable workloads, increased and excessive performance monitoring, tasks imposed on top of ‘core’ workload (more than one job), Unrealistic expectations of what can be achieved with the available resource, too many responsibilities, work at a too-rapid pace, or having broad multifaceted job descriptions (Corey, 1996). Long working hours included long and difficult working hours, Less breaks, days off and holidays, Pressure to work unwanted overtime (paid and unpaid), less breaks days off and holidays, Unrealistic expectations of what can be achieved with the available time, unpredictable hours, too many responsibilities (Corey, 1996).

High risk exposure involved normally working for a very long time carrying heavy tasks involves over risky in the particular organization. Over risky involves fully exposed to injuries, loss, hazard and dangerous, Faster and more pressured work pace, dealing directly with difficult people without sufficient relief, dealing with constant crises. Vice versa is true, work under load occurs when people have to do too little, in too much time, with too much human resources. In this case employees work for very few hours and/or perform only light duties below the standards. Work under load can be categorized into few working hourslow time load and low task load (non risk tasks).

Task under load: Light tasks, less pressured work pace, self performance monitoring, one task at time, realistic expectations of what can be achieved with the available resource, few responsibilities, work at a pace, no complicated descriptions (Corey, 1996). Few working hours: short working hours, breaks, days off and holidays, no overtime, realistic expectations of what can be achieved with the available time, working time limits (Corey, 1996). Low risk exposure: low range of risks at work: homicide, assaults, communicable diseases, injuries and regular abuse. Conclusively; workload management is a process for determining the proper workload distributions in order to provide optimal performance .Normally the higher the working time or task overload the higher the risk exposure to the personnel and equipments as well.

### 2.3.2 Manpower Planning

Human resources were considered to be the organization’s most valuable assets and therefore need to be deployed with maximum efficiency and effectiveness (Ali, 2014). Human resource planning based on the belief that people are an organization’s most important strategic resource (Armstrong, 2006). The Dictionary of Human Resources and Personnel Management (2003) defined human resources as the employees which an organization had available while manpower as the number of employees in an organization, industry or country (Collin, 2003). Manpower planning is the process of putting right number of people, right kind of people at a right place, right time, doing the right thing for which they are suited for the achievement of goals of organization (Gupta, 2005). It is the productive exploitation of the manpower resources. Manpower planning is determination of right number and right skills of human force to suit present and future needs (Armstrong, 2006).

Workforce planning is an organized process for identifying the number of employees and the types of employee skill sets required to meet agency goals and strategic objectives (Keel, 2006). Armstrong (2006) clearly stipulates that workforce planning is concerned with ensuring the availability of people with the right type of attitudes and motivation who are committed to the organization and engaged in their work, and behave accordingly (Armstrong, 2006). The prime role of human resource planning is to ensure that an organization has the right quantity and quality of the employees doing the right things in the right time and at the right cost to the organization (Ali, 2014). Its primary purpose is to enable the work organization to maximize the utilization of its human resources by ensuring that the right number of people and the right abilities are available to perform in correspondingly right job positions at the right time (Cherkasova, 2008).

Manpower planning, human resource planning and Workforce planning are the three terms which were used interchangeably. Thus manpower planning involved four determinants namely; Manpower quality, Manpower quantity, Manpower placement and manpower deployment. In the other hand, the opposite of manpower planning is the poor manpower planning. Poor manpower planning was the failure to meet manpower planning requirements; it was the failure to exploit the manpower resources in the organization productively.

Possible reasons for poor manpower planning were; human weaknesses (lack of managerial knowledge and skills), lack of management support, lack of material support (budget constraint) or sometimes premeditated factors may be in charge. Poor manpower planning determinants were; poor manpower quality, poor manpower quantity (manpower imbalance), poor manpower placement and poor manpower deployment. Poor manpower planning determinants are the factors towards workload imbalance, work life imbalance, poor productivity and poor performance in the organization.

Human resource was the vital resource in the organization which required financial and material support from the top management. Sometimes top management considered that it was the wastage of time and material to put emphasis on the manpower planning. At the end manpower remained unplanned hence poor manpower planning. Some of the organizations (including Tanzania police force) had no definite and defined human resource department separate from the administrative department.

In the Tanzania police force staff officer 1 dealt with administrative chores, material resources and human resources matters in one office in the regional level while having no even such office in the district level and Field Force Units. Any organization needed human resource department with skilled labour equipped with fully knowledge of manpower planning otherwise the organization may end up to poor manpower planning. Manpower planning is a time consuming and expensive exercise but the organization’s management should bear the cost to avoid workload imbalance in the organization.

### 2.3.3 Premeditated Factors for Workload Imbalance

Premeditated factors were the factors that lead to workload imbalance and manpower imbalance at the knowledge and intention of the manager. Manager knows the consequence of his act that will lead to workload imbalance but he does for his personal interests. Those factors included; nepotism, ethnicity, sexual relations, corruption and bribery, favouritism, and racial discrimination. Normally employees employed under the bases of nepotism, ethnicity, sexual relations, corruption and bribery, favouritism, and racial discrimination are of poor quality. They do not meet job specifications since the selection criterion was not observed. They are normally placed in the wrong place since they are placed in fervour of carrying light duties at a short working time while exposed to no or low risk. Mostly they deploy themselves doing what they wish to do at any time avoiding risky tasks.

Any organization that applied the premeditated factors in hiring its employees normally favoured employees needed to work under the following conditions; short working hours, breaks, days off and holidays, light tasks, less pressured work pace, few responsibilities, worked at a pace, no complicated descriptions, low range of risks at work and they were too risk averse. There can never be balance between the employees hired under the bases of premeditated factors and those who hired under the normal bases. Obvious the two employees carried different workloads; the favoured carried light or optimal task load while non favoured carried heavy task load working for a very long time exposed to high risk.

### 2.3.4 Manpower Deficiency and Manpower Imbalance in the Tanzania Police Force

Police Manpower was not sufficient to meet security needs in the country. The police citizens’ ratio was estimated to be one police served 1400 people and this was contrary to the international standard whereby one police served only 450 people (Kiwanga, 2003). This deficiency led the Tanzania government to involve other sectors into the security maintenance in the country. “Police force involves community neighbourhood watch groups: Sungusungu ensured sustainable and substantive city’s initiatives in crime prevention, reduction and control in communities especially in areas of the marginalized poor majority, given a political commitment, drive and will by leaders and residents” (IACP, 2000). The militia was another group that was used to assist the police force in the police duties and performs as the auxiliary police in some circumstances.

The number of police members was short to the needs; sometimes police members carried heavy tasks at a long working time so as to meet the need of police service to the public. Obvious it was expected that all workmen would carry the same heavy loads and be exposed to the same risk level but in this case some carried extreme heavy and exposed to extreme risk while others worked at the standard or below. Manpower deficiency was not the room for imbalances (workload imbalance) when workload management was in control.

## 2.4 Empirical Literature Review

A Literature review in this study includes systematic identification and analysis of documents containing information related to a research problem under investigation. It identified the research methodology (research design, area of study, population of the study, sampling design, sample size, methods of data collection, data collection tools, reliability and validity of data, data analysis) used in the related literatures. This research was able to investigate ten related literatures.

### 2.4.1 Empirical Literature Review World Wide

Ariffin (2015) analysed the Workload, role conflict and work-life balance among employees of an enforcement agents, the case study of Malaysia. The study aimed to identify the effects of workload and role conflict towards employees’ work-life balance. Quantitative research had been conducted using cross-sectional survey method by distributing questionnaires to 100 respondents in one of government enforcement agency in Malaysia as a sample. Descriptive analysis, reliability analysis, Pearson’s correlation analysis and multiple regression analysis were applied in this study to measure the relationships between independent and dependent variables.

The finding of the study revealed that, workload was the most dominant factor affecting work-life balance, followed by role conflict. It also showed that all of the two factors were significantly and negatively related with employees’ work-life balance. These results explained that the higher workload and role conflict felt by the employees, the lesser the work-life balance enjoyed by them. Thus, employees’ work-life balance can be improved by considering the amount of workload given to them as well as their feeling of role conflict in performing the job.

Cooper (1982) attempted to determine which job events are perceived as significant sources of stress in police work. The Police Stress Inventory was developed based on the interviews with police staff and experts in police administration for the study. The questionnaire was administered to a random sample of 220 police personnel. The sample consisted of 450 police personnel. Two hundred and forty one questionnaires out of 450 questionnaires were returned of which 220 were found to be usable yielding a response rate of 53.6 percent. Twenty one of these responses were excluded for analyses because they were incomplete. The final sample consisting of 220 individuals contained 201 men and 19 women. The mean age was 40.2 years and the standard deviation 7 years (range 23-57).

Sen (2015) researched on Workload Perception of the Police Officer. The aim of the study was to investigate the perceived workload level of the police officer who works in TNPO (Turkish National Police Organization). Two types of data, namely the factual data (categorical data) and the data related to personal workload perception (numerical data). Categorical variables were compared with the Chi-Square test. A "p" value of less than 0.05 was considered statistically significant. Study data have been analyzed using SPSS 13.00 for windows software package. The results have showed that no occupation group in the TNPO (in Erzurum Department) have a “below normal” perception of workload. Workload perception started from the level of “normal” and heavily cumulated in the “above normal and heavy” workload categories. The most striking finding of this study was that all policemen had a workload perception that was “above normal”, “heavy” or “unmanageable”. No worker (in TNPO) perceived his/her workload as below normal.

**Dembe (2005) aimed to** analyse the impact of overtime and extended working hours on the risk of occupational injuries and illnesses among a nationally representative sample of working adults from the United States. Responses from 10,793 Americans participating in the National Longitudinal Survey of Youth (NLSY) were used to evaluate workers’ job histories, work schedules, and occurrence of occupational injury and illness between 1987 and 2000. A total of 110 236 job records were analysed, encompassing 89 729 person-years of accumulated working time. Aggregated incidence rates in each of five exposure categories were calculated for each NLSY survey period. Multivariate analytical techniques were used to estimate the relative risk of long working hours per day, extended hours per week, long commute times, and overtime schedules on reporting a work related injury or illness, after adjusting for age, gender, occupation, industry, and region.

After adjusting for those factors, working in jobs with overtime schedules was associated with a 61% higher injury hazard rate compared to jobs without overtime. Working at least 12 hours per day was associated with a 37% increased hazard rate and working at least 60 hours per week was associated with a 23% increased hazard rate. Results suggest that job schedules with long working hours are more risky merely because they are concentrated in inherently hazardous industries or occupations, or because people working long hours spend more total time “at risk” for a work injury. Strategies to prevent work injuries should consider changes in scheduling practices, job redesign, and health protection programmes for people working in jobs involving overtime and extended hours. Aronsky (2007) investigated on shifting toward balance measuring the distribution of workload among emergency Physician Teams. Scotland. The objective of this investigation was to determine time-dependent workload patterns for emergency department (ED) physician teams across work shifts.

A secondary aim was to demonstrate how ED demand patterns and the timing of shift changes influence the balance of workload among a physician team. Operational measurements of an adult ED were collected from a clinical information system to characterize physician workload patterns during all current work shifts. Plots of patient load versus time were developed for each physician shift, in which patient load was defined as the number of patients a physician simultaneously managed at a point in time. Patient-load curves for each shift were superimposed during 24 hours to display how patient load was distributed among a team of physicians.

Resident shift changes during daily peak occupancy periods caused patient load imbalances so that residents on a particular shift consistently managed a disproportionate number of patients (mean 9.4 patients; 95% confidence interval [CI] 6.7 to 12.1 patients) compared with other residents on duty (mean 3.4 patients; 95% CI 2.1 to 4.7 patients). Physician patient load patterns and ED demand patterns should be taken into consideration when physician shift times are scheduled so that patient load may be balanced among a team.

Real-time monitoring of physician patient load may reduce stress and prevent physicians from exceeding their safe capacity for workload. Anantharaman (2013) reviewed Sources of Job Stress in Police Work in a Developing Country, the case study of Melaka, Malaysia.An attempt was made to determine which job events are perceived as significant sources of stress in police work. The Police Stress Inventory was developed based on the interviews with police staff and experts in police administration for this study. The questionnaire was administered to a random sample of 220 police personnel. The respondents rated the job situations as least stressful (0%) to most stressful (100%). They consider the organizational and social aspects of the job were more stressful especially due to the clock duty, lack of time for family, political pressures from outside and inadequate facilities. Results showed that stress was due to more organizational factors than to physical hazards on the job.

Kumarr (2001) wished to find Sources of Stress among Police Official in New Delhi. India. The study interviewed a total of 25 police personnel, out of which 15 were Inspectors and 10 Sub-Inspectors working in 8 different police stations for Delhi Police. Sampling technique employed for the study was purposive sampling as the inclusion criteria for the study was police personnel with minimum 2 years of experience in police station/district police unit. The age range of the sample varied from 25 to 45 years. The sample had a good balance for sex, 12 female and 13 male personnel. Interviews with each of the participant ranged from 45 to 65 minutes. Recorded interview responses were summarized and transcribed verbatim.

The 8 paged transcripts were analysed using thematic analysis, a qualitative method use. In this case, according to the study the sources of Stress among Police Officials were Work overload, long working hours, job insecurity, lack of participation in decision making, lack of fairness at workplace, poor compensations and benefits, lack of resources for investigation, poor relations with the public, poor relations with a media.

### 2.4.2 Empirical Literature Review in Africa

Anyadike (2013) argued on Human resource planning and employee productivity in Nigeria republic organization. University of Nigeria, Nigeria. The level of dissatisfaction put human resource planning out as the solution to the issue of employee’s unproductively in the Nigerian public organizations. The study aimed to investigate the role of Human Resources Planning (HRP) in ensuring employee productivity in the Nigeria Public Organizations. Data for this paper were derived from secondary sources: previous research and analysis of scholars, government documents, newspaper/magazines as well as journal articles that are related to the subject.

The study involved an extensive literature review which critically analyzed the present status, problems and prospects of human resource planning as part of the roadmap to employee productivity in Nigeria public enterprises. The study came up with recommendations that public organization should embrace human resource planning if employee productivity must be ensured; human resources planning in the public organizations must be matched with the organizations’ strategic planning to enable for enhanced employee productivity and Nigerian public organizations should learn to embrace human resources outsourcing as a trend in human resource management as it is believed to ensure productivity in the organizations.

Kwasira and Maina (2015) researched on the role of human resource planning practices on employee performance in county governments in Kenya. The study was conducted amongst employees of Nakuru County government attached to the County’s headquarters in Nakuru town, Kenya. The study employed descriptive research designs. The target population comprised of the 45 employees to whom the study was limited. A structured questionnaire was used to collect primary data. A pilot test was conducted to assess reliability and validity of the research instrument.

The data was collected by 5-likert scale questionnaires and analyzed by use of descriptive and inferential statistics using Statistical Package for Social Sciences software. The study findings were presented in form of tables. It was established that employee attraction and retention (r = 0.415; p < 0.01) positively and moderately affect employee performance. It was recommended that County governments should offer their employees competitive remuneration terms and should also plan well for their future human resource needs.

### 2.4.3 Empirical Literature Review in Tanzania

Towo, (2009) analyzed the constraints in human resource availability (Training, recruitment, and retention) especially in hard to reach areas. This study covered different areas including status of the human resources in the health sector, assessment of the extent of current staffing levels to actual workload at the health facilities, the bottlenecks and other factors that affect efforts to train more. The methodology which was been recommended for this study was desk review. In this desk review relevant existing documents were reviewed.

These documents included evaluation reports, sector annual review, available strategies and programs, the Ministry of Health Human resource strategic plan 2008-2013, comprehensive council plans and consolations. A number of sector reviews, National Health accounts 2008 and Health sector public expenditure review (PER) were used. In addition, previous studies/research reports were reviewed. The outcomes behind this study were; the labour market for health workers was mainly dominated by the public sector. Labor movement from health facilities to organizations working in communities was very high, there is a great imbalance of deployment of Human Resources of the Health whereby Health facilities in the rural areas suffering most. Financial incentives have shown not to be the only important motivators in retaining health workers.

## 2.5 Research Gap

Ariffin (2015 applied the quantitative cross sectional method which determines the collection of data in different population. He never used longitudinal method to collect data in a single population such as police force only. He used non probability sampling design whereby researcher in this study wished to use both probability and non probability to collect data. The response rate of 53.6 percent (Cooper, 1982) creates doubt whether there was willingness in the data collection or respondents were not convinced enough to respond willingly. The mean age of 40 years was so high at the deviation of 7 implying that the majority were adult (36 – 43 years) leaving young police members who were stress victims.

The research was conducted more than thirty years ago; changes might be there in between. The research title talks about workload only but not in relation to manpower planning (Sen, 2015). The study did not use the regression analysis to determine the degree of co-linearity between the two variables in the study and Coefficient of determination (R2). It is also noticed that no related study has been done to determine the relationship between workload and manpower planning in either Tanzania or Africa in general. No study dealt with more than one dimensions of workload imbalance (Overload or under load).

## 2.6 Conceptual Framework

The figure below clearly illustrates that, there is a possible relationship between workload imbalance and poor manpower planning.

**POOR MANPOWER PLANNING**

H2

H3

H4

|  |
| --- |
| **Poor Manpower quality** |
| **Poor Manpower quantity** |
| **Poor Manpower placement** |
| **Poor Manpower deployment** |

**Working hours**

**Work load**

**Risk exposure**

**WORKLOAD IMBALANCE**

**H0**

H1

H2

H3

H4

# ****Figure 2.1: The Relationship Between Workload Imbalance And Manpower Planning****

## 2.7 The Research Hypotheses

The research hypothesis is defined as the logical supposition, a reasonable guess and an educated conjecture. It provides tentative explanation for a phenomenon under investigation. The hypothesis can be either null or alternative. The null hypothesis states that there is no difference between the variables studied. The alternative hypothesis states a value or relationship and its difference from the null (Kombo, 2006: pg.44).

Tanzania police force was facing workload imbalance; the researcher tried to find the actual course for this problem in the force. The theoretical literatures came up with three possible causes of workload imbalance which were either poor Manpower planning, lack of management support or premeditated factors or both. The researcher has learnt that manpower deficiency is not a justifiable factor for workload imbalance in the force otherwise all employees would carry the same weight (workload).

The researcher wished to find the actual cause of workload imbalance between the three factors. If the poor manpower planning was the factor towards manpower planning therefore Tanzania police force would be facing poor manpower planning as well. Researcher held that, manpower planning had the impact towards workload imbalance. In alternative, there was no relationship between manpower planning and workload imbalance in the force. Under those grounds, researcher came up with four pairs of specific research hypotheses that;

### 2.7.1 Specific Hypotheses;

**1st Hypothesis:**

**H0:** Manpower deployment had the impact towards workload imbalance in the Tanzania police force

**H1:** Manpower deployment had no impact towards workload imbalance in the Tanzania police force.

**2nd Hypothesis**

**H0:** Manpower placement had the impact towards workload imbalance in the Tanzania police force

**H1:** Manpower placemen t had no impact towards workload imbalance in the Tanzania police force.

**3rd Hypothesis**

**H0:** Manpower quality had the impact towards workload imbalance in the Tanzania police force

**H1:** Manpower quality had no impact towards workload imbalance in the Tanzania police force.

**4th Hypothesis**

**H0:** Manpower quantity had the impact towards workload imbalance in the Tanzania police force.

**H1:** Manpower quantity had no impact towards workload imbalance in the Tanzania police force.

### 2.7.2 General Hypothesis

**H0:** Manpower planning had the impact towards workload imbalance in the Tanzania police force

**H1:** Manpower planning had no impact towards workload imbalance in the Tanzania police force.

At the confidence level of 95% researcher wished to accept null hypotheses (H0). If data analysis holds the null hypothesis (H0) true then manpower planning had the impact towards workload imbalance and therefore Tanzania police force was facing poor manpower planning as well. If data analysis does not hold null hypothesis (Ho) true then in place the researcher had to accept alternative hypothesis (H1) true that manpower planning had no impact towards workload imbalance in the force.

## 2.8 Theoretical Framework

This research study based mainly into two theories namely human horse power and the **effect of poor manpower planning.**

### 2.8.1 Human Horsepower

Horse power: is a unit of measurement of power; the rate at which work is done. Work = force (Newton) x distance (Meters) covered; measured in Joules. Human horse power can be measured by work done over time (Human horsepower =); measured in Watt. Workload is the amount of work an individual has to do in the specific period of time. Hancock and colleague suggests a dynamic model in which workload is a vector with three dimensions: (1) time for action, (2) perceived distance from the desired goal, and (3) level of effort required to achieve the desired goal (Caird, 1993)

### 2.8.2 ****The Effect of Poor Manpower Planning****

Manpower planning involves planning employees of the same rank, same knowledge and same skills working at the same time load performing the same task load playing the same level of risk. If employees of the same quality work at different time loads performing different task loads facing different levels of risk then there may be a poor manpower planning in that particular organization otherwise other factors must have contributed. Working for a long time and performing heavy tasks and exposed to high risk do not necessarily implying that there is a poor manpower planning if all employees of the same quality are working at the same time load carrying the same weight of duties/responsibilities and exposed to the same level of risk.

If managers or bosses do not plan for the manpower properly then they are likely to end-up with other employees working for very long time performing heavy/risky duties while others working for few hours performing light duties while exposed to no risk. This phenomenon stipulates that poor manpower planning is likely to cause workload imbalance in the organization. Work-life balance was the amount of time that an employee had to spend on work and the time he used for his own use (Adenle, 2011). Work-life imbalance was a vice versa that employee was working when he should really be resting (off), here employee spends a lot of time working. Heavy workload is tiresome whereby it often drives employees to work for longer hours than the set standards. This means that he spends the time he would prefer to use for the things he enjoys doing or gives life value working to him (Adenle, 2011). In this case, workload imbalance is likely to cause work-life imbalance in the particular organization.

A work-life imbalance leaves employees with little time to deal with their own businesses or little time for rest or leisure. This adds to the feeling of being out of control which could be stressful. There is some evidence that working long hours can lead to stress or mental ill health (Beswich & White, 2003). Humans have a fixed amount of processing capacity, and if at any time the processing demands exceed the available processing capacity, performance quality decreases (Aronsky, 2007). The processing capacity can be in hindered by stress and hence hinders the performance in the particular organization.

In this case, poor manpower planning was likely to cause workload imbalance whereby workload imbalance was likely to cause work-life imbalance. Work-life imbalance was likely to cause stress to employees whereby the stress was likely to cause poor job performance in the organization. Obvious poor performance leads to the failure of the particular organization. The figure below illustrates the chain.

**CHAPTER THREE**

# 3.0 RESEARCH METHODOLOGY

## 3.1 Introduction

The research methodology refers to the techniques that a researcher used to identify the study area, the study population and the methods applied to collect both primary and secondary data. The research methodology makes clear on how the respondents were identified and their distribution basing on a variety of criteria (Mugenda, 1999). This chapter elucidated about research design, area of the study, population of the study, sampling design and sample size, methods of data collection, data collection tools, reliability and Validity of data and data analysis techniques.

## 3.2 Research Design

This study used a quantitative research design to provide a more comprehensive numerical picture of each aspect of the study. [Quantitative Research](http://www.snapsurveys.com/techadvqualquant.shtml)quantified the problem by way of generating numerical data or data that can be transformed into useable statistics (Wyse, 2011). The questionnaire of this study collected numerical data from respondents in five lickert scale. Numerical data collected were analyzed for interpretation.

The numerical data that were collected from the respondents were computed to find the relationship between variable. Relational research established to find the correlation between two or more variables that do not readily lend themselves to experimental manipulation (Wyse, 2011). This study incorporated two correlation methods namely regression analysis and chi-square to determine the extent to which two or more variables were related among a single group of people (Police officers only). Normally correlation is either positive or negative; this research design used to ascertain whether there was either positive or negative relationship between workload imbalance and poor manpower planning in the Tanzania police force.

## 3.3 Area of the Study

Tanzania was divided into 34 regional police commands including Geita; researcher picked Geita Police command to be his area of study. The motives behind researcher’s selection of the area of study were; Geita was a new administrative region formed in 2012, it collected policemen from different areas of the country with different cultures and experiences; they are good respondents to this study. Most of the police stations were along the main road from Mwanza to Kagera, this was simple for data collection, and researcher could easily reach the targeted respondents. The rate of crime (armed robbery, and homicides of witchcraft suspects and albinos) was extremely high in Geita (BBC, 6th March 2015 report); perhaps police members are the good victims of workload imbalance in this hard task of combating the situation. The population in Geita region was estimated to be 1,739, 530 (TAMISEMI, 2012) divide by 983 then one police officer served 1,770, this was above country’s ratio 1,400 and contrary to the international standards (Kiwanga, 2003) The targeted specific stations were; RPC’s office (including Geita FFU), Chato district command (Buseresere police station, Bwanga police station and Chato police stations), and Geita district command (Geita central police station, Geita traffic unit, Kasamwa police station and Katoro police station).

## 3.4 Population of the Study

The total number of Police members in the Tanzania police force was 40,960; whereby Geita regional police command was made up of 1098 police officers of different ranks.

## 3.5 Sampling Design and Sample Size

### 3.5.1 Sampling Design

This study employed both probability (simple random) and no-probability (purposive) sampling techniques.

#### 3.5.1.1 Simple Random Sampling Technique

Each and every police R&F officer in the field area had equal opportunity of being the respondent to this study. A bundle of questionnaires were provided to the regimental sergeants majors (RSM) of each department and he provided one to any of his members who came to his site and willed to fill it.

#### 3.5.1.2 Purposive Sampling Technique

Purposely the researcher targeted to collect data from 26 departments’ leaders so as to get relevant data from police management. The targeted police leaders were; Regional Police Commander (RPC), staff officer I, staff officer II, Officer Commanding Field Force Unit (OC FFU), Regional Crimes Officer (RCO), Operation Officer, Regional Traffic officer (RTO), Regional Security Intelligence Officer (RSIO), Community Policing Officer (CPO), 2nd OC FFU, Deputy RCO, Deputy RTO, Fraud and Cyber crime incharge, TEHAMA incharge, OCD – Geita, OCD - Chato, OCCID – Geita, OCCID - Chato, DTO Geita, DTO Chato, OCS Buseresere police station, OCS Chato police station, OCS Geita central police station, OCS Kasamwa police outpost, OCS Bwanga police outpost and OCS Katoro police station.

### 3.5.2 Sample Size

A researcher in this study used Slovin’s formula in finding the true sample size for this study. It is a random sampling technique formula to estimate sampling size, it used to calculate the sample size (n) given the population size (N) and a margin error (e), it was computed as . The margin of error (e) used in this study was 0.05 at the level of confidence of 0.95. The estimated number of police in Geita region was 1098. In this case;

 , then  therefore 

Since researcher collected data from only three subcommands namely RPC’s office (including FFU), Geita district police and Chato district police therefore the sample size was half of the sample size for all six subcommands. Then and therefore. In this case the true sample size for this study was approximately **147** police respondents.

## 3.6 Methods of Data Collection

### 3.6.1 Primary Data Collection

This study collected primary data from police members in Geita police commands of all ranks. It also collected secondary data from Kiwanga’s research (2003) on Police Accountability in Tanzania and TAMISEMI report of the year 2012.

## 3.7 Data Collection Tools

Questionnaires and observation were the two data collection tools employed by researcher in collecting research data.

### 3.7.1 Questionnaire

This study employed questionnaire in collecting data from police leaders and police subordinates. The questionnaires were prepared in a five lickert scale whereby 2 represented strongly agree, 1 agree, 0 not sure, -1 disagree and -2 strongly disagree. Questionnaires were made up of nine parts. Questionnaires reflected to research questions; about 104 police subordinates and 21 police leaders responded to the questions.

### 3.7.2 Observation

Researcher was a police inspector who observed the normal routine of the police officers by his senses. The researcher provided the evidences of what he observed all the time concerning poor manpower planning and workload imbalance.

## 3.8 Reliability and Validity of Data

### 3.8.1 Reliability of Data

It is obvious that, it is difficult for data collection to cover the whole population due to limited time and other resources. The challenging questions arise; how large a sample size does researcher need? How accurately are the answers? What level of confidence does researcher intends to use? What is the current estimate of the proportion? The researcher used the sample size of 147 respondents out of the population of 1098 police members in Geita region. This sample size had been obtained from the use of Slovin’s formula; it was representative to the whole population in particular and Tanzania police force in general. The accuracy of the answers was obtained by the free will and settled mind of the respondents. During the supply of the questionnaires the researcher looked for the free will and settled respondents to respond to the questions.

The questionnaires were seductive that attracted respondents to give only true answers willingly. In order to obtain settled mind the researcher provided the questionnaires to respondents and left them in their hands for at least three days. This study provided a very narrow chance of error whereby the margin of error (e) was 0.05, the researcher was confident at the level of 95% (level of confidence score 1.96) that this study would yield true answers to the research questions. Researcher intended to avoid any kind of biasness; every police subordinate in the targeted data collection stations had equal chance to be the respondent to the questionnaires. Researcher randomly provided questionnaires to police subordinate who willed.

### 3.8.2 Validity of Data

This study obtained validity by providing multiple choice questions to the respondents so as to simplify the responses to the questions. In order to ensure each and every respondent understood the requirements of the questionnaires, all questionnaires were translated to Kiswahili language. This was done simply because all targeted police leaders and subordinates understood Swahili comfortably. Researcher used the special computer programme namely Statistical Package for the Social Sciences (SPSS) for data analysis and computations so as to avoid human errors and to maintain the accuracy of the results. Also Microsoft excel was used to make some calculations and drawings such as Bar charts, line charts and pie-charts.

## 3.9 Data Analysis

This study involved two data analysis methods namely descriptive statistics and inferential statistics (regression analysis and chi-square) test in inspecting, cleaning, transforming, and modeling [data](https://en.wikipedia.org/wiki/Data) with the goal of discovering useful [information](https://en.wikipedia.org/wiki/Information), suggesting conclusions, and supporting decision-making.

### 3.9.1 Descriptive Statistics

Descriptive statistics provided statistics and graphical displays that were useful for quantitatively describing the main features of a collection of [information](https://en.wikipedia.org/wiki/Information). It involved measures of central tendency (the mean, mode and the median), measure of dispersion (the range, standard deviation). All calculations and drawings (Bar charts, line charts and pie-charts) were done by the software Microsoft excel 2014.

### 3.9.2 Inferential Statistics

Inferential statistics are a function of the sample data that assists to draw an inference regarding hypothesis about a population parameter (Wyse, 2011). This study used two co relational data analysis namely regression analysis and chi-square method. Regression analysis is the powerful tool for summarizing the nature of the relationship between variables for making prediction of likely values of the dependent variables (Bryman, 2006: pg.231). The Regression analysis in this study was done by a special program called Statistical Package for the Social Sciences (SPSS). The correlation coefficient (R) showed the degree of co-linearity between the two variables in the study and Coefficient of determination (R2) measured how much dependent variables were explained by independent variables. Chi-square (goodness of fit) was a test commonly used to compare observed data with data obtained according to a specific hypothesis. It compared the observed (Independent variables frequencies) and expected frequencies (Dependent variables frequencies) in each category to test that all categories contain the same proportion of values or test that each category contains a user-specified proportion of values (SPSS; 2007). The level of significance (the point at which you can say with 95% confidence) is set at 0.05 (the standard for most science experiments.)

## 3.10 Data Presentation

Data do not speak by themselves; they need some computations for clear understanding. Research data in this study was presented in the form of graphs and tables for interpretations. The purpose of putting results of experiments into graphs, charts and tables is twofold; first, it was a visual way to look at the data and see what happened and make interpretations and second, it is usually the best way to show the data to others (David, 2003). Frequency distributions were illustrated graphically by plotting various types of graphs. Plotted graphs in this study included bar graph, histogram and line graph. This study used percentages to show the part of numerical representation out of one hundred. Tables condensed descriptive explanations into numerical figures (rows and columns) for easy interpretation of data.

**CHAPTER FOUR**

# 4.0 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

## 4.1 Introduction

Any research study needs data for analysis and interpretation to give meaning. Data collected from the field area are valueless if are not presented for data analysis and interpretation for simple understanding. Data presentation involved summarizing, organizing and communicating information using a variety of tools such as tables, charts, histograms and graphs. Analysis of data involved inspecting, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making. The data analysis methods employed in this study were descriptive statistics, regression analysis and chi-square analysis. Data interpretation assigned meaning to the analyzed information and determines the conclusions, significance, and implications of the findings.

## 4.2 The Response Rate and Background of the Responses

Data in this study were collected from two main groups namely police leaders and police subordinates. The collected data were further digested into control variables, work experience, gender participation, age of respondents, ranks of respondents, responses (by commands, by stations, and by departments) and response rates.

### 4.2.1 Response Rate

This study collected data from three police subcommands namely Geita Regional Police Office (including Geita Field Force Unit), Geita District Police (Geita police station, Katoro Police Station and Kasamwa Police station) and Chato District police (Chato police Station, Buseresere Police Station and Bwanga). The table 4.1 shows the targeted respondents, distributed questionnaires, collected data and response rates of both police leaders and police subordinates.

# Table 4.1: Response Rates for Data Collected

|  |  |  |  |
| --- | --- | --- | --- |
| **Data collection centers** | **Subordinates** | **Collected questionnaires** | **Response rates for police subordinates (%)** |
| **Distributed questionnaires (N)** | **Police leaders (N)** | **Police subordinate (N)** |
| Geita Regional Police Off | 20 | 5 | 14 | 70.00 |
| Geita Field Force Unit | 35 | 3 | 32 | 91.43 |
| Geita District Police | 35 | 6 | 30 | 85.71 |
| Chato District Command | 35 | 7 | 28 | 80.00 |
| SUM | 125 | 21 | 104 | 83.20 |

**Source:** Field Data

Twenty six research questionnaires were purposively distributed to police leaders and only twenty one respondents did respond to the questionnaires. The response rate in this is about 80.77 percent whereby five police leaders were not able to return back the questionnaires due to the reasons that they had the excuse from the office and busy for office tenures. From table 4.1 above about 125 research questionnaires were randomly distributed to police subordinates in the same targeted stations. So as to be representative twenty questionnaires were distributed to the Geita Regional Police office, thirty five to each targeted stations.

Twenty questionnaires were distributed to Geita Regional Police Office and fourteen questionnaires were collected back making a response rate of 70 percent. Thirty five questionnaires were distributed to each Geita Field Force Unit, Geita District Police and Chato District Police making the response rate of 70.00 percent, 91.43 percent, 85.71 percent and 80.00 percent respectively. Generally, 104 questionnaires were received back from the 125 distributed questionnaires making the response rate of 83.20 percent for police subordinates. Response rate for both police leaders and police subordinates was 82.78 percent from the sum of 125 (104 + 21) collected questionnaires.

### 4.2.2 Responses by Departments

Four police departments were involved namely field force unit (FFU), general duties (GD), CID, and Traffic. Researcher collected data from each department to observe departmental representation.

# Table 4.2: Responses by Departments

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Departments** | **Field force** | **General duties** | **CID** | **Traffic** | **Sum** |
| Respondents | 32 | 30 | 25 | 17 | 104 |
| Percentage (%) | 30.77 | 28.85 | 24.04 | 16.34 | 100 |

**Source:** Field Data

The Table 4.2 shows that out of 104 collected questionnaires 32 respondents were from the Geita Field Force while 17 research questionnaires were collected from the traffic police. Thirty General Duty police responded to the questionnaires while detectives in CID were 25. This shows that field force police was more representing than all other at 30.77 percent while the least being traffic at 16.34 percent. This might be due to the reasons that the field force police were confined in the single barrack and easy to reach while traffic police were fewer and scattered working by roads.

### 4.2.3 Responses by Ranks

This study did consider the ranks participation. The researcher divided ranks into two main groups namely police subordinates (Sergeant majors, staff sergeants, police sergeants, police corporals and police constables) and police leaders (commissioner, superintendents and inspectors). The ranks of police leaders were further integrated into police incharges (Commanding officers) and their assistants. The highest rank was commissioner and the lowest rank was police constable making the sum of 125 respondents.

# Table 4.3: Ranks of the Police Leaders

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Ranks** | **Constables** | **Corporals** | **Senior NCOs** | **Inspectors** | **Superinte** | **Commis** |
| Respondents | 51 | 31 | 22 | 10 | 10 | 1 |
| Percentage (%) | 40.80 | 24.80 | 17.60 | 8.00 | 8.00 | 0.80 |

**Source:** Field Data

The Table 4.3 shows that out of 125 collected questionnaires 51 were police constables while 31 were police corporals. Twenty two senior NCOs (sergeants, staff sergeants and sergeant majors) collected back the research questionnaires. Ten inspectors, ten superintendents and one commissioner responded to the research questionnaires. Police constables were more representing than all other ranks at 40.80 percent while police inspectors and police superintendents represented at 8 percent each. This might be due to the reason that Police ranks are pyramidal, normally the lower the rank the higher the number of members.

### 4.2.4 Responses by Age

Age was the important factor in determining the maturity of the respondents. The table 4.4 identifies the age of respondents and their age in percentage.

# Table 4.4: Responses by Age

| **Rang e of Age in years** | **Age (N)** | **Percentage (%)** |
| --- | --- | --- |
| **Police leaders** | **Subordinates** | **Police leaders** | **Police subordinates** |
| Below 20 | 0 | 1 | 0 | 1.0 |
| Between 20 and 29 | 1 | 40 | 4.8 | 38.5 |
| Between 30 and 39 | 4 | 27 | 19.0 | 26.0 |
| Between 40 and 49. | 10 | 26 | 47.6 | 25.0 |
| 50 and above | 6 | 10 | 28.6 | 9.6 |
| Total | 21 | 104 | 100.0 | 100.0 |

**Source:** Field Data

Table 4.4 shows that no police leader aged below 20 years but one police subordinate aged below twenty at one percent. Only one police leader aged between 20 and 29 years 40 police subordinates were in that age at 38.50 percent. Only 4 police leaders and 27 police subordinates who had the age between 30 and 39 at 19 percent and 26 percent respectively. Furthermore, 10 police leaders aged between 40 and 49 while 26 police subordinates at 28.60 percent and 25 percent respectively. Finally, six police leaders and ten police subordinates were 50 and above years old at 28.60 percent and 9.60 percent respectively.

###

### 4.2.5 Sex Participation

This study did also consider the sex participation to prove that the research responses were sex participative. Researcher wished to know the sex of each respondent as shown by the table 4.5

**Table 4.5: Sex of Police Leaders and Subordinates**

|  | Police leaders | Subordinates | Police leaders | Police subordinates |
| --- | --- | --- | --- | --- |
| Male | 20 | 78 | 95.2 | 75.0 |
| Female | 1 | 26 | 4.8 | 25.0 |
| Total | 21 | 104 | 100.0 | 100.0 |

**Source:** Field Data

Only one woman police leader and twenty men police leaders responded to the research questionnaire making 4.80 percent and 95.20 percent respectively. Furthermore, 26 women police subordinates responded to the research questionnaire out of 104 police subordinates making 25 percent. Perhaps, women police respondents were few due to the reason that police is a masculine kind of discipline which attracted men than women to join the force.

### 4.2.6 Work Experience

# Table 4.6: Work Experience of Police Leaders and Subordinates

| **Experience in years** | **Frequency (N)** | **Percentage (%)** |
| --- | --- | --- |
| **Police leaders** | **Subordinates** | **Police leaders** | **Subordinates** |
| Below 5 | 0 | 28 | 0.0 | 26.9 |
| Between 5 and 9 | 0 | 26 | 4.8 | 25.0 |
| Between 10 and 19. | 9 | 20 | 19.0 | 19.2 |
| Between 20 and 29 | 8 | 25 | 47.6 | 24.0 |
| 30 and above | 4 | 5 | 28.6 | 4.8 |
| Total | 21 | 104 | 100.0 | 100.0 |

**Source:** Field Data

Also researcher wished to know the work experience of respondents; he wished to know the number of years they had been working in the force. This was made purposely to measure how long respondents had been experiencing unequal and disproportional; working hours, task loads and risk exposure in a police force. Table 4.6 states clearly;

## 4.3 Control Variables

A researcher controlled variables other than variables of this study. Researcher controlled two variables namely premeditated factors for workload imbalance in the Tanzania police force and push/pull forces for police subordinates struggle to transfer from one unit/station/department to another.

### 4.3.1 Premeditated Factors for Workload Imbalance in the Tanzania Police Force

In this case researcher mentioned six possible reasons for workload imbalance in the Tanzania police force asking police subordinates respondents to state whether they strongly agreed (SA), agreed (AG), not sure (NO), disagreed (DA) or strongly disagreed (SD) to those reasons. The stated possible reasons were nepotism, ethnicity, sexual relations, poor performance, poor supervision, and corruption/bribery. The table 4.7 below elaborates further.

From the Table 4.7 at 38.78 percent of all reasons were strongly agreed while agreed at 32.53 percent. Furthermore, at 3.53 percent all reasons were strongly disagreed while disagreed at 6.70 percent. Whilst at 17.79 percent were not sure. In this case, confidently at 71.31 percent other reasons for workload imbalance in the Tanzania police force were nepotism, ethnicity, sexual relations, poor performance, poor supervision, and corruption/bribery. Other reasons for workload imbalance mentioned by police subordinates were hatred, odium, selfishness, religiousness, favouritism, laziness, gender biasness, fear and health incompetency.

# Table 4.7: Premeditated Factors for Workload Imbalance in the Tanzania Police Force

|  | **Nepotism** | **Ethnicity** | **Sexual relation** | **Poor performance** | **Poor supervision** | **Corruption/Bribery** | **Total (N)** | **Percent (%)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SA** | 54 | 44 | 44 | 21 | 40 | 39 | 242 | 38.78 |
| **AG** | 32 | 36 | 32 | 37 | 32 | 34 | 203 | 32.53 |
| **NO** | 10 | 15 | 21 | 27 | 21 | 17 | 111 | 17.79 |
| **DA** | 7 | 5 | 5 | 14 | 8 | 7 | 46 | 6.70 |
| **SD** | 1 | 4 | 2 | 5 | 3 | 7 | 22 | 3.53 |
| **Total** | 104 | 104 | 104 | 104 | 104 | 104 | 624 | 100 |

**Source:** Field Data

### 4.3.2 Push and Pull Forces: One Way Traffic Reasons

This study wished to know why police subordinates struggled to transfer from one station/unit/department to another. Researcher mentioned five reasons and asked the police force leaders to state if they strongly agreed (SA), agreed (AG), not sure (NO), disagreed (DA) or strongly disagreed (SD) to those reasons.

# From the table 4.8, factors for subordinates struggling to transfer to other units/stations/departments were agreed at 31.91 percent while strongly disagreed at 4.76 percent. Generally; this implied that at 58.10 percent heavy tasks, too many tasks, long working hours and risk exposure were admitted as the reasons behind the struggle to transfer to other units/stations/departments at least to relax. Furthermore, researcher wanted to know whether there were other reasons whereby police leaders mentioned the following reasons. Poor working conditions, Lack of fringe benefits, boredom, expectations failure, poor job listing, Inter-departmental conflicts and Personal status as per department, hobby, close to family/dependants, personal business, seeking experience, socialization and interaction and academic upgrade.

# Table 4.8: Push and Pull Forces

|  | **Heavy task** | **Too Many tasks** | **Long working hours** | **High Life risks** | **Total** **(N)** | **Percentage (%)** |
| --- | --- | --- | --- | --- | --- | --- |
| SA | 3 | 7 | 5 | 7 | 22 | 26.19 |
| AG | 10 | 8 | 5 | 8 | 31 | 31.91 |
| NO | 3 | 2 | 5 | 2 | 12 | 14.29 |
| DA | 4 | 3 | 5 | 3 | 15 | 17.86 |
| SD | 1 | 1 | 1 | 1 | 4 | 4.76 |
| Total | 21 | 21 | 21 | 21 | 84 | 100 |

**Source:** Field Data

## 4.4 Research Variables

This research study involved two variables namely dependent variables (average expected statements) and independent variables (average observed statements). Those variables are discussed here below.

### 4.4.1 Dependent Variables

The researcher wished to know whether the Tanzania police force was currently facing poor manpower planning or not. The questionnaire statements were set that agree or strongly agree (AG/SA) meant that the Tanzania police force was facing poor manpower planning while disagrees or strongly disagrees (DA/SD) showed that there was a no poor manpower planning in the force. This research study involved four dependent variables namely; manpower deployment, manpower placement, manpower quality and manpower quantity. Researcher wished to know whether Tanzania police force was currently facing poor manpower planning or not. And here below were results;

# Table 4.9: Dependent Variable in Percentage

|  | **Police Leaders Percentage (%)** | **Police subordinates percentage (%)** |
| --- | --- | --- |
|  | Stat III | Stat IV | Stat V | Stat VI | Average | StatIII | Stat IV | Stat V | Stat VI | Average |
| SA | 17.86 | 19.05 | 29.76 | 26.19 | 23.22 | 34.62 | 36.54 | 38.46 | 31.09 | 35.18 |
| DA | 38.10 | 35.71 | 22.62 | 30.95 | 31.85 | 32.37 | 33.97 | 32.37 | 33.33 | 33.01 |
| NO | 19.05 | 13.10 | 8.33 | 10.71 | 12.80 | 10.58 | 8.33 | 12.82 | 12.50 | 11.06 |
| DA | 20.24 | 22.62 | 29.76 | 21.43 | 23.51 | 15.71 | 14.42 | 11.86 | 16.35 | 14.59 |
| SD | 4.76 | 9.53 | 9.52 | 10.71 | 8.63 | 6.73 | 6.73 | 4.49 | 6.73 | 6.17 |
| Total | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |

**Source:** Field Data

From the Table 4.9 police leaders agreed and strongly agreed that the Tanzania police force was facing poor manpower deployment, poor manpower placement, poor manpower quality and poor manpower quantity at 55.96 percent, 54.76 percent, 52.38 percent and 57.14 percent respectively. At 66.99 percent, 70.51 percent, 70.83 percent and 64.42 percent police subordinates both agreed and strongly agreed that the Tanzania police force was currently facing poor manpower deployment, poor manpower placement, poor manpower quality and poor manpower quantity. Generally, police leaders and police subordinates agreed and strongly agreed that the Tanzania police force was facing poor manpower planning at 55.06 percent and 68.19 percent respectively. In this case, the Tanzania police force faced poor manpower planning at 61.63 percent.

### 4.4.2 Independent Variables

The independent variables in this study were; working hours imbalance, task load imbalance and risk exposure imbalance. Questionnaire statements were set that both agree (AG) and strongly agree (SA) showed that there was a workload imbalance in the Tanzania police force.

# Table 4.10: Independent Variable in Percentage

|  | **Police leaders Percentage (%)** | **Police subordinates Percentage (%)** |
| --- | --- | --- |
| Model | Stat 7.1 | Stat 7.2 | Stat 7.3 | Average | Stat 7.1 | Stat 7.2 | Stat 7.3 | Average |
| Strongly Agree (SD) | 38.10 | 33.30 | 38.10 | 36.50 | 35.60 | 34.60 | 27.90 | 32.69 |
| Agree (DA) | 38.10 | 47.60 | 47.60 | 44.43 | 37.50 | 34.60 | 31.70 | 34.62 |
| Not sure (NO) | 0.00 | 0.00 | 0.00 | 0.00 | 9.60 | 13.50 | 18.30 | 13.78 |
| Disagree (DA) | 14.30 | 9.50 | 4.80 | 9.53 | 14.40 | 13.50 | 13.50 | 13.78 |
| Strongly Disagree (SD) | 9.50 | 9.50 | 9.50 | 9.50 | 2.90 | 3.80 | 8.70 | 5.13 |
| Total | 100.0 | 100.0 | 100.0 | 100 | 100 | 100 | 100 | 100 |

**Source:** Field Data

All the determinants of workload imbalance were strongly agreed by police leaders at 36.50 percent while agreed at 44.43 percent. Police subordinates both agreed and strongly agreed all the workload imbalance determinants at 32.69 percent and 34.62 percent respectively. Both police leaders and police subordinates agreed and strongly agreed at 80.93 percent and 67.31 percent respectively. In this case, the Tanzania police force had been facing workload imbalance at 74.12 percent.

## 4.5 The Research Hypotheses Testing

From table 4.9 and table 4.10 field data admitted that at 61.63 percent and 74.12 percent the Tanzania police force had been facing poor manpower planning and workload imbalance respectively. The question behind was whether poor manpower planning contributed towards workload imbalance in the Tanzania police force. Testing hypothesis was employed to determine the relationship between the two variables. This research study employed both dependent variables and independent variables. Dependent variables (average expected frequencies) were Manpower deployment, manpower placement, manpower quantity, and manpower quality while independent variables (average observed frequencies) were working hours imbalance, task load imbalance and risk exposure imbalance.

Each dependent variable for police leaders employed four question statements each while police subordinates questionnaires employed three statements (questions) each whilst independent variables employed three statements (questions) both police leaders and police subordinates questionnaires. Data were collected by asking respondents to rate their opinion/views by basing on a five point likert scale whereby 2 stood for “Strongly Agree (SA)”, 1 stood for “Agree (AG)”, 0 stood for “Not Sure (NO)”, -1 stood for “Disagree (DA)” and -2 stood for “Strongly Disagree (SD)”.

Collected data frequencies were determined by descriptive statistics, correlated and explained by regression analysis method and hypotheses were tested by chi-squire analysis method by using the special computer software namely SPSS. In fact, this was data collected from the independent variables statements versus data collected from dependent variables statements. This study employed the combined tables for regression analysis as well as tables for chi-squire showing the average regression analysis and chi-squire analysis respectively. The averages used to determine the extent to which variable were correlated, the extent to which independent variables explained dependent variables and the accepted hypotheses. Four pairs of hypotheses were determined and tested by both regression analysis and chi-squire statistical test. Here below is the discussion of each hypothesis.

### 4.5.1 1st Hypothesis

The first null hypothesis (***H0***) and alternative hypothesis (***H1***) for manpower deployment and workload imbalance were;

**H0:** Manpower deployment had the impact towards workload imbalance in the Tanzania police force

**H1:** Manpower deployment had no impact towards workload imbalance in the Tanzania police force

The SPSS was employed to find the regression and chi-squire and here below were the obtained results; From table 4.11, data from police leaders clearly identified that the correlation coefficient and the coefficient of determination were 0.672 and 0.458 respectively. Data collected from police subordinates stipulated that the correlation coefficient and the coefficient of determination were 0.554 and 0.307 respectively. In this case, at average 61.30 percent manpower deployment had the impact towards workload imbalance while at average 38.25 percent manpower deployment explained workload imbalance

# Table 4.11: Regression Analysis for Manpower Deployment

|  | **Police leaders** | **Police subordinates** |
| --- | --- | --- |
| Model | R | RSquare | Adjusted R Square | R | RSquare | Adjusted R Square |
| Working hours imbalance | .674a | .454 | .317 | .526a | .277 | .255 |
| Task load imbalance | .578a | .334 | .168 | .564a | .318 | .298 |
| Risk exposure imbalance | .765a | .586 | .482 | .571a | .326 | .306 |
| Workload imbalance (Average) | .672 | .458 |  | .554 | .307 |  |

**Source:** Field Data

#

# Table 4.12: Chi-Square Analysis for Manpower Deployment

|  |  |  |
| --- | --- | --- |
|  | **Police leaders** | **Police subordinates** |
|  | O | E | O – E | (O-E)2E | O | E | O - E | (O-E)2E |
| SA | 8 | 7 | 1 | 0.143 | 34 | 36 | -2 | 0.111 |
| AG | 8 | 7 | 1 | 0.143 | 36 | 34 | 2 | 0.118 |
| NO | 0 | 1 | -1 | 1.000 | 14 | 11 | 3 | 0.818 |
| DA | 3 | 5 | -2 | 0.800 | 14 | 16 | -2 | 0.250 |
| SD | 2 | 1 | 1 | 1.000 | 6 | 7 | -1 | 0.143 |
| Total | 21 | 21 | 0 | 3.086 | 104 | 104 | 0 | 1.440 |

**Source:** Field Data

From the Table 4.12, chi-squire (X2) were 3.086 and 1.44 for police leaders and police subordinates respectively. The probability of making an error was 0.023 while the probability of occurrence (*p*) was 0.977 and therefore researcher had the confidence at 97.70 percent that manpower deployment had the impact towards workload imbalance. In this case, manpower deployment was the one among the causes towards workload imbalance in Tanzania.

### 4.5.2. 2nd Hypothesis

The SPSS was employed to determine correlation coefficient, coefficient of determination, chi-squire and probability of occurrence for the relationship between manpower placement and workload imbalance. The null (***H0***) and alternative (***H1***) hypotheses employed were;

**H0:** Manpower placement had the impact towards workload imbalance in the Tanzania police force

**H1:** Manpower placemen t had no impact towards workload imbalance in the Tanzania police force

The study used regression analysis to determine thecorrelation coefficient and coefficient of determination between manpower placement and workload imbalance in the police force. Below were results.

# Table 4.13: Regression Analysis for Manpower Placement

|  | **Police leaders** | **Police subordinates** |
| --- | --- | --- |
| Model | R | RSquare | Adjusted R Square | R | RSquare | Adjusted R Square |
| Working hours imbalance | .817a | .667 | .584 | .515a | .265 | .243 |
| Task load imbalance | .567a | .322 | .152 | .429a | .184 | .159 |
| Risk exposure imbalance | .534a | .285 | .106 | .407a | .166 | .141 |
| Workload imbalance (Average) | .639 | .425 |  | 450 | 205 |  |

**Source:** Field Data

From the Table 4.13 the correlation coefficients were 0.639 and 0.45 while coefficients of determination were 0.425 and 0.205 for police leaders and police subordinates respectively. This implied that, at 0.545 the manpower placement had the positive impact towards workload imbalance while field data explained the workload at 31.50 percent.

#

# Table 4.14: Chi-Square Analysis for Manpower Placement

|  |  |  |
| --- | --- | --- |
|  | **Police leaders** | **Police subordinates** |
|  | O | E | O – E | (O-E)2E | O | E | O - E | (O-E)2E |
| SA | 7 | 4 | 3 | 2.25 | 34 | 44 | -10 | 2.273 |
| AG | 8 | 7 | 1 | 0.143 | 36 | 33 | 3 | 0.091 |
| NO | 0 | 2 | -2 | 2 | 14 | 11 | 3 | 0.273 |
| DA | 3 | 4 | -1 | 0.25 | 14 | 11 | 3 | 0.273 |
| SD | 3 | 4 | -1 | 0.25 | 6 | 5 | 1 | 0.200 |
| Total | 21 | 21 | 0 | 4.893 | 104 | 104 | 0 | 3.11 |

**Source:** Field Data

From the table 4.14; the chi-squires for data collected from police leaders and police subordinates were 4.893 and 3.110 respectively. This implied that, the probability of error from the field data was 0.040 while the probability of occurrence was 0.960. In this case, the researcher had the confidence at 96 percent that manpower placement had the positive impact towards workload imbalance. Therefore, manpower placement was the cause towards workload imbalance in Tanzania.

### 4.5.3 3rd Hypothesis

The third pair of hypotheses for manpower quality and workload imbalance was;

**H0:** Manpower quality had the impact towards workload imbalance in the Tanzania police force.

**H1:** Manpower quality had no impact towards workload imbalance in the Tanzania police force.

The correlation coefficient and coefficient of determination were computed by regression analysis as shown in the Table 4.15;

# Table 4.15: Regression Analysis for Man Power Quality

|  | **Police leaders** | **Police subordinates** |
| --- | --- | --- |
| Model | R | RSquare | Adjusted R Square | R | RSquare | Adjusted R Square |
| Working time imbalance | .557a | .311 | .138 | .501a | .251 | .229 |
| Task load imbalance | .511a | .261 | .076 | .512a | .263 | .240 |
| Risk exposure imbalance | .750a | .563 | .453 | .586a | .343 | .324 |
| Workload imbalance (Average) | .606 | .378 |  | .533 | .287 |  |

**Source: Field data**

From the table 4.15; correlation coefficients were 0.606 and 0.533 while the coefficients of determination were 0.378 and 0.287 for data collected from police leaders and police subordinates respectively. In this case, at 56.95 percent manpower quality had the impact towards workload imbalance while at 33.25 percent manpower quality explained workload imbalance.

# Table 4.16: Chi-square Analysis for Manpower Placement

|  |  |  |
| --- | --- | --- |
|  | **Police leaders** | **Police subordinates** |
|  | O | E | O – E | (O-E)2E | O | E | O - E | (O-E)2E |
| **SA** | 8 | 6 | 2 | 0.667 | 34 | 40 | -6 | 0.900 |
| **AG** | 8 | 5 | 3 | 0.600 | 36 | 34 | 2 | 0.059 |
| **NO** | 0 | 2 | -2 | 2.000 | 14 | 13 | 1 | 0.077 |
| **DA** | 3 | 6 | -3 | 1.500 | 14 | 12 | 2 | 0.167 |
| **SD** | 2 | 2 | 0 | 0.000 | 6 | 5 | 1 | 0.200 |
| **Total** | 21 | 21 | 0 | 4.767 | 104 | 104 | 0 | 1.403 |

**Source: Field Data**

From the table 4.16, chi-squire (X2) were 4.767 and 1.403 for police leaders and police subordinates respectively. The probability of making an error was 0.031 while the probability of occurrence (*p*) was 0.969 and therefore researcher had the confidence at 96.92 percent that the manpower quality had the positive impact towards workload imbalance. This implied that, manpower quality caused workload imbalance in Tanzania.

### 4.5.4 4th Hypothesis

The fourth pair of hypothesis was employed to determine correlation coefficient, coefficient of determination, chi-squire and probability of occurrence for manpower quantity and workload imbalance. The null (***H0***) and alternative (***H1***) hypotheses employed were;

**H0:** Manpower quantity had the impact towards workload imbalance in the Tanzania police force.

**H1:** Manpower quantity had no impact towards workload imbalance in the Tanzania police force.

The study used regression analysis to determine thecorrelation coefficient and coefficient of determination between manpower quantity and workload imbalance in the police force. Table 4.17 were results.

# Table 4.17: Regression Analysis for Man Power Quantity

|  | **Police leaders** | **Police subordinates** |
| --- | --- | --- |
| Model | R | RSquare | Adjusted R Square | R | RSquare | Adjusted R Square |
| Working hours imbalance | .690a | .476 | .345 | .454a | .206 | .182 |
| Task load imbalance | .640a | .410 | .262 | .422a | .178 | .153 |
| Risk exposure imbalance | .598a | .358 | .198 | .548a | .300 | .279 |
| Workload imbalance (Average) | .643 | .415 |  | .475 | .228 |  |

**Source:** Field Data

From the table 4.17 and data obtained from police leaders the correlation coefficient was 0.643 while coefficient of determination was 0.415. Data collected from police subordinates revealed that the correlation coefficient was 0.475 while the coefficient of determination was 0.228. This implied that, at 0.559 the manpower quantity had the positive impact towards workload imbalance while field data explained the workload at 32.15 percent.

# Table 4.18: Chi-square Analysis for Manpower Quantity

|  |  |  |
| --- | --- | --- |
|  | **Police leaders** | **Police subordinates** |
|  | O | E | O – E | (O-E)2E | O | E | O - E | (O-E)2E |
| SA | 8 | 6 | 2 | 0.667 | 34 | 32 | 2 | 0.125 |
| AG | 8 | 7 | 1 | 0.143 | 36 | 35 | 1 | 0.029 |
| NO | 0 | 2 | -2 | 2.000 | 14 | 13 | 1 | 0.077 |
| DA | 3 | 4 | -1 | 0.250 | 14 | 17 | -3 | 0.529 |
| SD | 2 | 2 | 0 | 0.000 | 6 | 7 | -1 | 0.143 |
| **Total** | **21** | **21** | **0** | **3.060** | **104** | **104** | **0** | **0.903** |

**Source:** Field Data

From the table 4.18; the chi-squires for data collected from police leaders and police subordinates were 3.06 and 0.903. This implied that, the probability of error from the field data was 0.020 while the probability of occurrence was 0.980. In this case, the researcher had the confidence at 98 percent that manpower quantity had the positive impact towards workload imbalance. This implied that, manpower quantity was one among the causes towards workload imbalance in Tanzania.

### 4.5.5 The general Hypothesis

The employed general hypothesis for this study stated that;

**H0:** Manpower planning had the impact towards workload imbalance in the Tanzania police force

**H1:** Manpower planning had no impact towards workload imbalance in the Tanzania police force.

The general hypothesis was organized from four pairs of research hypothesis by testing the direction and the strength of the linear relationship between two variables. The table 4.19, table 4.20 and table 4.21 stipulates general correlation coefficients, general coefficients of determination and general chi-squires respectively. The table 4.19 below states the general correlation coefficient by stating the direction and strength of the variables in each hypothesis.

# Table 4.19: General Correlation Coefficients(r)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Hypotheses** | **Groups** | **Correlation coefficient (R)** | **Direction** | **Correlation****(Strength)** |
| 1st Hypothesis | Police leaders | 0.672 | Positive | Strong |
| Police subordinates | 0.554 | Positive | Strong |
| 2ndHypothesis | Police leaders | 0.639 | Positive | Strong |
| Police subordinates | 0.450 | Positive | Weak |
| 3rdHypothesis | Police leaders | 0.606 | Positive | Strong |
| Police subordinates | 0.533 | Positive | Strong |
| 4thHypothesis | Police leaders | 0.643 | Positive | Strong |
| Police subordinates | 0.475 | Positive | Weak |
| General hypothesis  | Police leaders | 0.640 | Positive | Strong |
| Police subordinates | 0.503 | Positive | Strong |

**Source:** Field Data

The Table 4.19 shows that, all the correlation coefficients from police leaders data were positive and strong at above 0.500 (50 percent) and the average correlation coefficients was 0.640. All the correlation coefficient from police subordinates data were positive but first and third hypotheses were strongly correlated while second and fourth hypotheses were weakly correlated; the average correlation coefficient was 0.503. This implied that, at 0.572 the manpower quantity had the positive impact towards workload imbalance.

# Table 4.20: General Coefficients of Determination (r2)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Hypotheses** | **Groups** | **Coefficients of** **determination(r2)** | **Direction** | **Determination** |
| 1st Hypothesis | Police leaders | 0.458 | Positive | Explained |
| Police subordinates | 0.307 | Positive | Explained |
| 2ndHypothesis | Police leaders | 0.425 | Positive | Explained |
| Police subordinates | 0.205 | Positive | Explained |
| 3rd Hypothesis | Police leaders | 0.378 | Positive | Explained |
| Police subordinates | 0.287 | Positive | Explained |
| 3rd Hypothesis | Police leaders | 0.415 | Positive | Explained |
| Police subordinates | 0.228 | Positive | Explained |
| General hypothesis  | Police leaders | 0.419 | Positive | Explained |
| Police subordinates | 0.257 | Positive | Explained |

**Source:** Field Data

The table 4.20 summarizes that the coefficients of determination were 0.419 and 0.257 for police leaders and police subordinates respectively. This implied that, at 0.338 the manpower planning positively explained workload imbalance. Generally, manpower planning was the cause of the workload imbalance in the Tanzania police force.

All the chi-squire scores (X2) from the table 4.21 are higher than the significant level (5%). The chi-squire scores derived the probability of error (p) whereby all the determinants yielded that all the probabilities of error (p) were less than margin error (e = 0.05) but all the probabilities of occurrence (P) were higher than the confidence level (α = 95%). In this case researcher accepted all null hypotheses. The average chi-squire and probability of occurrence for both police leaders and police subordinates were 2.833 and 0.972 respectively and therefore there was a confidence 97.20 percent for this research.

# Table 4.21: General Chi-square Analysis

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Hypotheses** | **Police** | **Chi-squire****(X2)** | **Probability (P)** | **p< e** | **α<*P*** | **Remarks** |
| 1stHypothesis | Leaders | 3.086 | 0.969 | 0.03086< e |  α<0.995 | Accepted |
| Subordinates | 1.440 | 0.986 | 0.01440< e | α<0.995 | Accepted |
| 2ndHypothesis | Leaders | 4.893 | 0.951 | 0.04894< e | α<0.950 | Accepted |
| Subordinates | 3.110 | 0.969 | 0.03110< e | α<0.990 | Accepted |
| 3rdHypothesis | Leaders | 4.767 | 0.952 | 0.04767< e | α<0.990 | Accepted |
| Subordinates | 1.403 | 0.986 | 0.01403< e | α<0.995 | Accepted |
| 4thHypothesis | Leaders | 3.060 | 0.969 | 0.03060< e | α<0.995 | Accepted |
| Subordinates | 0.903 | 0.991 | 0.00903< e | α<0.975 | Accepted |
| Generalhypothesis  | Leaders | 3.952 | 0.960 | 0.03952< e | α<0.950 | Accepted |
| Subordinates | 1.714 | 0.983 | 0.01714< e | <*0.995* | Accepted |

**Source:** Field Data

The table 4.22 combines data of the general hypothesis from table 4.19, table 4.20 and table 4.21 about correlation coefficient, coefficient of determination, chi-squire, research confidence and probability of occurrence. Certainty;

# Table 4.22: General Hypothesis Findings

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S/No.** | **Method** | **Police leaders** | **Police subordinates** | **Combine** | **Remarks** |
| 1. | Correlation coefficient (R) | 0.640 | 0.503 | 0.572 | Positively strong |
| 2. | Coefficient of determination (R2) | 0.419 | 0.257 | 0.338 | Explained |
| 3. | Chi-squire (X2) | 3.952 | 1.714 | 2.833 | Accepted |
| 4. | Research confidence | 96.048 | 98.286 | 96.868 | Above level of confidence (95%) |
| 5. | Probability of occurrence | 0.960 | 0.983 | 0.969 | High probability of occurrence |
| 6 | Probability of error | 0.03952 | 0.01714 | 0.02833 | Low uncertainty |

**Source:** Field Data

At 57.20 percent there was a positive and strong relationship between workload imbalance and manpower planning while at 33.80 percent manpower planning explained workload imbalance. The chi-squire was 2.833 and therefore the confidence was 96.87 percent while the probability of occurrence was 0.969, the Chi-squire (3.132%) was lower than significance level (5%) while the probability of occurrence (0.969) was above the level of confidence (95%). The probability of error (0.028) was less than the margin error (0.05). In this case, researcher accepted null hypothesis that Manpower deployment had the positive impact towards workload imbalance in the Tanzania police force.

## 4.6 Discussion of the Findings

Presented and analyzed data were discussed in the light of the predetermined research objectives, research questions, research hypotheses and comparison to other literatures. This is the discussion of the research results in regard of hypothesis test results and previous (empirical) literatures. Here below are identified and discussed results.

### 4.6.1 Manpower Deployment and Workload Imbalance in the Tanzania Police Force

The first objective in this study was to examine the impact of manpower deployment towards workload imbalance. To meet this objective one specific question was asked to both police management and subordinates. The specific question in this case was “What was the impact of manpower deployment towards workload imbalance?” In order to respond to the specific question above it was disintegrated into seven questions (Statements). The answers of the statements above had to meet one of the two guessed answers namely null hypothesis and alternative hypothesis;

**H0:** Manpower deployment had the impact towards workload imbalance in the Tanzania police force

**H1:** Manpower deployment had no impact towards workload imbalance in the Tanzania police force

From the table 4.19, table 4.20 and table 4.21 clearly stipulate that manpower deployment was strongly and positively correlated to manpower imbalance while manpower deployment strongly explained workload imbalance in the Tanzania police force and researcher accepted the null hypothesis that; there was positive relationship between workload imbalance and manpower deployment. From the findings above, the study concluded that poor manpower deployment caused workload imbalance in the police force. Police leaders and police subordinates admitted that; police duties were tiresome, risky and time consuming; sticks to subordinates were inevitable to make things go in their stations/units/departments; laziness and malingering of some police subordinates added excess task loads risk exposure and working hours to others; there were so many complaints against time table; it was difficult to balance task loads, risk exposure and working hours equally to all subordinates, and Commands and orders in the police force were very enough in managing police subordinates.

### 4.6.2 Manpower Placement and Workload Imbalance in the Tanzania Police Force

The second specific question was asked to investigate if there was an impact of manpower placement towards workload imbalance. The specific question was “Was there any impact of manpower placement towards workload imbalance?” and the guessed answer was either null or alternative hypothesis that;

**H0:** Manpower placement had the impact towards workload imbalance in the Tanzania police force

**H1:** Manpower placemen t had no impact towards workload imbalance in the Tanzania police force

Seven questions (statements) were asked to research respondents and feed backs were tabulated in table 4.19, table 4.20 and table 4.21. The manpower planning was strongly and positively correlated to workload imbalance, positively determined workload imbalance and the level of significance was higher than chi-squire but lower than probability of occurrence. Researcher had the confidence that there was a positive relationship between workload imbalance and manpower placement.

In this case, both police leaders and police subordinates admitted that; every police subordinate was multitask; every police subordinates fitted to work in every unit/squad/department, there was an external influence and orders from the senior rank officers about the placement of police subordinates. They also accepted that, sometimes police subordinates struggled to be placed to the units/departments with light task loads or short working hours at no risk, sometimes skills, knowledge and experience were not placing criteria in the police force. Furthermore they agreed that, there was no definite human resource department that deals with manpower planning in police commands.

### 4.6.3 Manpower Quality and Workload Imbalance in the Tanzania Police Force

The third research objective of this study was to find out whether manpower quality was the factor towards workload imbalance and specific question was “was the manpower quality the factor towards workload imbalance?” The question was disintegrated into seven questions (Statements) and its guessed answer was either null or alternative hypothesis;

**H0:** Manpower quality had the impact towards workload imbalance in the Tanzania police force

**H1:** Manpower quality had no impact towards workload imbalance in the Tanzania police force

Tables 4.19, 4.20 and 4.21 manpower deployment was strongly and positively correlated to manpower imbalance in the Tanzania police force while manpower deployment strongly explained to manpower imbalance. The null hypothesis was accepted that, “There was a relationship between workload imbalance and manpower deployment”.

From the findings above, the study concluded that manpower deployment caused workload imbalance in the police force. Police leaders and police subordinates admitted that; police leaders had no room to ask about the quality (knowledge, skills and experience) of their subordinates; subordinates with poor discipline were poor machines for work, subordinates with right quality were good volunteers whereby they normally worked for a long time carrying heavy tasks in high risk compared to those with poor quality, most of police leaders had no human resource management skills but they only use common senses and experience to deal with human resource management, only some police subordinates possessed necessary skills, knowledge and experience in the respective unit/station/department to carry appropriate police duties and tasks.

### 4.6.4 Manpower Quantity and Workload Imbalance in the Tanzania Police Force

The last specific objective was to find out whether manpower quality was the factor towards workload imbalance. To meet this objective the specific question was asked that “Did the manpower quality lead to workload imbalance?”. The answer to the research question was either null hypothesis (H0) or its alternative (H1), were;

**H0:** Manpower quantity had the impact towards workload imbalance in the Tanzania police force.

**H1:** Manpower quantity had no impact towards workload imbalance in the Tanzania police force.

Seven questions (statements) were asked to research respondents and their responses were computed and tabulated in table 4.19, table 4.20 and table 4.21. The manpower quality was strongly and positively correlated to workload imbalance, positively determined workload imbalance and the level of significance was higher than chi-squire but lower than probability of occurrence. Researcher had the confidence that there was a positive relationship between workload imbalance and manpower placement.

In this case, both police leaders and police subordinates admit that, the Tanzania police force had not only been facing manpower deficiency but also faced manpower imbalance between two distinct stations in the same command of the same workload, the adequate or excess number of subordinates was mostly available in the commands with low risk exposure, light task loads or short working time. They also accepted that, there was no defined criterion for transfer of subordinates from one command to another and there were no qualified human resource personnel who dealt with human resource management the police units/stations/commands. Furthermore, the Tanzania police force had been facing manpower imbalance, some of police subordinates play maneuver to place themselves in the unit/station /department with either legal or illegal personal benefits.

### 4.6.5 Manpower Planning and Workload Imbalance in the Tanzania Police Force

The general objective in this study was to find whether manpower planning had the impact towards workload imbalance in the Tanzania police force. The question behind this objective was “What was the impact of manpower planning towards workload imbalance in the Tanzania police force?”. The answer behind this question was either null hypothesis (***H0***) or its alternative (***H1***).

**H0:** Manpower planning had the impact towards workload imbalance in the Tanzania police force

**H1:** Manpower planning had no impact towards workload imbalance in the Tanzania police force

From Table 4.22; manpower planning was strongly and positively correlated to workload imbalance and it strongly explained workload imbalance. The chi-squire was smaller than the level of significance; researcher had the confidence greater than the level of confidence while the probability of occurrence was greater than 0.95 and this made the research objective acceptable that; there is no relationship between workload imbalance and manpower planning. From the data collected, all manpower determinants strongly and positively correlated to all the determinants of workload imbalance, all the manpower planning determinants positively explained all the workload imbalance determinants.

The probability of error for all determinants were smaller than significant of error (p) and all the probabilities of occurrence were higher than the level of significance. At more than 95% researcher had the confidence to accept all the null hypotheses.

1. Manpower deployment had the impact towards workload imbalance in the Tanzania police force
2. Manpower placement had the impact towards workload imbalance in the Tanzania police force
3. Manpower quality had the impact towards workload imbalance in the Tanzania police force
4. Manpower quantity had the impact towards workload imbalance in the Tanzania police force

Manpower deployment, manpower placement, manpower quality and manpower quantity positively and highly correlated and explained working-hours imbalance, task-load imbalance and risk-exposure imbalance in the Tanzania police force. In this case, there was a positive relationship between workload imbalance and manpower planning. Generally, from the research findings, police leaders admitted that police duties were time consuming, tiresome and risky then it was impossible to deploy all subordinates at equal working-hours, task-load, and risk-exposure. In the other hand police subordinated accepted that there was no proportionality and equality of working hours, task load and risk exposure to the police subordinates of the same caliber in the same unit/station/department.

### 4.6.6 Poor Manpower Planning and Workload Imbalance in the Tanzania Police Force

Workload balance is the determinant of good manpower planning in a particular organization while workload imbalance is the determinant of poor manpower planning in the particular organization. The three questions were important in this aspect; was the Tanzania police force facing poor manpower planning? Was the Tanzania police force facing poor manpower planning? What was the impact of poor manpower planning towards workload imbalance in the Tanzania police force? Table 4.9 clearly identifies that both police leaders and police subordinates agreed and strongly agreed that Tanzania police force had been facing poor manpower deployment, poor manpower placement, poor manpower quality and poor manpower quantity.

Furthermore, table 4.10 identifies that, both police leaders and police subordinates approved that there was a workload imbalance in force. Also from table 4.22, the research findings clearly identified that manpower planning had the positive impact towards workload imbalance in the Tanzania police force. It was obvious that, the stated manpower planning was the poor manpower planning. In this case, the cause of workload imbalance was due to the poor manpower planning in the Tanzania police force. This implied that, Tanzania police force was facing poor manpower planning hence it was facing poor manpower deployment, poor manpower placement, poor manpower quality and poor manpower quantity.

## 4.7 The Comparison to Other Research Literatures

From the empirical literature review the study did study ten literatures in relation to this research study. Literatures reviewed were not only different but had the similarities in some circumstances as compared here below. Ariffin (2015) applied the quantitative cross sectional method which determines the collection of data in different population. This study used longitudinal method to collect data in a single population, Tanzania police force. It further used probability and non probability to collect data. This research study used both quantitative research methodology and longitudinal method in collecting data in a single population. The study used both probability and non probability research design.

Cooper (1982) conducted a research with the response rate of 53.6 percent, this created doubt whether there was willingness in the data collection or respondents were not convinced enough to respond willingly. The response rate in this study was 83.20 percent which was more convincing that data were collected willingly. Furthermore, the mean age was 40 at the deviation of 7 implying that the majority were adult (33 – 47 years) leaving young police members who were stress victims. But the mean age for this study was 44.5 years for police leaders and 34.89 years for police subordinates whereby the deviation was 8.13 (36.37 – 52.63 years) and 8.39 (25.50 – 43.28 years) for police leaders and police subordinates respectively. Cooper (1982) conducted his research study for 34 years ago; so many changes must have taken place in between.

Sen (2015) used only one variable namely workload; he did not care about it in relation to the poor manpower planning. This study was used to determine the relationship between the two variables. Most of the studies used inferential statistics and did not use regression analysis in determining the relationship between variables. All research studies used. This research study was unique since it had been noticed that no related study had been done to determine the relationship between workload and manpower planning in either Tanzania or Africa in general. No study dealt with more than one dimensions of workload imbalance (Overload and under load). Only few studies in relation to this study carried its data from the police force.

**CHAPTER FIVE**

# 5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

## 5.1 Introduction

The analyzed data are of valueless to the ignorant people if are not digested to their understanding capacity. This chapter was purposely set to identify the research summery, conclusion and recommendations for simple digestion. The research summery identified the short story about this research study from chapter one to chapter five and all the measures taken since the beginning of this study. The conclusion included the findings results and areas for further research. The research recommendations identify the measures to be taken as the solution to the key problem of this research study.

## 5.2 Summary of the Main Findings

This research study was titled as the impact of manpower planning towards workload imbalance in the Tanzania police force, the case of Tanzania police force specifically Geita police. It aimed at determining if there was the impact of manpower planning towards workload imbalance in the Tanzania police force. The general question to this study was “What was the impact of manpower planning towards workload imbalance in the Tanzania police force?” The possible answer was either Manpower planning had the impact towards workload imbalance in the Tanzania police force or Manpower planning had no impact towards workload imbalance in the Tanzania police force.

The literature review was well studied on the existing theories and empirical studies that were related to this study. Literatures proved that the dimensions for manpower planning were manpower deployment, manpower placement, manpower quality and manpower quantity. Furthermore, literatures studied that the dimensions for workload imbalance were working-hours imbalance, task-load imbalance and risk-exposure imbalance. From the studied literatures four research hypotheses were drawn.

Research methodologies suitable to meet the research objective were designed. This study was a pure quantitative research which collected data in a five likert scale questionnaires. Out of 150 targeted respondents only 125 respondents collected back the questionnaires for this study whose research response was 83.33 percent. Collected data were edited, coded and analyzed using descriptive statistics, regression analysis and chi-square test. Tables and figures were used in chapter four for data presentation, data analysis and data interpretation. Both regression analysis and chi-squired method were employed and generally; the general correlation coefficient was 57.20 percent, coefficient of determination was 33.80 percent, the obtained chi-squire was 3.003 and therefore the probability of occurrence was 0.970 while the level of confidence was 97 percent.

Study findings in chapter four identified that there was a strong impact of manpower planning towards workload imbalance in the Tanzania police force. Manpower planning positively explained workload imbalance in the Tanzania police force. Since chi-squire was smaller than the margin error then the null hypotheses was accepted by the data collected from both police leaders and police subordinates. In this case, the study accepted the null hypothesis that Manpower planning had the positive impact towards workload imbalance in the Tanzania police force.

## 5.3 Implication of the Findings

The research data proved that Manpower planning had the positive impact towards workload imbalance in the Tanzania police force. It implied that, Tanzania police force had been facing poor manpower planning which led to workload imbalance in the force. In this case, this study came out with the following possible solutions to rescue the situation. Police leaders should avoid too many sticks (corporal punishments) and find other managerial techniques to enforce discipline and performance. They should review all duty excuses and Light Duties (EDs/LDs) and see if they are reasonable and necessary so as to avoid laziness and malingering.

Police leaders should review the time table and find the way to balance the workload amongst employees of the same level and quality to avoid overexploitation of police subordinates with right skills while others enjoying under/standard exploitation. Commands and orders are not only means of enforcing discipline and performance; other motivating factors should be used to motivate performance. More over, Police leaders should put into consideration that police subordinates are not multitask and they cannot work in every unit/station/department, specialization of labour should be applied. Police leaders should avoid external influence about the placement of their subordinates but also senior rank officers should not influence the placement of subordinates of their subordinates in the unit/station/department.

Police headquarter and police regional office should not intervene the placement of manpower in the police commands/units/stations/departments. Normally, intervene was done under the umbrella of nepotism, ethnicity, sexual relations with police leaders, supervisors’ lack of confidence, and corruption and bribery, things which should be abolished. Furthermore, all police units/commands/unit/station should have definite human resource department that deals with manpower planning only. Police leaders should have the room to test the competence of the newcomers to find if they posses right skills, knowledge and experience useful in their respective departments. Moshi police training school should make serious and strict selection of recruits to screen out unfits and incompetents who become burden when deployed after their recruit course. Those who become incompetent in the nature of their job should be placed in the areas with light duties depending on the nature of their unfitness or discharged from the force. Police leaders should be trained for manpower management skills rather than using common senses and experience only.

Police Stations/units of the same gravity should have the same number of manpower; all stations/units should experience the same manpower balance or deficiency. The emphasis of the manpower balance should be put to the units/stations with more working hours, heavy task load and high risk exposure which normally face shortage. There should be defined and definite criteria for the transfer of police subordinate from one station/unit to another; the transfer should have the stated reasons. Each police station/unit should have trained manpower management personnel to deal with human resource managerial chores.

Police leaders should make sure all police subordinates of the same caliber are working at same working hours, same task load and the same risk exposure and not only few. Normally imbalance attracts transfer from one unit/station to another; police leaders should balance life risk, task load, working hours and fringe benefits to all stations/units/commands. Police subordinates should avoid punishments by performing their responsibilities and avoiding using ED and LD as the means of leisure rather they should make the compromise with their leaders on balancing time table. They should neither seduce their leaders nor play maneuvers for the placement in the units/stations/departments with short working hours, light duties or low risk exposure. They should be interviewed before the placement or transfer to the new station/unit/department.

All police subordinates should observe discipline; police leaders should closely monitor it and maintain workload balance. There should be genuine reasons on the transfer of the police subordinates from one station/unit/department.Conclusively, police leaders should make and maintain good manpower planning to promote workload balance in the force. Manpower deployment, manpower placement, manpower quality and manpower quantity should observe managerial techniques to avoid poor manpower planning. Premeditated factors should be abolished and prevented; managerial skills should be at parse.

## 5.4 Research Conclusion

This study aimed to determine if there was the impact of manpower planning towards workload imbalance in the Tanzania police force. The general question was; “What was the impact of manpower planning towards workload imbalance in the Tanzania police force?” The response behind this question was either manpower planning had the positive impact towards workload imbalance in the Tanzania police force or manpower planning had no impact towards workload imbalance in the Tanzania police force. The study findings revealed that there was an impact of manpower planning (manpower deployment, manpower placement, manpower quality and manpower quantity) towards workload imbalance (working-hours imbalance, task-load imbalance and risk-exposure imbalance). In this case, the researcher accepted the null hypothesis that; manpower planning had the positive impact towards workload imbalance in the Tanzania police force.

## 5.5 Research Recommendations

The research findings proved beyond doubt that Tanzania police force had been facing poor manpower planning. Furthermore researcher realized that the workload imbalance was prevailing in the force. Data computations stipulated that poor manpower planning was the major determinant towards workload imbalance in the force. The solution towards workload imbalance in the force was to put emphasis in solving the issue of poor manpower planning. Thus, if poor manpower planning was not there then workload imbalance would not get the room to prevail.

The Tanzania police force should hire the competent human resource personnel to handle all matters concern subordinates grievances, promotions/punishments, fringe benefits and incentives. They should also provide room for proper deployment and placement as well as selecting competent employees in the required number; profession should be given its room. The rule of game should be fare play whereby any kind of segregation should be avoided so as to provide fare deployment, fare placement as well as the suitable quality and quantity to the particular command/unit/station. Training should be provided to the police leaders so as to control their decisions which violate human resource technique. Human resource is a most valuable and delicate resource of any particular organization, any manager should know how to deal with this resource for potential use. When manpower planning is in control then workload imbalance is in control as well and hence there will be workload balance but neither stress at work nor poor perforce. In this case the particular organization can prevail forever.

## 5.6 Limitations of the Study

1. Police respondents were so busy with the office chores and it was very difficult to find them idle, a researcher had to use the convincing power to obtain their willingness,
2. Data collection posts were far apart and it was so difficult to reach them by the private transport,
3. Economic constraint was also the limitation since there was no source of the fund and the researcher was only the source of fund.

## 5.7 Suggested Areas for Further Study

No researcher who is perfect at 100 percent and thus why no researcher who is confident at the level of confidence of 100 percent in any research study. The international standard level of confidence is estimated to be 95 percent while the level of significance is estimated to be 5 percent and these estimates were also applied in this research study. Always any research is weak at the level of significance; five percent. The weaknesses of research are the areas for further study in the particular field. Areas for further research in this study were:

1. The scope of the study was too narrow; there is a need of widening by collecting data from other districts country wise,
2. The number of respondents (125 respondents) was too small to state the situation of the Tanzania police force in whole; there is a need of adding the number of respondents to 396 (Slovin’s formula, N= 40,960);
3. Another research should be conducted by a researcher who is not a member of police force to avoid biasness or overlook,
4. There should be an independent researcher to carry on such a study who have no any other responsibility.

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**APPENDICES**

## The research questionnaire to police leaders

**DODOSO KWA VIONGOZI WA KOMANDI/VITUO/VIKOSI/IDARA.**

Ndugu!

Asante kwa kukubali kujibu maswali ya dodoso la utafiti wenye lengo la kubaini mahusiano kati ya uwiano usio sawa wa kazi na mpango kazi wa rasilimali watu ndani ya jeshi la polisi Tanzania. Naomba uchukue muda wako wa thamani mno kujaza dodoso hili kwa uelewa wako wa juu. Jina lako si lazima na majibu yako ni siri kwa kuzingatia maadili ya kiutafiti.

1. **TAARIFA ZA UTANGULIZI**
	1. Jina la kituo/kikosi/idara unayofanya kazi: …….…………………………
	2. Nafasi yako ya kazi kwa sasa; …………………………………………......
	3. Idadi ya askari walioko chini yako; ..................................................................
	4. Cheo chako kwa sasa; ………………...............................................................

II. Jinsia, umri na muda wa utumishi (Weka vema kwenye kisanduku cha jibu sahihi)

2.1. Una umri wa miaka mingapi? Chini ya 20[ ] , kati ya 20 na 29 [ ] , kati ya 30 na 39 [ ] , kati ya 40 na 49 [ ] , zaidi ya 49 [ ]

* 1. Jinsia yako. Mwanaume [ ] , mwanamke [ ] .
	2. Ni muda gani sasa umelitumikia jeshi la polisi Tanzania?:

Chini ya 5 [ ] , kati ya 5 na 10 [ ] ,kati ya 10 na 19 [ ] , kati ya 20 na 30 [ ] , zaidi ya 30[ ]

* 1. Ni miaka mingapi umefanya kazi katika kitengo/kituo/kikosi hiki?

Chini ya 2[ ] , kati ya 2 na 4[ ] , kati ya 5 na 7 [ ] , kati ya 7 na 9 [ ] , 10 au zaidi [ ]

**NB: Tafadhali weka alama ya vema ( √ ) juu ya ufupisho sahihi katika sehemu III, IV, V, VI, VII, na VIII ambapo: NS = Nakubali Sana (2), NK = Nakubali (1), SU = Sina Uhakika (0), SK= Sikubali (-1) na SH = Sikubali Hata kidogo (-2). Unaweza ukafuta vema uliyokosea kwa kuweka (X) juu yake.**

**III. KUPANGA KAZI SAHIHI (MANPOWER DEPLOYMENT)**

Ni ile hali ya kumpangia mfanyakazi kufanya kazi anayoimudu zaidi na aliyoizowea.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **Maelezo** | **2** | **1** | **0** | **-1** | **-2** |
| **3.1.** | Kazi za polisi zinachosha,ni nyingi, hatari na zinahitaji muda mrefu; adhabu za kijeshi hazikwepeki katika kusukuma kazi kufanyika kwa ufanisi wa kutosha. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **3.2.** | Askari wasiomudu kazi za kikosi/kitengo/kituo hiki ndio chanzo cha kuwafanya askari wengine kufanya kazi nyingi/ngumu/hatari na kwa muda mrefu zaidi yao. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **3.3.** | Malalamiko kuhusu ratiba ya kazi hayakwepeki; ni vigumu kupanga kazi sawa kwa muda sawa na kwa hatari sawa kwa askari wote wa kikosi/kituo changu. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **3.4** | Amri na maelekezo ya jeshi la police vinatosha kuwaongoza askari walioko chini yangu. | **NS** | **NK** | **SU** | **SK** | **SH** |

**IV. ENEO SAHIHI LA KAZI (MANPOWER PLACEMENT)**

Hii ni ile hali ambapo wafanyakazi wanafanya kazi kwenye kitengo/idara/kikosi sahihi ambayo/ambacho wanaweza wakafanya kazi kikamilifu kwa manufaa ya taasisi husika.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **Maelezo** | **2** | **1** | **0** | **-1** | **-2** |
| **4.1.** | Ninaamini kwamba kila askari ana uwezo wa kufanya kazi yoyote ya polisi; anafaa kufanya kazi kikosi/kitengo chochote wakati wowote. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **4.2.** | Kuna ushawishi na amri toka juu kuhusu eneo la kuwapanga kazi (kitengo/kikosi/idara/kituo) askari wa chini yangu. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **4.3.** | Baadhi ya askari wanafanya mbinu binafsi/chafu ili kupangwa kwenye vituo/vikosi/vitengo vyenye kazi chache au zisizo na hatari au muda mfupi wa kazi zaidi. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **4.4.** | Hakuna kitengo mahususi (No human resource department) kwa ajili ya kusimamia rasilimali watu katika himaya yangu. | **NS** | **NK** | **SU** | **SK** | **SH** |

**V. SIFA/VIGEZO SAHIHI VYA MFANYAKAZI (MANPOWER QUALITY)**

Ni ile hali ya taasisi au idara kuwa na wafanyakazi wenye vigezo na sifa sahihi (maarifa, ujuzi na uzoefu) kwa manufaa ya taasisi.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **Maelezo** | **2** | **1** | **0** | **-1** | **-2** |
| **5.1.** | Ninatumia ninachokipata, sina nafasi ya kuhoji sifa za askari wanaopangiwa na kituo/kikosi/kitengo changu. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **5.2.** | Tabia njema ni nguzo ya jeshi lolote; askari wenye tabia mbaya mara nyingi ndo huwa wanafanya kazi nyepesi zaidi, chache zaidi, zenye hatari kidogo zaidi. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **5.3.** | Askari wenye sifa sahihi wanajitolea sana; mara nyingi ndo huwa wanafanya kazi ngumu na kwa muda mrefu zaidi kwenye mazingira hatarishi zaidi | **NS** | **NK** | **SU** | **SK** | **SH** |
| **5.4.** | Binafsi sina taaluma ya usimamizi wa rasilimali watu bali natumia ufahamu wangu na uzoefu kusimimia kazi. | **NS** | **NK** | **SU** | **SK** | **SH** |

**VI. KIASI CHA NGUVU KAZI (MANPOWER QUANTITY)**

Ni kile kitendo cha idara au kikosi kuwa na idadi ya wafanyakazi ambao si zaidi wala si pungufu ya mahitaji halisi.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **Maelezo** | **2** | **1** | **0** | **-1** | **-2** |
| 6.1. | Kuna uwioano usio sawia wa askari polisi kati ya kituo/kitengo/kikosi na kituo/kitengo/kikosi ndani ya jeshi la polisi ndani ya himaya moja. | **NS** | **NK** | **SU** | **SK** | **SH** |
| 6.2. | Vituo/vitengo/vikosi vyenye askari wa kutosha au zaidi ya mahitaji halisi ni vile tu ambavyo askari wana muda mfupi wa kazi, kazi kidogo/nyepesi au hatari ndogo ya kazi. | **NS** | **NK** | **SU** | **SK** | **SH** |
| 6.3. | Hakuna kanuni mahususi za kumhamisha askari polisi toka kitengo/kituo/kikosi kimoja kwenda kingine | **NS** | **NK** | **SU** | **SK** | **SH** |
| 6.4 | Hakuna mtu mahususi (Human Resource Manager) kwa ajili ya kusimamia rasilimali watu katika himaya yangu. | **NS** | **NK** | **SU** | **SK** | **SH** |

**VII. UWIANO USIO SAWA WA KAZI (WORKLOAD IMBALANCE)**

Ni hali ya baadhi ya wafanya kazi kufanya kazi eitha chini au juu ya viwango sahihi

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **Maelezo** | **2** | **1** | **0** | **-1** | **-2** |
| 7.1. | Kazi za polisi ni nyingi; si rahisi kuwapanga askari wote kufanya kazi kwa muda unaolingana katika himaya/kikosi/kitengo kimoja. | **NS** | **NK** | **SU** | **SK** | **SH** |
| 7.2. | Kazi za polisi zinachosha; si rahisi kuwapanga askari wote kufanya kazi zenye uzito sawa katika himaya/kikosi/kitengo kimoja. | **NS** | **NK** | **SU** | **SK** | **SH** |
| 7.3. | Kazi za polisi ni hatari sana; si rahisi kuwapanga askari wote kufanya kazi zenye hatari sawa ya akazi katika himaya/kikosi/kitengo kimoja. | **NS** | **NK** | **SU** | **SK** | **SH** |

**VIII. SABABU ZA KUTAFUTA KUHAMA KWENDA KITENGO KINGINE**

Kwa nini askari polisi wanapigania kuhama kutoka kitengo/kituo/kikosi kimoja na kwenda kingine?

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **Sababu** | **2** | **1** | **0** | **-1** | **-2** |
| 8.1. | Muda mrefu wa kazi | **NS** | **NK** | **SU** | **SK** | **SH** |
| 8.2. | Kazi ngumu/nyingi. | **NS** | **NK** | **SU** | **SK** | **SH** |
| 8.3 | Hatari ya maisha | **NS** | **NK** | **SU** | **SK** | **SH** |
| 8.4 | Posho mbali mbali | **NS** | **NK** | **SU** | **SK** | **SH** |
| 8.5 | Sababu nyingine; tafadhali zitaje;1. ……………….……………………………………………………
2. …………………………………………………...………………
3. ……………………………………………………………………
4. .……………………………………………………………………
 |

**NB; Nathamini ushiriki wako; asante kwa muda wako wa dhamani mno.**

**Wako; RICHARD GODBLESS MUKESI wa FFU GEITA.**

## The research questionnaire to the police subordinates

**DODOSO KWA ASKARI POLISI WA VYEO VYA CHINI (R & F).**

Ndugu!

Asante kwa kukubali kujibu maswali ya dodoso la utafiti wenye lengo la kubaini mahusiano kati ya uwiano usio sawa wa kazi na mpango kazi wa rasilimali watu ndani ya jeshi la polisi Tanzania. Naomba uchukue muda wako wa thamani mno kujaza dodoso hili kwa uelewa wako wa juu. Jina lako si lazima na majibu yako ni siri kwa kuzingatia maadili ya kiutafiti.

**TAARIFA ZA UTANGULIZI**

* 1. Jina la kituo/kikosi/idara unayofanya kazi: **…….…………………………**
	2. Nafasi yako ya kazi kwa sasa; **………………………………….………......**
	3. Cheo chako kwa sasa; **………………................................................................**

**II. Jinsia, Umri Na Muda Wa Utumishi (Weka √ kwenye jibu sahihi)**

2.1. Una umri wa miaka mingapi?

Chini ya 20[ ] , kati ya 20 na 29 [ ] , kati ya 30 na 39 [ ] , kati ya 40 na 49 [ ] , 50 au zaidi ya 50 [ ]

* 1. Jinsia yako. Mwanaume [ ] , mwanamke [ ] .
	2. Ni muda gani sasa umelitumikia jeshi la polisi Tanzania?

Chini ya 5 [ ] , kati ya 5 na 9 [ ] ,kati ya 10 na 19 [ ] , kati ya 20 na 29 [ ] , 30 au zaidi ya 30[ ]

**NB: Tafadhali weka alama ya vema ( √ ) juu ya ufupisho sahihi katika sehemu III, IV, V, VI, VII, na VIII ambapo: NS = Nakubali Sana (2), NK = Nakubali (1), SU = Sina Uhakika (0), SK= Sikubali (-1) na SH = Sikubali Hata kidogo (-2). Unaweza ukafuta vema uliyokosea kwa kuweka (X) juu yake.**

**III. KUPANGA KAZI SAHIHI (MANPOWER DEPLOYMENT)**

Ni ile hali ya kumpangia mfanyakazi kufanya kazi anayoimudu zaidi na aliyoizowea.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **MAELEZO** | **2** | **1** | **0** | **-1** | **-2** |
| 3.1. | Hakuna hiari ya kazi; viongozi wanatumia nguvu nyingi zaidi kulazimishia kazi kufanyika (Too much sticks, no carrots). | NS | NK | SU | SK | SH |
| 3.2. | Askari wasiomudu kazi za kikosi/kitengo/kituo hiki ndio chanzo cha kuwafanya askari wengine kufanya kazi nyingi/ngumu/hatari na kwa muda mrefu zaidi yao. | NS | NK | SU | SK | SH |
| 3.3. | Ratiba ya kazi haitoi uwiano sawa wa kazi; mara nyingi baadhi wanapangwa kazi nyingi/ngumu au wanafanya kazi hatari na kwa muda mrefu zaidi ya wengine. | NS | NK | SU | SK | SH |

**IV. ENEO SAHIHI LA KAZI (MANPOWER PLACEMENT).**

Hii ni ile hali ambapo wafanyakazi wanafanya kazi kwenye kitengo/idara/kikosi sahihi ambayo/ambacho wanaweza wakafanya kazi kikamilifu kwa manufaa ya taasisi husika.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **MAELEZO** | **2** | **1** | **0** | **-1** | **-2** |
| **3.1.** | Viongozi wa polisi wanawapanga askari kazi yoyote kitengo chochote.bila kuzingatia uwezo wa kazi.. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **3.2.** | Baadhi ya askari wanawatumia viongozi wa juu ili kushawishi kupangwa katika kitengo/kikosi/idara/kituo wanavyovipenda zaidi | **NS** | **NK** | **SU** | **SK** | **SH** |
| **3.3.** | Baadhi ya askari wanafanya mbinu binafsi/chafu ili kupangwa kwenye vitengo/idara zenye kazi chache zisizo na hatari na zinazofanya kazi kwa muda mfupi zaidi. | **NS** | **NK** | **SU** | **SK** | **SH** |

**V. SIFA/VIGEZO SAHIHI VYA MFANYAKAZI (MANPOWER QUALITY)**

Ni ile hali ya taasisi au idara kuwa na wafanyakazi wenye vigezo na sifa sahihi (maarifa, ujuzi na uzoefu) kwa manufaa ya taasisi.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **MAELEZO** | **2** | **1** | **0** | **-1** | **-2** |
| **3.1.** | Sio askari wote wana sifa na vigezo vya kutosha kumudu kazi za polisi na wajibu wa polisi kikamilifu. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **3.2.** | Wakati mwingine maarifa, uelewa na uzoefu si vigezo vya kupangwa eneo la kazi ndani ya jeshi la polisi. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **3.3.** | Mara nyingi wenye sifa na vigezo sahihi ndo huwa wanatumika kwa muda mrefu zaidi kufanya kazi ngumu/nyingi zaidi kwenye mazingira hatarishi zaidi | **NS** | **NK** | **SU** | **SK** | **SH** |

**VI. KIASI CHA NGUVU KAZI (MANPOWER QUANTITY)**

Ni kile kitendo cha idara au kikosi kuwa na idadi ya wafanyakazi ambao si zaidi wala si pungufu ya mahitaji halisi.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **MAELEZO** | **2** | **1** | **0** | **-1** | **-2** |
| **3.1.** | Idadi ya askari haitoshi ila hata waliopo hawafanyi kazi zenye ugumu sawa, kwa muda sawa na kwa hatari sawa. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **3.2.** | Vituo/vitengo/vikosi vyenye askari wa kutosha au zaidi ya mahitaji halisi ni vile ambavyo askari wana muda mfupi wa kazi, kazi kidogo/nyepesi au hatari ndogo ya kazi. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **3.3.** | Askari wengi wanakimbilia kwenye vitengo/vituo/vikosi vyenye maslahii binafsi (yaliyo eitha halali au sio halali). | **NS** | **NK** | **SU** | **SK** | **SH** |

**VII. UWIANO USIO SAWA WA KAZI (WORKLOAD IMBALANCE)**

Ni hali ya baadhi ya wafanya kazi kufanya kazi eitha chini au juu ya viwango sahihi

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **MAELEZO** | **2** | **1** | **0** | **-1** | **-2** |
| **3.1.** | Hakuna usawa wa muda wa kazi miongoni mwa wafanyakazi wenye sifa sawa katika kituo/kitengo/kikosi kimoja; baadhi wanafanya kazi muda mrefu zaidi ya wengine. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **3.2.** | Hakuna usawa wa kiasi/ugumu wa kazi miongoni mwa wafanyakazi wenye sifa sawa katika kituo/kitengo/kikosi kimoja; baadhi wanafanya kazi nyingi au ngumu zaidi ya wengine. | **NS** | **NK** | **SU** | **SK** | **SH** |
| **3.3.** | Hakuna usawa wa hatari ya kazi miongoni mwa wafanyakazi wenye sifa sawa katika kituo/kitengo/kikosi kimoja; baadhi wanafanya kazi hatari zaidi ya wengine. | **NS** | **NK** | **SU** | **SK** | **SH** |

**VIII. SABABU NYINGINE (PREMIDITATED FACTORS)**

Sababu nyingine zinaleta uwiano usio sawa wa kazi ndani ya jeshi la polisi Tanzania..

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Q/N** | **Maelezo** | **2** | **1** | **0** | **-1** | **-2** |
| **8.1.** | Udugu | **NS** | **NK** | **SU** | **SK** | **SH** |
| **8.2** | Ukabila | **NS** | **NK** | **SU** | **SK** | **SH** |
| **8.3** | Mahusiano ya kimapenzi na viongozi | **NS** | **NK** | **SU** | **SK** | **SH** |
| **8.4** | Kushindwa kumudu kazi | **NS** | **NK** | **SU** | **SK** | **SH** |
| **8.5** | Usimamizi mbovu | **NS** | **NK** | **SU** | **SK** | **SH** |
| **8.6** | Rushwa na hongo | **NS** | **NK** | **SU** | **SK** | **SH** |
| **8.7** | Sababu nyingine, tafadhali zitaje. (**i)…………………..…(ii).………………..…(iii)….…………………….** |

**NB; Nathamini ushiriki wako; asante kwa muda wako wa dhamani mno.**

**Wako; RICHARD GODBLESS MUKESI wa FFU GEITA.**

#

# CORRESPONDENCES

## The request for the research data collection

………………………………………………………………………………………

**RICHARD G. MKESI,**

**C/o. FIELD FORCE UNIT,**

**P. O. BOX 70, GEITA**

**6th JUNE 2016**

**INSPECTOR GENERAL OF POLICE,**

**THE POLICE HEADQUARTER,**

**P. O. BOX 916,**

**DAR ES SALAAM**

**UFS: REGINAL POLICE COMMANDER,**

 **GEITA REGINAL POLICE,**

**P. O. BOX 70,**

 **GEITA**

**REF: THE REQUEST FOR THE RESEARCH DATA COLLECTION**

**RESEARCH RESPONDENTS – GEITA POLICE**

With reference to the caption above; I have the great honour to request your permission to collect the research data from your dear subordinates in Geita Police within June 2016. I would like to assure you that their identity is very anonymous and their answers are very confidential to the research ethics.

I am inspector of police at Geita Field Force Unit pursuing the Degree of Master of Human Resource Management at the Open University of Tanzania (OUT). I am currently conducting the research study for the partial fulfillment of the requirements for the award of the Degree of Master of Human Resource Management of the Open University of Tanzania (OUT). The research title is “The impact of manpower planning towards workload imbalance in the Tanzania police force**”**. In this case the respondents are your dear police subordinates in your esteemed Geita police command.

Not only this research study is of paramount important to my academic success but also its significances to the Tanzania police force are abundant as follows;

1. The study will enable police force to determine whether it is currently facing poor manpower planning or not. It will come up with possible solutions to the poor manpower planning in the Tanzania police force if any;
2. Furthermore the findings from this study will contribute towards the body of knowledge to the Tanzania police force on the actual course of the workload imbalance in the force. However, it will provide a room for recommendations of what to be done as the solution to the problem about workload imbalance;
3. Lastly this study will increase my knowledge and experience of conducting research about police matters since I am a police officer.

The general research objective is to find whether manpower planning had the impact towards workload imbalance in the Tanzania police force whereby the research question is “What is the impact of manpower planning towards workload imbalance in the Tanzania police force?” In this case, to respond to that research question I have set the seductive questionnaire with a number of questions that will be provided to your dear subordinates for their responses.

This letter is attached with a copy of questionnaire for your reference. With a great gratitude I am looking forward for your response for my academic success.

You’re sincerely;

**……………………………**

PF. 17844 INSP**.** Richard Godbless Mukesi