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EFFECTS OF OCCUPATIONAL STRESS ON WORK PERFORMANCE OF POLICE OFFICERS IN NAKURU POLICE DIVISION, KENYA

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A Project Report Submitted to the Graduate School in Partial Fulfilment of the Requirements for the Award of Master of Arts Degree in Guidance and Counselling of Egerton University.

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DECLARATION AND RECOMMENDATION

Declaration

This project report is my original work and has not been presented for an award of a degree, diploma or certificate in any university.

Signature..... Date 27/11/2015

Ezra Odondi Jonyo

EM20/2843/10

Recommendation

This project report has been submitted with my approval as the University Supervisor.

Signature..... Date 2/12/2015

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2016/107192

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DEDICATION

I dedicate this work to all the Police Officers who provide services that the public is proud of.

ACKNOWLEDGEMENT

I wish to convey my sincere and heartfelt gratitude to the almighty God for the gift of life, ability and abundant grace to undertake this study. Thanks so much Egerton University for enlisting me for this study and proving conducive environment for research work. This study would not have been possible without the tireless encouragement, guidance, criticism, valuable suggestions, availability, corrections and thoughtful comments of my supervisor Prof. Mary Kariuki. My appreciation also goes to the Police Officers from Nakuru Division, may I sincerely thank them for their informative responses to the questionnaires. In addition I wish to show my appreciation and to Mr. Leo Ogolla, Department of Curriculum, Instruction and Educational Management, Egerton University for the assistance with data analysis. I owe special thanks to my family; wife Beryl Adhiambo Odondi, Daughters' Esther Amani Atieno Odondi and Faith Albright Odondi for their understanding, prayers, and support. I will forever be grateful to them for their support and resourcefulness. May the Almighty God bless you all abundantly.

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ABSTRACT

A fully functioning police service is vital for maintenance of peace, provision of security, and enforcement of a country's laws. The work performance of police officers in Nakuru and other divisions in Kenya has been below the expectations of the public over the recent years. Performance is affected by factors such as training, job satisfaction, career progression, remuneration, recognition, working environment, standard operating procedures, facilities and equipments, management style and occupational stress. The study examined the effects of occupational stress on work performance of police officers in Nakuru police division. The study used the descriptive survey research design. A sample size of 91 respondents; 1 OCPD, 3 OCS and 87 officers of other ranks drawn from a population of 269 took part in the study. The respondents were selected using purposive, proportionate and simple random sampling techniques. Three instruments; OCS and the police officers and an OCPD interview schedule were used to collect data. The content and face validity of the three instruments were examined by experts from the Department of Psychology, Counseling and Educational Foundations, Egerton University. The OCS and Police Officers questionnaires were piloted for reliability. The instruments yielded reliability coefficients of 0.7838 and 0.7192 respectively. Data was analysed with the aid of the Statistical Package for Social Science (SPSS). Descriptive statistics; frequencies, percentages, means and standard deviations were used to describe and summarise data. Difference in work performance of the police officers by level of occupational stress was determined using the t-test. The study established that police officers are exposed to high levels of occupational stress and their work performance was rated as fair. The study also established that occupations stress negatively affects work performance of the police. The study further found out police officers lack of a welfare support system despite the stressful nature of their work. The study recommends that NPSC puts in place programs that reduce sources of work related stress.

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LIST OF ABBREVIATIONS AND ACRONYMS

The following are the abbreviations and acronyms that were used in this study:

CS: Cabinet Secretary

DQHS: Division Headquarters

DWI: Driving While Intoxicated

EACC: Ethics and Anti-Corruption Commission

GSU: General Service Unit

IG: Inspector General

IPOA: Independent Policing Oversight Authority

IS: Interview Schedule

KIPS: Key Indicators of Private Sector

KNBS: Kenya National Bureau of Statistics

NACOSTI: National Commission for Science, Technology and Innovation

NPS: National Police Service

NPSC: National Police Service Commission

OCPD: Officer Commanding Police Division

OCS: Officer Commanding Police Station

OCSQ: Officer Commanding Station Questionnaire

POSQ: Police Officers Questionnaire

PTSD: Post Traumatic Stress Disorder

ROK: Republic of Kenya

SAPS: South Africa Police Service

SPSS: Statistical Package for Social Sciences

STS: Secondary Traumatic Stress

SWOT: Strengths, Weaknesses, Opportunities & Threats

UK: United Kingdom

US: United States

VIPS: Very Important Persons

WHO: World Health Organization

CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

The performance of any organisation is usually measured by its ability to achieve its goals by providing quality services within an appropriate time and cost structure (McNamara, 2008). Performance has been defined as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed (Were, Gakure, Kiraithe and Waititu 2013). There is no universally accepted way of measuring performance of an organisation as interested groups hold different ideas of what counts. For example, the management of a manufacturing firm may define its performance in terms of quantity of goods produced and the profit generated annually. A donor or a government on the other hand may define performance in terms of the impact of its activities on lives of the target groups. A police force may measure its performance in terms of its ability to preserve peace, protect property, detect and prevent crime and enforce law. Performance of an organisation is usually determined through an assessment exercise. Typical tools used during an assessment exercise are questionnaires, strength, weaknesses, opportunities and threats (SWOT) analysis, diagnostic models, performance management appraisal and comparison of the achieved with "best practices" or industrial standards (Nimalathasa, 2009).

The success of an organisation depends to a large extent on the work performance of its employees (Stup, 2003). Armstrong and Baron (2005) base the whole ethos of performance and performance management on the assumption that if the performance levels of employees can be raised, better organisational performance will follow as a direct result. They thus consider human resource as the most valuable asset of an organisation. This is particularly true if the people required to do the core work are highly trained individuals such as surgeons and rocket engineers. The work performance of an employee is measured using appraisal interviews which are held quarterly in a year. Performance appraisal is the process of evaluating an individual employee's job performance as a basis for making objective personnel decisions (Koontz and Wehrich, 1990). Managers use appraisal reports to maintain and update profiles of employees in order to assess the availability of skills, interests and experiences and to identify departments

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with surplus or insufficient skills or employees. The reports also form the basis for rewards, identification of skills on which employees need training or even reprimands. Managers use a variety of indicators to measure the performance of their employees. Some of the indicators frequently used to measure employees' performance are; quantity of work, its quality, timeliness, cost-effectiveness, absenteeism and tardiness, adherence to policy and team work (Van der Merwe, 2008). For example, the number of units produced, processed or sold is a good indicator of a production or sales employee's performance. The quality of work performed and how fast it is done are other performance indicators. The cost of work performed is used as a measure of performance only if the employee has some degree of control over costs. Police officer can be considered to have performed their work well if they are able to effectively maintain law and order in their areas of jurisdiction, detect and prevent crime, provide security, protect life and property and support victims of crime and disorder (Republic of Kenya, 2009).

There are many factors that contribute towards employees performing their jobs effectively and efficiently. Stup (2003) noted that it is extremely important that the employees have the proper training, knowledge, skills and attitudes if they are to perform well in their jobs. Van der Merwe (2008) observed that there is a close association between work performance and job satisfaction, career growth, remuneration and non-monetary rewards such as recognition. Factors that are external to the worker such as the working environment, standard operating procedures, facilities and equipment required for the tasks and the management style of the leaders also influence how workers perform their jobs. Exposure to occupational stress for long periods of time has also been found to not only affect employees physical and psychological health but also their work performance (Finn and Tomz, 1998).

Working in occupations where employees are expected to deal with the problems of others, such as medical doctors and police officers may suffer more stress than people in other professions (Finn and Tomz, 1998). Occupational stress is defined as the perception of a discrepancy between environmental demands (stressors) and individual capacities to fulfill these demands (Topper, 2007). Baheshtifar and Nazarian (2013) observed that work-related factors that contribute to occupational stress include role overload, conflict, and ambiguity. Work-related

stress was once thought of as occurring only in those who work in senior positions; it is now acknowledged that occupational stress can be experienced by employees at every level (Williams, 2003). Employees' constant exposure to occupational stress, if not handled well affect the quality of their work, physical and mental state and the performance of organisations where they work (Maslach, 2003).

A fully functioning police service is vital for maintenance of peace, provision of security, and enforcement of a country's law. In Britain, law enforcement is carried out by police officers serving in regional police forces within one of these jurisdictions (UK Home Office, 2012). These regional forces are complemented by UK wide agencies, such as the National Crime Agency, and specialist bodies hosted by regional police forces, such the Specialist Operations directorate of the Metropolitan Police (Gough, 2007). The United States do not have a national police force but has a large number of law enforcement agencies at every level of government. Examples are federal bureau of investigations, Sherriff, marshals and city based police departments (Reaves, 2011). The agencies at the federal, state, and local level operate in a largely independent and autonomous fashion. State and local laws governing law enforcement vary widely from one area to another.

Law enforcement in South Africa is primarily the responsibility of the South African Police Service (SAPS). The South Africa's national police force is responsible for investigating crime and maintaining safety and security throughout the country (Muntingh and Dereymaeker, 2013). Some municipalities such as Durban, Cape Town and Johannesburg maintain their own Municipal Police units, which are tasked mainly with traffic policing and the enforcement of municipal bylaws. Municipal Police have fewer powers than the South African Police Service, and do not investigate major crimes (Civilian Secretariat for Police, 2011). In Kenya, it is the mandate of the National Police Service to provide policing services (ROK, 2009). The service is made up of two divisions; the Kenya Police and the Administrative Police services. The divisions are further made up of special units such as anti-stock theft, general service unit, airport, rapid deployment and criminal investigations department. The functions of the police service are; maintenance of law and order, prevention and detection of crime, provide security,

protect life and property and support victims of crime and disorder (National Police Service Act, 2011).

Over the past decade, the government of Kenya has carried out a number of reforms with an aim of streamlining the police service and putting in place interventions to enhance its effectiveness and efficiency. Despite the reforms, service delivery of the National Police has continued to deteriorate with criminal activities increasing on a daily basis (Ngugi, Were and Titany, 2012; Amnesty International, 2013; Were, Gakure, Kiraithe and Waititu, 2013). For example, a survey by Independent Policing Oversight Authority (2013) showed that majority (60%) of felony cases from Nairobi areas reviewed by the Director of Public Prosecution were returned to the police for further investigations. The survey also revealed that 62% of the 117 robbery with violence cases in the county taken to court by the police did not met the minimum evidentiary threshold for charging according to legal criteria.

The quality of services in most police divisions are no better as evidenced by increase in number of crimes and the unprofessional behavior of police officers (KNBS, 2012). Nakuru division has recorded a high number of complains, unlawful and arbitrary arrests, widespread corruption, lateness, absenteeism, and leaving workstations before official time have been recorded (Amnesty International, 2013). A study conducted by Mwachidudu and Likaka (2014) in Nakuru County using performance indicators such as investigation, crime detection and evidence gathering showed that a reasonable number of the respondents (42.4%) were not satisfied with the performance of the police. The same study however, showed that majority (66.15%) was satisfied with the community policing programmes in place.

A number of studies have shown that policing is one of the most stressful occupations as they are always exposed to occupational, organizational, and personal stressors (Paton and Violanti, 1999; (Anshel, 2000; Harpold and Feemaster, 2002; RoK, 2009), noted that work-related factors are the main source of stress for police officers. In view of these observations, poor work performance of the police officers in Nakuru division is due to occupational stress.

1.2 Statement of the Problem

A fully functioning police service is vital for enforcement of a country's laws, maintenance of peace, protection of property and provision of security. The work performance of the Police in Nakuru division over the last couple of years has been below the expectation of the public as evidenced by their unprofessional behavior and steady increase of crime. The poor performance of the police has been of concern to the residents of the division as the societal equilibrium is destabilised by insecurity and development is slowed down. Policing work is considered as one of the most stressful occupations, as the officers work continuously over long periods of time and are exposed to all sorts of danger, organisational and personal stressors. Perhaps this may be the cause of poor work performance of the police in the division. Although there are quite a number of researches on security agencies work performance, no study on the effects of occupational stress on police performance has been conducted in Nakuru division. It is against this background that this study was conducted.

1.3 Purpose of the study

The purpose of this study was to investigate the effects of occupational stress on the work performance of police officers in Nakuru police division.

1.4 Objectives of the Study

The study was guided by the following specific objectives:

i. To establish the levels of occupational stress of the police officers in Nakuru police division.
ii. To establish the work performance of the police officers in Nakuru police division.
iii. To determine effects occupational stress on work performance of police officers in Nakuru police division.
iv. To examine the strategies adopted by the police officers to assist police officers cope with occupational stress in Nakuru police division.

1.5 Research Questions

The study provided answers to the following research questions.

a. What are the levels of occupational stress among the police officers in Nakuru police division?
b. How do police officers perform their work in Nakuru police division?
c. What strategies have been adopted by police officers to assist them cope with occupational stress in Nakuru police Division?

1.6 Research Hypothesis

The following hypothesis was tested

Ho1 There is no significant effect on work performance of police officers by occupational stress in Nakuru Police division.

1.7 Significance of the Study

The finding of this research is beneficial to the police officers, a number of organisations and government bodies. The findings may help the National Police Service Commission develop strategies and policies that would assist police officers manage occupational stress and improve their work performance. The findings may assist heads of police divisions put in place mechanisms that would improve the work performance of officers under their command. The findings may also help local communities put in place measures that would improve their working relations with the police there by enhancing community policing.

1.8 Scope of the Study

This study was conducted in Nakuru Police division of Nakuru County. It involved only the regular uniformed police officers. A total of 91 police officers comprising of 1 OCPD, 3OCSs and 87 police officers of lower ranks participated in the study. It established the levels of occupational stress of the uniformed regular police officers and their work performance. It also established the difference in the work performance of police officers by level of occupational

stress and strategies that have been adopted by the police officers to assist them cope with the stress.

1.9 Limitations of the Study

The study was specific to Nakuru division; therefore generalisation of the results to other police divisions should be done with caution.

1.10 Assumptions of the Study

The study assumed that the police officers who participated in the study were honest and gave information which depicted a true reflection of what was on the ground.

1.11 Definition of Terms

The following terms are defined within the context of this study:

Effects: In this study, effects mean the impact of occupational stress on the police officers work performance.

Occupational Stress: In this study, occupational stress means tension and strain experienced by workers on the job.

Police Officer: In this study the term "police officer" refers to all members of the police service of whichever rank and formation. Administration Police will not be covered by this study though by definition are also part of the National Police Service.

Strategies: A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem. In this study, it means steps adopted by police officers to deal with occupational stress.

Work Performance: This term is used to refer to the act of carrying out duties, functions or roles as stipulated in the terms of service.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature on work performance, police officer's work performance, occupational stress and prevalence of occupational stress among police officers. It also presents a review of the effects of occupational stress on police work performance and strategies they have adopted to cope with stress. The chapter ends with the theoretical and conceptual framework of the study.

2.2 Work Performance

Performance refers to the amount of useful work accomplished and can be likened to an achievement. Performance is considered as high when, what is produced or services rendered is much better than the expected. At organisational level, performance means achieving or accomplishing goals of the organisation and is often measured in terms of goods produced or services rendered (Edvardsson, 2005). Most organisations use key performance indicators (KIPS) to define and measure progress toward organisational goal (Leboo and Nimalathasan, 2010). KIPS are financial and non-financial metrics such as gross sale, production or profit for a given year that is used to assess extent of achievement of organisations' goals. The success of an organisation is marked by the level to which it achieves what it has set out to do (Glasser, 2005).

There is no universally accepted way of measuring performance of an organisation. Some organisations view their performance in terms of "effectiveness" in achieving their mission, purpose or goals. Most Non Governmental Organisations, measure their performance in terms of impact of their programs on improving the lives of the target group (Macquire, 2003). Some organisations measure performance in terms of their "efficiency" in deploying resources. According to Richard, Devinney, Yip and Johnson (2009), business organisational performance encompasses three specific areas of firm outcomes: financial, product market and shareholder return. Other indicators of organization performance are quantity of goods produced and the profit generated annually. Many factors have been identified to influence performance of

organisations. Jankingthong and Rurkkhum (2012), aver that transformational leadership, resources, work environment, organisational justice and work engagement significantly affect performance of firms. The human resource is also a valuable asset of an organisation as it is a major contributor to its performance. Armstrong and Baron (2005) base the whole ethos of performance on the assumption that if the performance levels of employees of a firm can be raised, better organisational performance will follow.

2.3 Police Work Performance

A fully functioning police service is vital for maintenance of peace, provision of security, and enforcement of a country's laws. It is the state's responsibility to preserve public order so that those people within its jurisdiction can enjoy their rights to the full (Amnesty International, 2013). In most countries, it is the responsibility of the police to maintain law and order. For example, in the US policing is done by various federal, state and metropolitan agencies like Federal Bureau of Investigation, Sheriffs and New York Metropolitan (Reaves, 2012). In South Africa, it is the mandate of the South African Police Service to provide policing services (Pienaar, 2006). In Kenya enforcement of law and order is done by the National Police Service (National Police Service Act No.11A, 2011).

Though international standards do not define Police functions, in literature as well as in practice over time a common understanding has evolved of the main functions of the police in a democratic state governed by the rule of law. According to South Africa Police, the major functions of the Police are: to prevent and detect crime, maintain public order and provide assistance to those in need (Muntingh and Dereymaeker, 2013). Their operationalised functions include patrolling, crime investigation and traffic control (Ngugi *et al*, 2012). The roles of the Police in most countries go beyond the three listed as Police functions are pegged to its objectives. Police also performs duties such as fire fighting, prison duties, parking control, border and immigration control, prosecution, national security and intelligence functions and protection of VIPS (RoK, 2009).

In Kenya, the National Police Service is tasked with the following duties: ' maintenance of law and order, the preservation of peace, protection of life and property, prevention and detection of crime, apprehension of offenders and enforcement of all laws and regulations with which it is charged, (Police Act Article 84). This mandate is performed through uniformed police officers, supported by various specialised units that deal with specific security matters. These units include: Regular police, Administration Police, Diplomatic Police Unit, Maritime Police Unit, General Service Unit, Criminal Investigation Department, Anti-Narcotic unit, Police Air Wing, Presidential Escort Unit, Anti-Stock Theft Unit, Anti-terrorism unit, Kenya Railway Police, Kenya airport police unit, Police Dogs Section, Motor Transport Branch, the Signal Branch, Ruaraka G.S.U and Kiganjo training Colleges (RoK, 2009).

Traditionally, police performance has been largely assessed in terms of statistics such as crime rates and more recently community satisfaction (Daads and Schiede, 2000). Western police agencies measure performance against a set of crime-focused indicators, such as crime rates, arrests, response times, and clearance rates (Davis, 2012). However, it is now argued that police performance measures need to incorporate a wider set of concerns tied to the precepts of democratic policing. As a result of its expanded role in shaping law enforcement functions in failed states in the 1990s, the United Nations articulated a set of principles for police agencies that included applying the law equally to all citizens, guidance on the use of deadly force, guarantees of safety and fair treatment of persons detained or arrested, allowing the community to hold law enforcement officials accountable for their actions, and protecting the rights of women, juveniles and refugees (Greene, 2010).

Police agencies provide a variety of services to the public. The nature of these services varies widely, from educating citizens about crime prevention and responding to automobile accidents, to investigating crimes and apprehending offenders. It is this variety in the day-to-day tasks that police perform, that makes measuring their performance so difficult (Macguire 2003). Measuring performance of policing agencies should therefore be multidimensional to capture the complexity inherent in modern policing. Policing experts have proposed several considerations in developing performance indicators. One of the indicators used to measure performance of police agencies is the outputs (Moore and Braga, 2004). For example, performance of core police

functions such as the number of successful investigations, protection of life and property, robbers arrested and successful court prosecution are outputs. However, police agencies should not solely focus on output and ignore other actions that might have a more profound effect on socially desirable policing outcomes. For example, using the output driving while intoxicated (DWI) arrests as a performance measure is likely to increase the number of driving while intoxicated checkpoints, but it may simultaneously reduce the number of speed checks (Andrew, 2010). Performance of a policing agency significantly depends on the performance of its employees. Armstrong and Baron (2005), posit that if the performance of employees can be raised, better organizational performance will follow as a direct result. This implies that when the employees of the policing agency, the police officers perform their roles and duties well, the performance of the policing agency will be good. Shane (2008) considers a police officer a good performer if he/she is able to perform the following basic police tasks.

- Prepare for and run patrols
- Respond to crime and or disturbances
- Control and enforce traffic rules and regulations
- Arrest, search and detain suspects
- Appear in courts whenever required
- Deal with emergencies
- Take care of victims
- Perform administrative tasks
- Communicate, prepare reports and memos
- Relate well with the public
- Update himself/herself on policies, procedures, rules, laws
- Develop professionally

Literature reveals that majority of the citizens of developed countries are satisfied with the work performance of police officers. For example, in Australia majority (74.7%) of people were satisfied with the services provided by police in the years 2010-2011 and 2011-2012 (Australian Federal Police, 2013). However, reports from developing countries indicate that the work performance of the police is poor. Abbas (2012) attributes the high crime rates, ethnic and sectarian conflicts in Pakistan over the last two decades to poor leadership and police performance. Pienaar (2006) points out that most police officers in South African do not perform their work because of fatigue and stress. In all the five East African Community countries the police ranked number one in corruption and this hinders the quality of service

delivery (Fondo, 2011). In Kenya, despite the reforms in the Police service, better service delivery has remained elusive (RoK, 2009). It suffers from low morale, lack of professionalism, inadequate resources, political interference, and endemic corruption in the service and is not able to contain crime (Were *et al*, 2013). Besides the inability of police to contain crime it is riddled with corruption and do not relate well with the public (Amnesty International, 2012). In addition to these, studies have shown that the police are exposed to high levels of occupational stress Shane, (2008), Oweke, Muola and Ngumi, (2014).

2.4.0 Occupational Stress at the Work Place

The world of work today differs considerably from the working environment of thirty years ago. Longer hours at work are not unusual, frequent changes in work environment and structure which all lead to greater presence and levels of stress paths (Fotinatos, Ventouratos and Cooper 2005). The workplace stands out as a source of stress purely because of the amount of time that is spent in the setting (Erkutlu and Chafra, 2006). Stress is an unavoidable consequence of modern living. Stress is a condition of strain that has a direct bearing on emotions, thought process, health and physical conditions of a person (Jayashree, 2012). According to Beheshtifar and Nazarian (2013), stress is much more common in employees at lower levels of workplace hierarchies, where they have less control over their work situation. Stress has been defined in different ways over the years. Originally, it was conceived as pressure from the environment, then as strain within the person (Kazmi, Amjad and Khan, 2008). The generally accepted definition today is one of the interactions between the situation and the individual. Clancy (1995), bases the definition of stress on stimulus, which could be a condition in one's environment, and responses which is the body's psycho-physiological responses to environmental stress. According to Banyard (2002), stress is defined as a condition that results when there is a perceived discrepancy between a person and environment transaction. McGrath (1992), defined it as an imbalance between what is required of a person and what he/she is capable of giving, under conditions where failure may have dire consequences.

Occupational stress is defined as the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge

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their ability to cope (WHO, 2003). From all the definitions, stress seems to be socio-psycho-physiological phenomena. Studies have shown that prolonged exposure to stress affects the employees' physical and psychological health as well as their attitudes towards the organization that employ them (Cropanzano, Rupp and Byrne, 2003). Occupational stress, also affects the quality of work of employees and that of the organizations they work for (Maslach, 2003). Helman (1994), states that not all stress is harmful to an organism; at moderate level it is an asset but at a higher level it is a liability to an individual. Stress can help in growth and development of human potential; thus necessary in our daily activities. To be completely free of stress means to be dead.

2.4.1 Causes of Stress in Work Environment

Taylor (1995) states that occupational stress cannot be avoided, but knowledge of the factors that contribute to stress raises the possibility of redesigning jobs and implementing stress management interventions. Work overload is a factor contributing to high level of occupational stress. Workers who feel required to work too long, too hard and at many tasks feel more stressed and sustains more health risks. A typical example is police officers who are always on duty. They are perpetually on vigilance even when off duty; this takes its toll on the officer's level of resilience. Inadequate career development has also been tied to psychological distress and to illness precursors. Other causes of stress at work place are insecurity and slow career progression. Employees who feel they have been promoted too slowly, feel insecure about their job future or feel their ambitions are being thwarted are more likely to suffer from stress. (Davis, 2012).

Erkutlu and Chafra, (2006) aver that external controls from superior are other causes of stress at the work. For example a chief commandant, may create stress to a member of his organisation because it is only he or she who makes decisions. Taboos and ethics against negative emotion at work usually demand that an employee contains his emotional reactions. Overt expressions of anger, hostility and frustrations are frowned upon in a work environment. Communication breakdown whereby there is no proper communication downward or upward ends up frustrating workers. Job importance which implies that the employee with a highly regarded job is given a

title that indicates social status denotes power, importance, earning capacity, influence and value. When a worker earnestly looks for a rank and promotion, he is likely to suffer stress, especially if they occupy low status or positions. Involuntary or frequent transfers become a source of stress especially when a police officer is transferred to work in another station without being consulted. Poor remuneration and delayed salary affect employees in that those who are underpaid develop stress due to inability to meet all their needs. They become vulnerable to seeking for favours from clients.

Greenberg (1990) views job dissatisfaction as another stressor. A class of work related factors called motivational factors can affect job satisfaction. The factors include the degree of stimulating tasks involved, the amount of recognition for job well done, relationship with fellow workers and the amount of encouragement to take responsibility. Some occupational tasks are dangerous, tedious and risky, for example law enforcement. Police officers are exposed to various stressful life situations which impact negatively on the health and performance of individual officer. The nature of the police work involves night patrols, investigations, and accident attendance, scene of crime, and internal disturbance such as riots (Machach-Pines and Keinan, 2007). Violent and unpredictable incidents involved in police work are commonly considered to be a leading source of both the psychological and physical stress among law enforcers. For example, emotionally demanding situations like informing a relative of a sudden death of a loved one, dealing with suicide and sexual offences against minors, the elderly and animals are some of the stressors. Natural disasters also pose challenging negative life events. Law enforcers all over the world are among the groups expected to attend to disaster situation. Many studies document that these events are highly stressful and traumatic.

2.4.2 Causes of Stress among Police Officers

Numerous studies have identified Police work as one of the most psychologically stressful and critical profession in the world (Govender, 2008; Kayal, 2004). Malach-Pines and Keinan, (2007) noted that due to the inherent nature of police work, this profession was likely to be one of the most stressful occupations in the world. Morash (1990) identified a wide range of work place problems that were experienced by US police officers who varied in gender, race, and on

the dimension of Hispanic and non-Hispanic ethnicity. Analysis of 1990 data collected from twenty-four U.S. departments showed that the problems that were most predictive of stress were, lack of influence over work activities, ridicule and set-ups by other officers, language harassment, sexual harassment (for women only), and overestimates of physical abilities. A 2003 replication of the research with eleven of the original U.S. departments (Morash, Haarr and Kwak, 2006) further showed that lack of influence over work activities and bias against one's racial, gender, or ethnic group stood out as important predictors of stress. In the 2003 US sample, ridicule and setups, overestimates of physical

Malach-Pines and Keinan, (2007) opine that noted that due to the inherent nature of police work, the profession is likely to be one of the most stressful occupations in the world. Water and Ussery (2007) argued that hazards associated with the occupational stress as dangerous. They attributed stress to the nature of policing. The dangers and trauma associated with policing therefore differentiates police work from other occupations. Claire (2006) observed that dealing with annoying and dirty people for example drug addicts, drunkards, use of violence by officer, dangers associated with the violence and aggression against officers were causes of occupational stress.

Ongoro and Oloko, (2015) found out that police officers in Migori experience occupational stress characterized by long working hours, terrible accidents scenes and lack of privacy. They attributed this to inadequate housing, poor communication procedures, inappropriate staff development procedures which results into devastating effects such as anxiety, depression and anger. Kimani (2010) noted that there is an increase in occupational stress among police officers in Kenya. Hall (2012) attributed the increase in police officers to nature of their work, poor housing arrangements, support systems and ineffective coping mechanisms. Omeja and Githigaro (2010) aver that the working environment for police officers is marked by increasing violence, high crime rates and execution of police officers on and off duty. Because of this they consider the environment as a holder of stressors.

2.4.3 Types of Stress

Walt (1996), describe three types of stress; Neustress, Distress and Eustress. Neustress is neutral stress; arousal is neither harmful nor helpful on the mind or body. When arousal is too high or too low, distress ensues resulting in harm to mind and body. Common distress symptoms include; trembling hands, tight shoulders, anxiety, poor concentration, depression, fizzy thinking, accelerated speech, irritability, laxity, rudeness and short temperedness. These symptoms serve as warning that something is wrong and needs to be changed. Distress is something to avoid whenever possible. Eustress is a positive stress or helpful arousal that promotes health, energy, satisfaction and peak performance. Eustress is helpful in that it helps us to respond quickly, forcefully and physically in emergencies and also to prepare for deadliness.

World Health Organization (2005) categorises stress according to their warning signs; behavioural, physical, cognitive and emotional. The physical symptoms include; Headaches or backaches, muscle tension and stiffness, diarrhoea or constipation, nausea, dizziness, insomnia, chest pain, rapid heartbeat, weight gain or loss, skin breakouts (hives, eczema), loss of sex drive and frequent colds. Some of the behavioural symptoms include; eating more or less, too much or too little sleep, isolating yourself from others, procrastination, neglecting responsibilities and using alcohol, cigarettes, or drugs to relax. Examples of cognitive symptoms are memory problems, indecisiveness, inability to concentrate, trouble thinking clearly and poor judgment. Moodiness, agitation, restlessness, short temper, irritability, impatience and inability to relax fall under emotional symptoms category.

2.4.4 Indicators of Stress

Taylor (1995), gives a list of behavioural patterns that should raise concerns when noted among employees, for example, irritability, ever present anxiety disorder, constant tiredness, increased consumption of psychoactive substances, (alcohol, tobacco and drugs), memory lapses, loss of sense of humour, feeling of tension and headaches, loss of concentration, inability to relax, feeling unable to cope, indecision, erratic driving, insomnia, brain degeneration, dependence of sleeping pills, laxity, rudeness, sweating for no apparent reason, work absenteeism, burnout, suicidal tendencies and depression. Others symptoms include loss of interest in life activities,

feelings of hopelessness and helplessness, a mindset that sees only challenges. Having a bleak outlook which expresses the view that things will not get better and an inability to impact or improve the situation. Stress affects the physical body, the mind and emotions. Stress can impair immune functioning.

According to the Queensland Government (2012), indicators of occupational stress at the workplace include; increased absenteeism, altered performance, changes in attitude, mood or behavior becoming irritable, volatile or aggressive, conflict with others, diminished work relationships and tiredness/lethargy/lack of interest. In addition to these are; difficulty in concentrating or making decisions, changes to appearance or personal hygiene, becoming withdrawn or isolated and demonstrating unrealistic standards or expectations for self or others. Arandelovic and Ilic (2006) lists accidents on the job, complaints from co-workers , decrease in work productivity, taking longer to complete deadlines and daily job functions, difficulty in recalling instructions, and understanding office procedures, on the job, taking long coffee breaks and excessive personal time on the telephone or Internet as symptoms of stress.

2.4.5 Prevalence of Occupational Stress among Police Officers

People working in occupations where they deal with the problems of others, such as health care, teaching, and law enforcement, may suffer more stress than people in other professions (Finn and Tomz, 1998). Law enforcement is one of the professions in which employees deal with a range of individuals from different levels of society. Policing is considered one of the most stressful occupations because of the nature of work such as long irregular hours, hierarchic structure and safety concerns. Prolonged exposure to occupational stress affects the employees' health as well as their attitudes towards the organisation that employ them (Cropanzano, Rupp and Byrne, 2003). Occupational stress, also affects the quality of the work of the employees and that of the organisations they work for (Maslach, 2003).

Shane (2008) contend the high levels of stress is due directly related to how officers felt they were treated by administrations. Bouteyre, Maurel and Bernaud, (2007). Observed that longer

serving police officers experience significantly greater levels of stress. They attributed this to various aspects of life including developmental and social changes, financial and accommodation problems, work demands, and the specific demands of job performance. Hall (2012) attributes high level of stress among police officers to the fact that officers have to make significant adjustments to the new work stations brought about by frequent transfers. Secondly, because of work pressure due to their small number, there is strain placed on interpersonal relationships. Third, housing arrangements and changes in lifestyle contribute to stress experienced and in addition, police officers experience stress related to the nature of work, support systems and ineffective coping styles.

Jungwee (2007) found out that occupation stress was prevalence among police officers in South Africa. The prevalence was attributed to demands associated with police jobs, crime-related stressors and lack of support from colleagues and superiors. A survey conducted in Kenya showed that most of Police officers suffer from occupational stress. The study found out that both operational and organisational sources of stress were prevalent (Nyaga, 2006). Studies by Oweke, Mwuola and Ngumi (2014) showed that prevalence of occupation stress among police officers in Kisumu County was high. Ongoro and Oloko (2015) concluded that police officers from Migori County are affected by stress which leads to most of them suffering from depression, anxiety and anger.

2.5 Effects of Occupational Stress on Work Performance

Stress has also been found to be a useful source of energy since it activates the nervous system's alert mechanism (Omelas and Kleiner, 2003). It accelerates cardiac rhythm, raises blood pressure and releases hormones that favour achievement. One can suffocate from boredom if he/she lived a stress free existence (Robin 1999). According Judith (1998), stress makes life challenging and interesting. Stress can force an employee to develop new skills, learn new insight and acquire new personal strength. However, if a status of tension is maintained, effectiveness disappears. When stress is prolonged a bit further, serious organic and mental disorder take over (Melgosa, 2010). The organic and psychological effects of stress are summarised in table 1.

Table 1
Organic and Psychological Effects of Stress

Organic effects of stress	Psychological effects of stress
Many organic diseases originate from **mental state**, work and family pressure, financial problems, uncertainty about future and worries trigger stress, and the following diseases may follow: gastric ulcer, irritable colon, hypertension, stress can be behind so called psychosomatic reactions acne, allergy, backache, asthma, impotence, obesity, migraine, anxiety, bronchitis	Problems caused by excessive stress. **Thought processes**: difficulty to think logically, memory failure, lack of concentration, mistakes, **Emotions:** ongoing tension, fear of disease, impatience, irritability, inferiority feeling. **Behaviour:** decrease in verbal fluency, risk of use of noxious substances, work absenteeism, sleeping difficulties, problem with relationships.

Source: Melgosa (2010)

According to Judith (1998), stress is an inevitable part of life; while people have directed much attention to the debilitating effects of stress, some level is necessary for growth and development to occur. Keith (1982) notes that stress can either be helpful or harmful to job performance, depending upon the amount of it. When there is no stress, job challenges are absent and performance tends to be low. As stress increases, performance tends to increase because stress helps a person call up resources to meet job requirements. It is a healthy stimulus that encourages employees to respond to challenges. Stress reaches a plateau that corresponds approximately to a person's day to day performance capability. At this point, additional stress tends to produce no more improvement. Finally, if stress becomes too great, performance begins to decline because stress interferes with an employee's ability to cope, becomes unable to make decisions and is erratic in behaviour. If stress increases the ability to cope becomes zero.

Melgosa (2000) compares stress to the strings of a guitar which need the right amount of tension in order to play in perfect pitch. According to Pelt (2000), stress affects the way people think and feel; in turn this affects relationship with colleagues, thus producing depression and a sense of helplessness, hopelessness and suicidal tendencies. Good health is good business, and bad health

results in lowered productivity and output (Gherman, 1981). Figure 1 summarises how stress affects productivity. As stress increases, it reaches optimal level where the output is higher, but if stress increases further it reduces output.

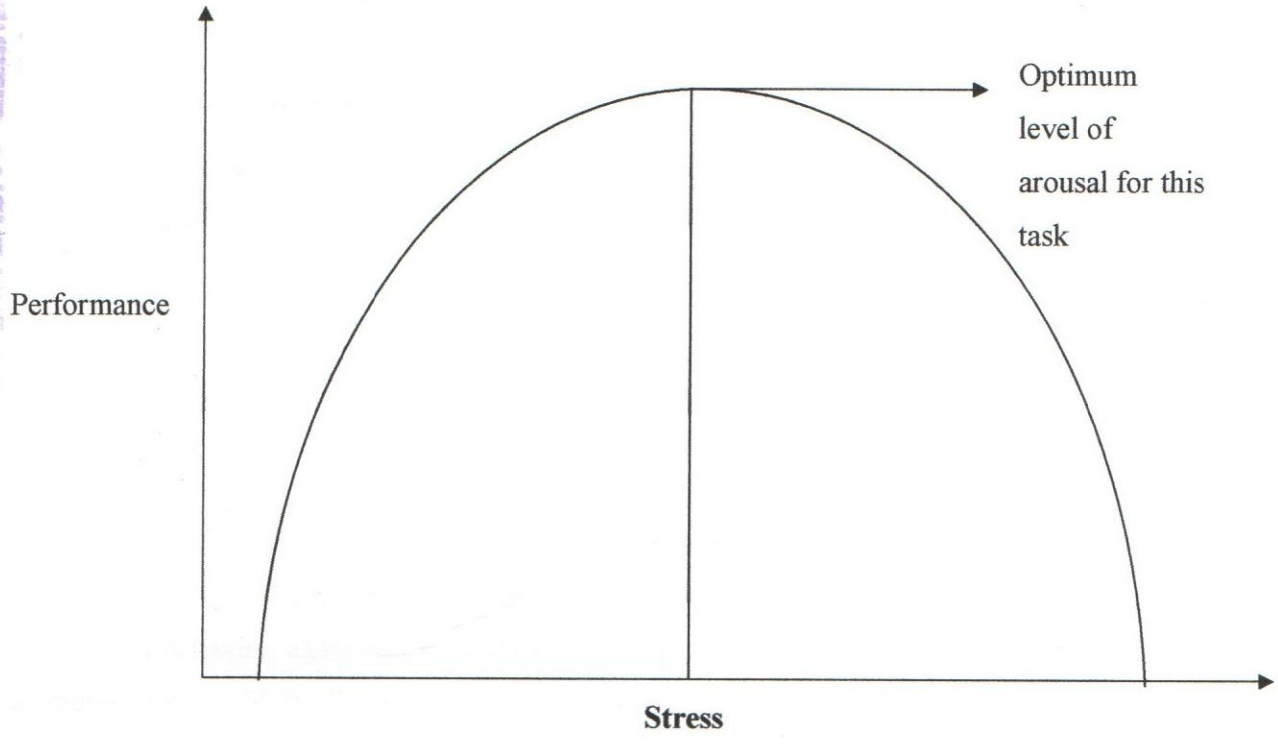


Figure 1: The relationship occupational stress and work performance (Cox, 2001)

An examination of figure 1 indicates that ones performance increases with stress upto the optimum point then it starts to decline. This is an indicator that stress positively influences performance upto the optimum point.

The negative implications of work stress are recognized as a challenge to both employers and workers, with women, youth, shift, part-time, and non white collar workers being more likely to have high-strain jobs. Those with such jobs perceived their work to be physically demanding and less satisfying. Low personal incomes and low levels of education were also associated with higher stress. Work stress factors have significant cross-sectional and longitudinal associations with job performance. For example, high job strain was associated with reduced activities at work and taking at least one disability day during the previous two weeks; active jobs were also positively associated with taking disability days; and physically demanding work was related to

absence from work in the past week. Physically demanding work was associated with reduced activities two years later; active jobs were associated with reduced work activities; and self-perceived job insecurity was associated with subsequent non-employment (Jungwee, 2007).

2.6 Strategies to Cope with Occupational stress

Coping refers to active efforts to master, reduce or tolerate the demands created by stress. People cope with stress in variety of ways; it may be adaptive or maladaptive. Some police officers respond to stressful events by striking out at others with aggressive behaviours. Aggression is any behaviour that is intended to hurt someone, either physically or verbally. Frequently officers lash out aggressively at others who had nothing to do with their frustration, apparently because they cannot vent their anger to the real source of their frustration. For example, the officer will probably suppress his anger rather than lash out verbally at his superior. Twenty minutes later, however he might be verbally brutal to a colleague or a client (Dimetteo, 1999). This diversion of anger to a substitute target was noticed by Sigmund Freud who called it displacement. Freud argued that behaving aggressively could get pent up behaviour out of one's system and thus be adaptive (Robin, 1999). Some officers when confronted with stressful situations simply give up and withdraw from their work. This response of apathy and inaction tends to be associated with the emotional reactions of sadness and dejection.

William (2003) asserts that when it comes to dealing with stress, although we can benefit from outside help and cooperation, our survival is down to our own understanding of our condition and our ability to initiate techniques which will help us to control our reactions to the problems of life. He argues that none of us can survive its potentially destructive effects. Stress sometimes leads to self indulgence. When troubled by stress, many people engage in excessive and unwise eating, drinking, smoking, using drugs and spending money recklessly. People may try to compensate by pursing substitute forms of satisfaction. When this happens, indulgence responses rank high among the substitutes. They are easy to execute and they tend to be pleasurable. Defence coping is common response to stress among police. Defence coping shield the individual from the emotional discomfort that is so often elicited by stress. Their main purpose is to word off unwelcome emotions or to reduce their intensity. Defences are used to suppress

dangerous feelings of anger so that they don't explode into acts of aggression. Banyard (2012) found that defensive coping is an avoidance strategy which rarely provides a genuine solution to the problem. Constructive coping refers to healthful efforts that people take to deal with stressful events. Constructive coping involves confronting problem directly. It is task relevant and action oriented. It entails a conscious effort to rationally evaluate one's options so that one can try to solve their problems. Dimetteo (1999), states that constructive coping is based on realistic appraisal of one's stress and coping resources. He argues that constructive coping involves learning to recognize and in some case inhibit potentially distractive emotional reactions of stress. It also includes making efforts to ensure that one's body is not vulnerable to the possibly damaging effects of stress.

Melgosa (2010) postulates that stress treatment must be holistic. In should encompass all social contexts, work, family and friends. People with relatively strong social support from workmates, friends, wives and relatives show less emotional response to highly stressful events and fewer symbols of physical illness. Social support is good medicine for the mind and the body. Emotional support from officer's social network involves expressions of affection that make the officer feel appreciated. It involves behaviours such as listening sympathetically to one's problems. Appraisal support involves helping people to evaluate and make sense of their troubles and problems. It includes efforts to clarify the nature of the problem and provide feedback about its significance (Dixon, 1980). Information support involves providing advice about how to handle a problem. This kind of support includes discussing possible solutions and relative merits of alternative coping strategies. He argues that, the most effective form of therapy for cases of stress is cognitive psychotherapy. It consists of teaching individuals to govern their thoughts instead of allowing thoughts to govern them. Pennebaker (1988) argues that talking or writing about traumatic events have beneficial effects.

Laughter is one of the remedies known for beating stress. When one laughs, the lining of their blood vessels expand boosting blood flow. The laughter releases chemicals in the brain called endorphins also called happy hormones which relaxes muscles and relieves pain. Scientists have found that adults laugh on average fifteen times a day (Halima, 2012). McCrea (1984) asserts that people can use humour to deal with occupational stress. He argues that finding a humorous

aspect in a stressful situation redefines the situation in a less threatening way. He asserts that a good sense of humour function as buffer to lessen the negative impact of stress on the mood. Humour also help as stress busters. Physical exercises are the best remedy to fight stress. If your health permits, do heavy physical exercises, such as running and swimming. If not simply walk briskly every day. Exercise has been found to be as effective as antidepressant drugs in reducing symptoms. Exercise increases the levels of endorphins which makes you less sensitive to pain and generates a feel good factor. Exercise enhances health and wellbeing, improves physical appearance, boosts confidence and raises self esteem. These factors help to improve mood and fight effects of stress. Vast majority of studies portray the benefits of adding physical activity to our daily activities. All types of exercise improve one's mood. The following psychological disorders may be prevented or improved by including physical activity in one's lifestyle, stress, depression, anxiety, and tension, laxity, worries that triggers mental ailment, aggressiveness and rage, feeling of low self esteem and cognitive ability (McCrea, 1984).

Relaxation is another very good remedy. Plenty of sleep and eating a healthy diet are recommended to induce relaxation. A healthy lifestyle can improve your focus and concentration. The B vitamins coupled with magnesium and vitamin C also make up the stress nutrients. They help to support the adrenal glands and nervous system. Sweet potatoes are a delicacy for most African communities. They are readily available and can be consumed as a snack and a meal. This delicacy is a good source of magnesium. Magnesium is important for relaxation and anti-stress mineral. Magnesium is necessary for healthy artery, blood, borne, heart, muscle and nerve function (Halima, 2012). Occasional deep breathing is also very useful to fight stress. Peace of mind is incompatible with stress. A clear conscience and a serene mind may be attained through faith, prayer and medication.

According to Dennis (1988), there is a host of organisational methods for dealing with stress including, recognising the triggers of stress, through careful observation of behaviour which may reveal a number of behaviour patterns that indicates stress overload for example, difficulty in making decisions, missing deadlines or forgetting appointments, problems interacting with or getting along with colleagues and focusing on mistakes and personal failures. Since the brain is 70% water, this essential fluid is vital for one's memory. In fact, water accelerates the

functioning of the brain as a whole, such that when it is dehydrated, it works much slower than normal. This particularly true when it comes to memory; dehydrated brain releases the hormone cortisol, which adversely affects the brain's capacity to store information and create memory. To keep traffic police officer's brain in tit top form, their officers should be fitted with mineral water dispensers Guchuki (2014). Effective time management is a primary way to a less stressful life. Planning your day can help you accomplish more and feel more in control of your life. Action without planning is the cause of every failure and underachievement, frustration, time wastage, anxiety, stress and lack of success. Prioritizing tasks will ensure that one spends their time and energy on those things that are important George and Roger, (2009).

Job rotation, structured communication, strong social support and lots of positive reinforcement are strategies to reduce the effects of stress. Providing extra opportunities for the officers to learn about stress reduction techniques, designing jobs for stress minimisation; for example jobs that are extremely difficult or involve very heavy workloads should not always be assigned to the same person and subordinate's jobs should be enriched. There is need to establish mentors training and developing effective managers, since effective managers and competent management is one of the best ways to reduce stress. Lahey, (2001) argues that employee assistance programs, for example team building improves employee's ability to cope with stress at the work place. Soothingly encouraging the employees to commence a manageable team building programme is useful. Less adaptive behaviours for example, abuse of alcoholic beverages, withdrawing from colleagues and suicidal tendencies can be addressed through team building and formation of social support groups among officers who always live together in police lines. It boosts morale and team spirit among employees.

Keith (1981) emphasizes the need to involve people in decision making because it often reduces stress. Keith postulates that counselling usually is confidential so the employees will feel free to talk openly about their problems. The general objective of guidance and counselling is to help people develop better mental health so that they will grow in self confidence, self awareness, self control, understanding, and ability to work effectively. The guidance and counselling objectives is achieved through one or more of the guidance and counselling functions, namely telling a person what one thinks should be done, giving a person courage and confidence to face his

situation, providing information and understanding, helping a person feels freer of tensions, encouraging more coherent rational thought and encourage an internal change in goal and values. Counselling will touch at the core of a person's beliefs, value systems, desires and a myriad of other emotions that are the essence of a person. Judith (1998), states that guidance and counselling strategies help clients do the following: develop insights and skills that help them learn ways of altering their work environment and change their mental processes, make healthy changes in the way they live and modify their own responses to stress. Initiating a culture of conducting quarterly survey in which police officers give their views, can be a good feedback to the policy makers. Knowing what officers think will enable the employer to gain insight into what the officers really want. A survey allows employees to explore their working relationship with their supervisors, their overall satisfaction with the organization and enhances employee engagement. Table 2, is in an intervention method on how to break stress cycle.

Table 2

Breaking the Stress Cycle, Methods of Intervention

External Process	**Psychological**	**Physiological**
Altering the environment Counselling focused on decision making and problem solving, time management counselling, training in interpersonal skills, assertiveness, leadership training on self management and support groups	Altering the mental process Cognitive modification, Clarification of values, Training in goal setting, Life style assessment and Counselling training in problem solving skills	Altering the Physiological Process Relaxation training, Training in meditation Training in biofeedback Sensory awareness training

Source: Greenburge (1990)

2.7 Theoretical Framework

This study was grounded on the psychoanalytic and cognitive behavioural theories. Psychoanalysis is regarded as the oldest form of psychotherapy. Austrian psychiatrist Sigmund Freud created the theory and practice of psycho-analysis. To Freud, human beings are by nature irrational, impulsive and selfish. Their behaviour is determined by impulses and sexual aggression instincts. The environment, through the influence of culture, customs, and education shapes those basic instincts into acceptable behaviour in frame work of existing rules. Mentally healthy individuals enjoy equilibrium between the id, ego and the superego. On the other hand when there is conflict between them, psychological disorders take over. Psychoanalysis attributes present conflicts to past experiences, especially from infancy and early childhood. When bitter experiences for example, threats, abuse and terror remain unconsciously in memory storage for a long time, the person runs a high risk of psychological imbalance. The fundamental goal of psychoanalysts is therefore, to facilitate the transfer of bad memories from the unconscious to the conscience. This is the beginning of the healing process. The object of all psychoanalytic techniques is to reveal unconscious conflicts in order to verbalise them and eliminate their effect through free association, dream interpretation, insight, analysis of resistances and defences, working through the feelings and experiences revealed in the transference process (Melgosa, 2010).

According to Davis (2012), cognitive behaviour therapy is a broad classification that incorporates several models. A key tenet underlying cognitive behaviour therapy models is that an individual's thoughts, attitudes and perceptions about themselves and others influences their interpretation of an external event and this interpretation can, in turn influence subsequent emotions and behaviours. Behavioural therapy, focus on the problem behaviour itself rather than the underlying causes. Behaviour therapists believe that maladaptive behaviours are learned in the same way as adaptive behaviours are learned. In behaviour therapy the counsellor diagnoses the problem by listing the maladaptive behaviours that occur and adaptive behaviours that are absent. The counsellor then attempts to decrease the frequency on maladaptive behaviours and increase the frequency of adaptive behaviours. Behaviour therapy offers various action oriented methods to help officers take steps to change what they are doing and thinking for example,

assertion training, self management, modelling and contracts. The therapist attempts to decrease the source of stress affecting an officer while increasing the resources that enhance personal achievement and satisfaction. Cognitive therapists believe that distorted thinking causes disordered behaviour and that correcting that distorted thinking will alleviate the disordered behaviour. Melgosa (2010) argues that the most effective form of therapy for occupational stress is cognitive psychotherapy. Cognitive psychotherapy focuses on mental and behavioural processes. This approach teaches that thoughts precede behaviours. If the way one thinks is changed the manifestation of those thoughts will also change. This approach can be used to assist police officers exposed to occupational stress to govern his/her mind and thoughts in order to produce alternative ways of managing it. The counsellor will train the officer on self talk, cognitive restructuring and problem resolution. Cognitive therapy is commonly used together with the behavioural approach, as they complement each other. The combination represents the highest percentage of treatments used in psychotherapy.

Ellis is a prominent theorist who believes that people can short circuit their appraisal of stressful events. His insights about stress appraisal are the foundation for a widely used system of therapy that is an approach that focuses on altering client's patterns of irrational thinking to reduce maladaptive emotions and behaviour. He maintains that you feel the way you think. He argues that problematic emotional reactions are caused by negative self talk which he calls catastrophic thinking. Catastrophic thinking involves unrealistically pessimistic appraisals of stress that exaggerate the magnitude of one's problem. Ellis uses a simple A-B-C sequence to explain his ideas. A: Activating event. The A: in Elis's system stands for the activating event that produces the stress. The activating event may be any potentially stressful transaction. Examples, accident or a failure to get a promotion you were expecting. B: Belief system. B: stands for your belief about the event or your appraisal of the stress. According to Ellis, people often view minor setbacks as disasters. Thus, they engage in catastrophic thinking, for example "Things never turn out fair for me: I'll never get promoted." C: Consequences, C stands for the consequences of your negative thinking. When your appraisals of stressful events are terribly negative, the consequence tends to be emotional distress. Thus, people feel angry, outraged, anxious, panic stricken, disgusted and dejected (Dimetteo, 1999). Ellis, postulate that it's common place for people to turn inconvenience into disaster and to make mountains out of molehills. He theorizes

that unrealistic appraisals of stress are desired from irrational assumptions that people hold. He maintains that if you scrutinise your catastrophic thinking you will find that your reasoning is based on a logically indefensible premise, such as "I must have approval from everyone or I must perform well in all endeavours." These faulty assumptions which people often hold unconsciously generate catastrophic thinking and emotional turmoil. Ellis asserts that to reduce unrealistic appraisals of stress you must learn to detect catastrophic thinking and how to dispute the irrational assumptions that cause it. Detection involves acquiring the ability to spot unrealistic pessimism and wild exaggeration in your thinking. Ask yourself why you're getting upset. Force yourself to verbalise your concerns, silently or out loud. Look for key words that often show up in catastrophic thinking, such as, should, ought, never and must. Disputing your irrational assumptions requires subjecting your entire reasoning process to scrutiny. Try to root out the assumptions from which you derive your conclusions. Try to replace your catastrophic thinking with lower key more rational analysis. These strategies should help you redefine stressful situations. Figure 2 is a model of emotional reactions.

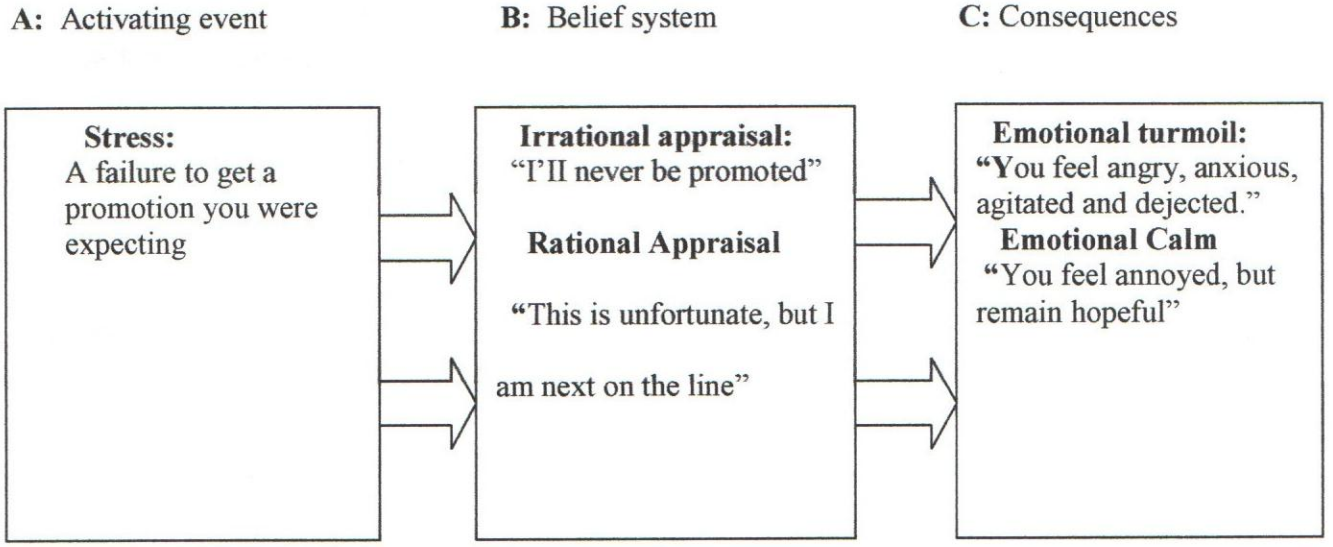


Figure 2: Ellis's A-B-C model of emotional reactions, (Dimeteo 1999)

Ellis method of detection of catastrophic thinking can be used to identify causes of occupational stress early and come up with mitigation measures.

2.8 Conceptual Framework

Scholars have identified training, skills, attitudes, job satisfaction, career growth, remuneration and non-monetary rewards such as recognition as some of the most important needs to employees at the work place. (Merwe, 2008; Stup, 2003; Finn and Tom, 1998). Exposure to occupational stress for long periods of time has also been found to not only affect employees physical and psychological health but also their work performance (Shane, 2008). This study sought to examine the effects of occupational stress on police officers work performance. The dependent variable of the study was police officers work performance, while occupational stress was the independent variable. The interaction between these variables is depicted in the conceptual framework.

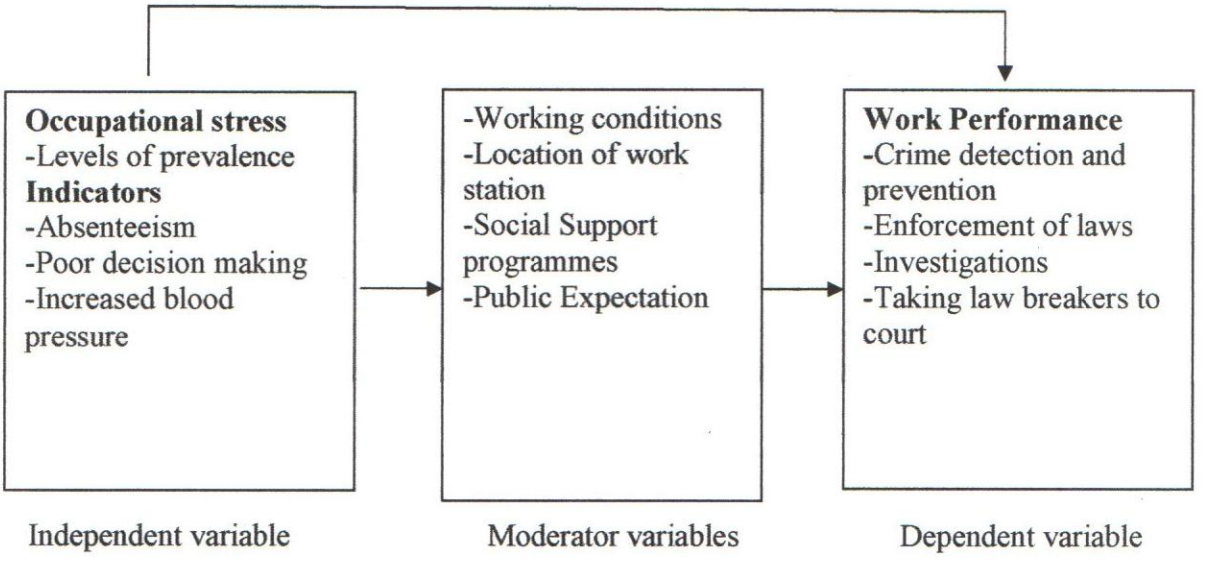


Figure 3: Conceptual framework showing the interaction between the variables

Figure 3 shows that in the study levels of prevalence, absenteeism, poor decision making and increased blood pressure are indicators and symptoms of exposure to occupational stress. Measures such as crime detection and prevention, enforcement of laws, investigation and taking law breakers to court are the indicators police officers work performance. The figure also shows that the interaction between the independent variable and the depended variable is moderated by location of the work station, social support programmes and public expectation. The effects of the moderator variables were minimised through sampling and randomisation. According to Best and Khan (2006), randomisation is a good method of minimising the effects of moderator

variables as it ensures that any association between the dependent and independent variables is not attributed to chance.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used during the study. It describes the research design, location of study, and population of study. It also gives a description of sampling procedures and sample size, instrumentation, data collection and analysis procedures.

3.2 Research Design

According to Orodho (2005), a research design is a scheme, outline or plan that is used to generate answers to research questions. This study adopted the descriptive survey research design. Gall and Borg (2003) aver that descriptive survey is primarily concerned with determining "what is" and the state of affairs as they exist. The design enables the study of a large population using data from a sample without manipulation of variables in order to answer research questions concerning the current status of the subjects of the study. The design was deemed ideal for the study because it involved collecting data on the police occupation stress and their work performance without manipulation of the variables. The two data sets were then used to establish the effects of occupation stress on police work performance.

3.3 Location of Study

The study was carried out in Nakuru Police Division which is within Nakuru County. It is one of the divisions of Nakuru County. The division borders Bahati division to the North, Njoro division to the South, Rongai division to the West and Naivasha division to the East. The Division has three police stations and five police posts. The three stations are Nakuru Central, Bondeni and Kaptembwo while the posts are; Teachers, Ngata, Lanet, Mwariki and Baraka. Nakuru Police division is a cosmopolitan county, with its population originating from all the major tribes of Kenya. The Kikuyu and the Kalenjin are the dominant communities in Nakuru, making about 70% of the county's population (Kenya Information Guide, 2015). Other communities such as Luo, Luhyia, Kamba, Meru and Kisii are also present in the division,

especially in the urban centre. Majority of these people migrated here for business and employment (Kenya Open Data, 2014). The division was chosen because of unsatisfactory performance of the police as evidenced by high incidences of crime over the recent years (KNBS, 2012).

3.4 Population of Study

The target population defines those units for which the findings of the study are meant to generalize (Dempsey, 2003). The target population of this study was all the police officers in Nakuru division. The accessible population was the OCPD, all the OCS and uniformed police officers drawn from the Regular Police. The OCPD was chosen because as the officer in charge of the division he is in a better position to provide information on occupation stress of officers 2under his command, their work performance and strategies to deal with stress related challenges. The OCSs were selected because they assign duties and supervise officers under their command on day to day basis. It is also the OCSs' responsibility to evaluate the work performance of police officers under them. The police officers are targeted because they are the implementers of the order of their superiors. A summary of the accessible population is given in table 3.

Table 3

The Accessible Population of the Study; Inspectorate, NCOs' and Constabulary

Category	Number of officers		
	OCPD	**OCS**	**Police officers**
Division HQ	1	-	30
Station	-	3	158
Police Post	-	-	81
Total	1	3	269

Source: OCPD Nakuru Police Division Headquarters (2014)

3.5 Sampling Procedures and Sample Size

The number of police officers who were involved in the study was determined using Kothari's (2004) recommendations that one third of the total population is considered representative of the population. Given that there were 269 police officers in the division, the number of police officers (n) who participated in the study was 91. Stratified sampling techniques were used in order to ensure that all the stations, posts and all the police ranks are represented. The number of respondents from the police station and posts was determined using proportionate sampling. At the station and post level, those who participated in the study were chosen using simple random sampling procedures.

The OCPD and all the 3 OCSs were selected using purposively sampling techniques. Mugenda and Mugenda (2007) contend that purposive sampling allows a researcher get information from those who are in the position to provide it. The OCPD and OCS are the appropriate people to provide information on work performance of police officers and strategies to deal with occupation stress as they are in charge of their arrears of jurisdictions. The distribution of the sample is summarized in table 4.

Table 4

The Study Sample

Category	Number of officers		
	OCPD	**OCS**	**Police officers**
Division HQ	1	-	10
Station	-	3	54
Police Post	-	-	27
Total	1	3	91

3.6.0 Instrumentation

The study used three instruments; Police officers (POQ) and OCS (OCSQ) questionnaires and an OCPD interview schedule (IS) to collect data. The POQ has four sections A, B, C and D.

Section A was used to generate the respondents' bio-data whereas section B elicited data on level of police officers exposure to stressors. The last two sections C and D were used to capture data on levels of stress and strategies adopted by police officers to manage it.

The OCSQ also has four sections A, B, C and D. The first section was used to elicit the bio-data of the participants while the second section was used to capture data on work performance of the police service. The third and the fourth sections were used to generate data on work performance of the police officers and strategies adopted to manage work related stress. POQ and OCSQ have open and close ended items. The close ended items were of the Likert type where the respondents indicate their subjective level of agreement with statements. The (IS) was used to generate qualitative data on work performance of the police, prevalence of occupational stress and strategies to manage it. This data was used to supplement and countercheck those gathered using POQ and OCSQ.

3.6.1 Validity

The instruments were checked for construct and face validities. Validity is the degree to which results obtained from analysis of data represents the actual phenomena under study Kothari, (2004). Construct validity is concerned with the extent to which a measure relates to other measures in a way that is consistent with the theoretically derived hypothesis. Face validity ensures that a test tool measures the relevant concepts (Onyango, 1987). Validity checks also ensure that the instrument is not biased the language, format and the layout of the data collection tool is appropriate (Kasomo, 2006). The instruments; IS, POQ and OCSQ were authenticated by a team of experts from the department of Psychology, Counseling and Educational Foundations. The comments of the experts were incorporated in the instruments before they were used in the field.

3.6.2 Reliability

Reliability refers to the degree to which an instrument yields consistent results or data after repeated trials (Kothari, 2004). The purpose of piloting is to check the items in a data collection

tool and clear any ambiguities in it before it is used during a study. The POQ and OCSQ questionnaires were piloted for reliability using a sample of 30 police officers. The reliabilities of the data tools were estimated using the Cronbach Alpha method. The method is suitable in situations when the data tool is administered only once and has multiple response items (Gall, Gall and Borg, 2003). The instruments yielded reliability coefficients of 0.7838 and 0.7192 respectively. They were considered reliable as they yielded reliability coefficients of 0.7 and above (Fraenkel and Wallen, 2000).

3.7 Data collection Procedures

A research permit was sought and obtained from the National Commission for Science, Technology and Innovation (NACOSTI) through Graduate school, Egerton University. Once the permit was granted, the researcher sought clearance to conduct the research from the Nakuru Division OCPD. Thereafter, the respondents were formally contacted, the purpose of the study explained to them and their consent to participate in the research sought. The dates and venues for administering the questionnaires and IS were set. On the material days, the respondents were briefed by the researcher on how to fill the questionnaires before they were administered. The respondents were given a questionnaire which they filled without any assistance. The filled questionnaires were then collected and organized for analysis by the researcher.

3.8 Data analysis

A code book was prepared and then used to code the collected data. The coded data was then keyed into the computer and analyzed with the aid of the Statistical Package for Social Sciences version 20, which is a powerful tool for the analyses of data (Spector, 2001). Qualitative data obtained was analysed and categorized into appropriate themes. Summarized using frequencies and percentages and presented in tables. The officers' responses to the items on occupational stress were summed and rated as low, moderate and high. Effect of occupational stress on work performance was determined using the t-test.

CHAPTER FOUR
RESULTS AND DISCUSSIONS

4.1 Introduction

This study examined the effects of occupational stress on the work performance of police officers in Nakuru division. The results are presented in this chapter under the following sections; characteristics of the respondents, sources of stress, occupational stress levels of the police officers and their work performance. The last two sections are on effects of occupational stress on work performance of the police and strategies adopted by the officers to cope with the occupational stress. Frequencies and percentages were used to describe and summarise quantitative data while the differences in work performance by level of exposure to occupational stress was determined using the t-test. The findings in each section are discussed in relation to those of similar studies done in the past.

The study administered 91 police officers and 3 OCS questionnaires during the study. However not all of the police officers returned the filled questionnaires leading to a reduction of their sample size. The return rates of this questionnaire were however high (95.6%) and was considered suitable for analysis. Babbie, Mouton, Vorster and Prozesky (2001) aver that a response rate of 50 per cent is adequate for analysis and reporting while 60 per cent is good. Further variations in the sample size of the police officers were observed during data analysis due to missing and invalid data. Missing data is a common problem in social science and health research (Allison, 2002). According to Johnson and Young (2011), missing data is caused by outright refusal by subjects to provide answers, overlooking or forgetting to answer some questions, a question is inapplicable among other reason. The effects of missing and invalid data on the sample sizes of the groups, were however insignificant.

4.2 Respondents Bio-data

According to Kothari, (2004), describing the characteristics of a sample provides evidence that it has the attributes of the population. Kipkebut (2010) posit that they provide a clear understanding of the respondents of a study. Alnaqbi (2011) aver that describing characteristics of subjects provide evidence that a sample has the characteristics of the population. The study

examined the following characteristics; gender, age, highest level of education, marital status, current station and category of the station of the police officers. It also examined ranks and duration the officers have been in their duty stations.

A sample of 91 police officers were involved in this study, majority (70.1%) of this number were male while 29.9% were female. The results show that there was a gender imbalance in favour of the males. This can be attributed by the fact that police work is considered as a man's job by many communities (Chan and Chan, 2012). The results are also consistent with those of Kimando (2013) who noted that in Kenya, women employees are underrepresented in most private and public organizations. This means that the Police Service cannot enjoy the benefits associated with a gender balanced workforce. Joy, Cater, Wagner and Nayaranan (2007) have shown that organisations with more women employees outperform their competitors. They aver that work teams that are diverse and inclusive succeed because they are better placed to understand the requirements of clients are more open to new ideas and as a result are more likely to make better decisions.

The study also gathered data on the age of the respondents. Police work requires that one is physically fit and because of this one would expect the field to be dominated by the young police officers (Kenya Police Service, 2014). The ages of the sample is given in table 5.

Table 5

Age of the Sampled Police Officers

Age in Years	**Percent n = 86**
30 years and below	30.2
30 – 39	25.6
40 – 49	24.4
50 years and above	19.8

The results in Table 5 show that the highest percent (30.2%) of the respondents were in the 30 years and below age bracket. The 50 years and above age bracket had the lowest percentage (19.8%). Data in the table show that most (55.8%) of the officers were below 40 years. The findings are consistent with those of the Kenya National Bureau of Statistics (2012) which show that majority of those in the forces are young. The observation can be explained by the nature of the police work that require young, energetic and physical fit men and women, attributes that are associated with the young (R.O.K, 2009).

Data on the ranks of the police officers was examined as a way of ensuring that the sample was a reflection of the population. The ranks of the sample is summarised in table 6.

Table 6

Distribution of the Police Officer's by Rank

Rank	Percent n = 91
Constable	51.7
Corporal	17.2
Sergeant	16.1
Senior sergeant	9.2
Inspector	5.7

The results in Table 6 reveal that majority (51.7%0) of the police officers were constables while the Inspectors were the fewest (5.7%). The distribution (many at the lowest level and few at the top) is consistent with those found in other organizations. According to Stiles and Kulvisaechana (2003), it is good human resource practice to have majority at the low ranks and minority at high ranks.

The Police officers were further requested to provide information on their highest level of education. Bontis and Fitz-enz (2002) posit that training contributes to building human capital and improving performance of both the employee and the organizations they work for. This implies that work performance is significantly influenced by education and training. The highest level of education of the sample is summarised in table 7.

Table 7

Respondents' highest level of education

Education level	Percent n = 91
KCPE	2.3
KCSE	50.0
Post secondary Certificate	11.6
Diploma	22.1
Bachelors	11.6
Masters	2.3

The results in Table 7 show that 2.3% of the police officers had primary school education level, 50.0% had reached secondary school level, 11.6% had a post secondary school certificate. In addition to these, 22.1% had a diploma, 11.6% had a bachelors while the remaining 2.3% were holders of a masters certificate. An examination of the analyses in the table reveals that the level of education of the employees were fairly high given that 36.0% of the sample were holders of a diploma and a university degree.

Information on the marital status of the police officers was sought in addition to their other characteristics. A summary of their marital status is given in table 8.

Table 8

Marital status of the police officers

Marital status	Percent n = 91
Single	16.3
Married	80.2
Divorced	1.2
Separated	2.3

The results in Table 8 reveal that most (80.2% of the police officers were married while the rest were single (16.3%), divorced (1.2%) or separated (2.4%). This means that most of the police officers have families. Boon, Fern, Sze & Yean (2012) noted that workers with families have

challenges balancing work-family responsibilities and this negatively affects their work performance.

The Category of the station from which the sample was drawn was the last attribute of the police officers that was examined. This was one way of ascertaining all station categories in the division were represented in the sample. Out of the 91 respondents who took part in the study, 9.2% were drawn from the Divisional headquarters, 32.2% were from stations while the remaining 58.6% were from police posts. The findings are in line with what is in the records of the OCPD Nakuru (2014) office which show that majority of the police officers are in the Police Posts.

The study also examined duration the Officers in Charge had been in their current duty stations. This sample comprised of a chief Inspector, an Inspector and a Sergeant. The duration in the duty station was examined as a way of ascertaining that the OCSs had been in their stations for a reasonable period of time, knew their areas of jurisdiction and the officers under their command and well. The results showed that the OCSs had been in the current stations for 2.75, 3 and 3.5 years respectively. This is a reasonable period of time for one to be conversant with the operations of a station and be in a position to provide quality information about it.

4.3.0 Occupation Stress Levels of Police Officers

The first objective of the study was to establish the occupational stress levels of the police officers. However, prior to the establishment of the stress levels, the study determined the sources of stress at the officers' workplaces. The study felt that it was important to identify the sources of stress as a first step to its management.

4.3.1 Sources of occupational stress

The sources of occupational stress were determined using a set of 23 items in the police officers' questionnaire. The subjects responded to the items by indicating whether an item was a source of stress or not using a Yes/No scale. An item was considered as a source of stress when percentage of yes was 50% and above of the respondents are summarised in table 9.

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Table 9: *Source of stress*

Source of stress	n	Percent	
		Yes	No
Heavy work load	83	80.7	19.3
Equipment provided to perform tasks/duties too old/inefficient as lacks proper maintenance	83	38.7	61.3
Poor housing arrangements	83	79.5	20.4
Lack of fairness in promotions and rewarding good performers	83	85.6	14.4
Exposure to risks all the times	82	84.2	15.9
Dealing with Traumatic events in the course of duty e.g. motor vehicle accidents and deaths causes stress	84	73.8	26.2
Obey and not question orders given by superiors rule	82	43.2	56.8
Lack of a welfare support system for police officers	83	83.1	16.8
Not having enough time to rest and relax	82	85.4	14.7
Poor attitudes of members of the public	81	76.6	23.4
Lack of training on new equipments/technology	83	39.5	60.5
Inadequacy of resources needed to work	81	82.7	17.2
Frequent transfers	82	70.8	29.3
Frequent changes in policy/legislations	80	40.1	60.1
Inadequate medical cover	82	75.6	24.4
Bureaucracy and red tape in management of police operations	81	44.0	56.0
Poor remunerations	81	90.1	9.9
Working for long hours	82	89.1	10.9
Too much paper work	83	47.7	53.3
Leadership at the work place not inspiring	79	44.9	55.5
Balancing police work and family responsibilities	78	49.0	51.0
A not well defined career progress path	78	40.1	59.8
Role conflicts	78	40.0	60.0

The results contained in Table 9 show that a high percentage of the police officer considered heavy work load (80.7%), poor housing arrangement (79.5%), lack of fairness in promotions and rewarding good performers (85.6%), exposure to risks all the times (84.2%), dealing with traumatic events in the course of duty (73.8%), lack of a welfare support system for police officers (83.1%), not having enough time to rest and relax (85.4%) and poor attitudes of members of the public (76.6%) as the sources of stress at the workplace . A high percent of the officers also consider inadequacy of resources needed to work (82.7%), frequent transfers (70.8%), inadequate medical cover (75.6%), poor remunerations (90.1%) and working for long

hours (89.1%) as the causes of stress. Only a small percentage of the officers consider too old and poorly maintained equipment (38.7%), obeying and not question orders given by superiors (43.2%), lack of training on new equipments/technology (39.5%), frequent changes in policy/legislations (40.1%), bureaucracy and red tape in management of police operation (44.0%), too much paper work (47.7%) , type of leadership at the work place (44.7%), balancing police work and family responsibilities 49.0%), a not well defined career progress path (40.1%) and role conflicts (40.0%) as sources of stress.

The study established that sources heavy work load, poor housing arrangement, lack of fairness in promotion and rewarding good performers, exposure to risks all the times, dealing with traumatic events in the course of duty, lack of a welfare support system, not having enough time to rest and relax and poor attitudes of members of the public were the sources of stress at the police officers work places. In addition to these were; inadequacy of resources needed to work, frequent transfers, inadequate medical cover, poor remunerations and working for long hours. The above findings support those of Pienaar and Rothmann (2006) who established that the most important stressors identified lack of employee support program, inadequate or poor quality equipment, lack of advancement opportunities, lack of recognition, and low salaries among South Africa police officers. The findings are consistent with those of the National Institute of Justice (2000) which noted that exposure to violence; suffering and death inherent to the profession, long working hours and negative attitudes of the public are major sources of stress to the police. The results however contradict those of Shane (2008) who was of the view that the police organisational dynamics are sources of stress greater than the nature of police work. Shane work is supported by a wide body of research (Alexander, et al., 1991; Crank and Caldero, 1991; Davey et al., 2001).

Among life situations, the workplace stands out as a major source of stress purely because of the amount of time that is spent in it (Erkutlu and Chafra, 2006). Finn and Tomz, 1998) noted that those working in occupations where they are expected to deal with the problems of others such as police officers are exposed to more stress than people in other professions. Policing is considered to be one of the most stressful occupations because staff is exposed to all sources of stress; occupational, organizational and personal (Anshel, 2000). Law enforcement agencies

therefore need to identify and maintain a catalogue of sources of work related stress. They are then expected to come up with an array of strategies to reduce these stress sources.

4.3.2 Occupational Stress Levels of Police Officers

The first objective of this study sought to establish occupational stress levels of the police officers. Occupational stress was measured using a set of 18 items (symptoms) associated with occupational stress symptoms in the police officers questionnaire. The subjects responded to the items by indicating the frequency with which they experience the symptoms using a 0 (Never) to 4 (Very Often) to Likert type scale. The scores of each respondent to all the 18 items were transformed into a mean score (stress index). The mean scores were then converted into occupational stress levels. Occupational stress was considered to be low when the mean score was in the range of 0.00 to 1.33, moderate when the mean was between 1.34 to 2.66 and high when the mean was between 2.67 to 4.00. The stress levels of the police officers are summarised in table 10.

Table 10

Occupational stress level of the Police Officers

Stress level	Percent n = 84
Moderate stress	46.4
High stress	53.6
Total	100.0

The results in Table 10 show that the stress level of majority (53.6%) of the Police officers was high while the remaining 46.4% had moderate stress level. On the basis of this data, the occupational stress level of the police officers was considered high.

The results of the study revealed that the stress level of majority (53.6%) of the police officers was high. The results support those of Miller (2005) who noted that those working for law enforcement agencies are always stressed because they deal with many clients and have to make many decisions under time constraints. The results are also consistent with those of Zhao (2002) who noted that police officers are always exposed to many organizational and operational

stressors. Anshel (2000) pointed out that low pay, poor housing conditions, inadequate equipment and exposure to extreme or unusual external stimuli that are perceived as threatening makes police work very stressful.

Policing is considered one of the most stressful occupations as it exposes staff to occupational, organizational, and personal stressors (Alexander, 1999; Paton and Violanti, 1999; Anshel, 2000). High stresses observed among police officers has been attributed to the nature of their work, the policies and practices that law enforcement organizations require their employees to follow when doing their job in the field (Ellison, 2004). The high stress that the law enforcement officers are exposed to negatively affects both their work performance, physiological wellbeing and influences work-family conflicts (Mikkelsen and Burke, 2004). There is need therefore to come up with mechanisms of reducing the stress levels of police officers such as; provision of resources and a conducive work environment if they are to perform their work well. Police officers are first responders to potentially stressful situations, their ability to successfully manage stress is critical not only to their own mental health but to the safety of society as a whole (Patterson, Chung and Swan, 2012).

The results from the qualitative data that was gathered from the OCPD and OCS revealed long working hours, a non conducive work environment, poor remunerations and inadequate as the major causes of stress. They also point out that the level of stress among the officers was fairly high. They were however pessimistic that the on-going police reforms would come up with mechanism to address them. The observation of the police bosses supports those of Oweke , Mwola and Ngumi (2014) who established that police officers in Kisumu County were experiencing high level of occupational stress. Ongoro and Oloko (2015) also noted that majority of police officers in Migori were exposed to high levels of occupational stress.

4.4 Work Performance of Police Officers

The second objective of the study examined the work performance of the police officers. The work performance was determined using a self evaluation tool that had 23 statements. The statements were on various indicators of police work performance and were constructed using a

1 (very poor) to 5 (very good) Likert-type scale. The mean score (work performance index) of the 23 items was computed and then used to rate the police officers work performance. The rating was done using the National Police Service Commission (2014) appraisal scale, (Appendix F). The commission categorizes work performance as follows; poor for a mean score below 3.50, fair for a mean that ranges from 3.50 to 3.95, good for a mean between 4.00 to 4.45, very good for a mean between 4.50 to 5.00 and excellent for a mean score above 5. The mean scores and standard deviations are given in table 11.

Table 11

Mean scores and standard deviations of indicators of Police officers work performance

Work performance indicator	**N**	**Mean**	**Std. Deviation**
Work attendance (present at place work and actually working)	84	4.00	0.91
Crime detection	82	3.68	0.90
Crime prevention	82	3.61	0.86
Enforcement of traffic rules and regulations	80	3.30	0.83
Routine security patrols	82	3.89	0.90
Dealing with emergencies	84	3.70	0.98
Maintenance of law and order	80	4.06	0.80
Investigating cases	82	3.87	0.90
Taking cases to court	82	3.67	0.99
Prosecuting cases in court	81	3.22	1.12
Quality of services provided to the public	82	3.81	0.88
Volume of work performed for a given week	83	4.45	0.57
Dependability	79	3.31	0.97
Attending to cases assigned to you	83	3.54	1.05
General conduct when executing duties	82	3.82	0.94
Responsibility and accountability	83	3.72	0.98
Making sound decisions during the course of work	84	3.99	0.90

Providing leadership when the situation requires so	84	3.77	0.89
Ability to work with colleagues	83	3.61	1.19
Analytical competence	81	3.37	1.04
Collaborating with local communities	83	3.35	1.10
Time management and efficiency	84	3.24	0.94
Police officers work performance overall mean	84	3.62	0.39

The results in Table 11 reveal the mean scores of the 23 statements ranged from 3.22 (SD = 1.12) to 4.45 (SD = 0.57) while the overall mean score was 3.62 (SD = 0.39). Data in the table also reveal that at item level, the police officers volume of work (M = 4.45, SD = 0.57), maintenance of law (M = 4.06, SD = 0.80), and order, and work attendance (M = 4.00, SD = 0.91) were good. However, their performance in the following areas were poor; prosecuting cases in court (M = 3.22, SD = 1.12), time management and efficiency (M = 3.24, SD = 0.94), enforcement of traffic rules and regulations (M = 3.30, SD = 0.83), dependability (M = 3.31, SD = 0.97), collaborating with local communities (M = 3.35, SD = 1.10) and analytical competence (M = 3.37, SD = 1.04). The performance of the Police on the remaining 13 items was fair. The overall performance of the police officers was rated as fair given that the overall sample mean was 3.62 (SD = 0.39) out of a maximum of 5.

The results above showed that the work performance of the police officers was rated as fair. The findings support those of Were *et al* (2013). They observed that the performance of the police in Nairobi area was not good as criminal activities were steadily increasing. The results are also consistent with those of Ngugi *et al* (2012) who observed that service delivery of the police in Kenya is still far below the expectations of the citizens they serve. They further observed that improvements in productivity and better service delivery envisaged after the launching of the new constitution and police reforms have remained elusive. Omeje and Githigaro (2012) noted that the Police have not been able to perform their work well due to challenges such as transport, human resource capacity deficiencies, and poor terms of service, budgetary deficits, political interference and ineffective criminal justice system.

Police services are the principal means through which State and territory governments pursue the achievement of a safe and secure environment for the community. The bedrock of any democratic society is a police service dedicated to serving the public by ensuring that law and order is maintained (RoK, 2009). However the work performance of the police in Kenya is still far below the expectations of the citizens. This means development is slowed down as the citizens cannot go about with their daily chaos due to insecurity that is associated with ineffective policing. There is need for mechanisms for dealing with the deficiencies that hinder the police from performing their duties well. One of the areas that need to be addressed is resources. For the police officers to deliver services they need resources. Uronu (2011) aver that the police cannot function without sufficient resources. Were *et al* (2013) are of the view that law enforcement agencies should ensure that their officers are well trained, motivated and work in a conducive work environment that is occupational stress free.

Additional qualitative data on police work performance was sought from the OCPD and the 3 OCSs in the division. The OCPD was of the view that the work performance of the police was good when inadequacies in facilities and shortage of manpower are taken into consideration. The observations of the OCPD supports those of Ngugi *et al* (2012) who noted that inadequate facilities had a negative impact on the performance of the Kenya police. The OCSs however of the view that the police work performance was average and pointed out that this was due to limitations in facilities, and the work environment. The views of the OCSs support the findings of a study by Were et al (2013) who noted that the performance of the police was not to the expectation of the public.

4.5 Comparison of Work Performance of Police Officers by Level of Occupational Stress

The third objective of the study determined whether there was effect in work performance of the police officers by level of occupational stress. The test of the effect was between work performance mean score of police officers with moderate and high level of occupational stress. The comparison was done using occupational stress levels of the police officers determined in section 4.3.2 and their work performance was established in section 4.4. The comparison of the two mean scores was conducted using the t-test.

Table 12

Comparison of the Police Officers Work Performance by Occupational Stress Level

Stress level	N	Mean	SD	df	t-value	p-value
Moderate	39	3.73	0.40	82	2.484	0.015*
High	45	3.52	0.36			

The results in Table 12 revealed that the work performance mean score ($M = 3.73$, $SD = 0.40$) of police officers exposed to moderate occupational stress level was higher than that ($M = 3.52$, $SD = 0.36$) of their colleagues exposed to high occupational stress level. The results also revealed that the difference between the mean of the two groups were statistically significant at the 0.05 level, $t(82) = 2.484$, $p < 0.05$. The significant difference in work performance was attributed to the effects of occupational stress. The implication of the results is that there is a negative relationship between the two constructs as the work performance of a police officer deteriorates as he/she is exposed to higher levels of occupational stress.

The study observed that, occupational stress has a negative effect on the work performance of police officers. These findings are in line with those of Greenberg and Baron (2000) who noted that occupational stress reduces efficiency, decreases capacity to perform, dampens initiative and reduces interest in working, increased rigidity of thought, and lack of concern for the organistion, colleagues and a loss of responsibility. The results also consisted with the findings of Shane (2008) who noted that police officers were of the view that work related stress impacts negatively on their work performance.

4.6 Strategies Police Officers adopt to cope with Occupational Stress

The last (fourth) objective of the study established the strategies police officers use to cope with occupational stress. Data on the strategies was generated using the police officers' questionnaire. The officers indicated their preferred strategies to cope with stress using 14 items. The items were constructed using a five point Likert type scale; not preferred, least preferred, sometimes preferred, preferred and most preferred. A strategy was considered adopted when the sum of preferred and most preferred percentage was above the 50% mark. The responses of those who

participated in the study are described and summarised using frequencies and percentages as shown in Table 13.

Table 13

Summary of Strategies used by Police Officers to Cope with Occupational Stress

Coping strategy	N	Percent				
		MP	P	SP	LP	NP
Drinking alcohol	84	18.1	9.6	9.6	9.6	53.0
Smoking	84	15.7	7.2	4.8	16.9	55.4
Drugs	82	18.3	3.7	6.1	11.0	61.0
Exercises	80	22.5	26.3	12.5	7.5	31.3
Sleeping	81	33.3	24.7	23.5	7.4	11.1
Time off from work	79	17.7	25.3	30.4	10.1	16.5
Overeating	77	14.3	14.3	13.0	16.9	41.6
Reading	77	11.7	27.3	26.0	13.0	22.1
Peer counseling	78	28.2	29.5	15.4	5.1	21.8
Talking with co-workers	80	28.8	35.0	13.8	2.5	20.0
Watching TV/movies	78	29.5	41.0	16.7	7.7	5.1
Talking with family/relatives/friends	83	36.1	33.7	16.9	2.4	10.8
Discussing with supervisors	84	28.9	31.3	10.8	9.6	19.3
Seeking professional guidance and counseling services	82	26.8	26.8	11.0	6.1	29.3

The results in Table 13 reveal that the most preferred strategies adopted by police officers to cope with occupational stress were; talking with family members, friends and relatives (36.1%), discussing their situation with supervisors (28.9%), watching TV and movies (29.1%), talking with co-workers (28.8%) and peer (28.2%) and professional (26.8%) counseling. The results also show that drugs (61.0%), smoking (55.4%), alcohol (53.0%) and overeating (41.6%) were strategies not preferred by the police offices. Using the 50% threshold, the following were considered as the strategies adopted by the Police officers to cope with stress; sleeping (58.0%),

peer counseling (57.7%), talking to colleagues (63.8%), watching TV/movies (70.5%), talking to relatives, friends and family (69.8%), discussing their situation with superiors (60.2%) and seeking professional counseling (53.6%).

The study identified peer counseling, talking to colleagues, watching TV/movies, talking to relatives, friends and family, discuss with superiors and seek professional counseling as strategies adopted by the police officers to cope with occupational stress. The results support those of Melgosa (2010) who noted that people with relatively strong social support from workmates, friends, wives and relatives show less emotional response to highly stressful events and fewer symbols of physical illness. The results are also consisted with those of Cater (2005) who asserts that when it comes to dealing with stress, although we can benefit from outside help and cooperation, our survival is down to our own understanding of our condition. This means that coping with stress require that one develops his/her own mechanisms of coping with stress and also seek external assistance.

The OCPD and the OCSs were also asked to provide strategies that can be used to assist the police officers manage stress. Among the measures they suggested were:

- Spiritual support through mosques and churches
- Be provided with breaks and time of to relax
- Provide them with guidance and counselling services
- Lobby the government to improve working conditions, provide equipment/facilities and remunerations.

CHAPTER FIVE

SUMMARY, CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS

5.1 Summary of the major findings of the study

This study was to investigate the effects of occupational stress on the work performance of police officers. It was guided by four objectives namely:

i. To establish the levels of occupational stress of the police officers in Nakuru police division.
ii. To establish the work performance of the police officers in Nakuru police division.
iii. To determine effects of occupational stress on work performance of police officers in Nakuru police division.
iv. To examine the strategies adopted by the police officers to assist them cope with occupational stress in Nakuru police division.

Three research questions and a hypothesis were derived from the objectives. The answers to the research questions and the results of the hypothesis were presented and discussed in chapter four.

The major findings of the study were:

- Most (72.6%) of the police officers were exposed to high levels of occupational stress
- Work performance mean score of the police officers was 3.62 (SD = 0.39)
- There was a significant effect between the mean score of police officer with moderate level of occupational stress and that of their counterparts with high stress level in favour of officers exposed to moderate stress
- Most of the police officers have adopted the following strategies to cope with stress; sleeping (58.0%), peer counseling (57.7%), talking to colleagues (63.8%), watching TV/movies (70.5%), talking to relatives, friends and family (69.8%), discuss with superiors (60.2%) and professional counseling (53.6%)

5.3 Conclusions of the study

On the basis of these results presented in chapter four, the following conclusions were made:

(i). Police officers are exposed to high levels of occupational stress.

(ii). The work performance of police officer is fair.

(iii). Occupations stress negatively affects police work performance.

(iv). Police officers have adopted sleeping, peer counseling, talking to colleagues, watching TV/movies, talking to relatives, friends and family, discussing their situations with superiors and seeking professional counseling as strategies to cope with occupational stress.

5.4 Implications of the Findings

The results of this study have significant implications in the work performance of the police officers and their delivery of service to the public. Data generated by the study reveal that the sources of work related stress among police officers were; heavy work load, poor housing arrangement, lack of fairness in promotion and rewarding good performers, exposure to risks all the times, dealing with traumatic events in the course of duty, lack of a welfare support system, not having enough time to rest and relax and poor attitudes of members of the public. In addition to these were; inadequacy of resources needed to work, frequent transfers, inadequate medical cover, poor remunerations and working for long hours. These results indicate that police officers work in an environment with many sources of work related stress. This means that the chances of the officers being exposed to high levels of stress are high. Work related stress is a feature which most individuals suffer at times and to different extents. In a positive sense, work stress can be a source of excitement and stimulus to achievement. In a negative sense it can seriously impair quality of work life, and reduce personal and job effectiveness (Kumar and Pragadeeswaran, 2011).

The results show that most of the police officers were exposed to high levels of occupational stress. Most researchers agree that occupational stress is a common problem at the workplace (Erkutlu and Chafra, 2006; Ornelas and Kleiner, 2003). It is apparent from the results of the study that in order to improve work performance of the police officers, efforts must be made to

lower the level of stress by putting place policies and mechanism the reduce stressors. The results of the study also reveal that the work performance of the police officers was fair. Studies by a number of scholars (Ngugi, Were and Titany, 2012; Amnesty International, 2013; Were, Gakure, Kiraithe and Waititu, 2013) have also highlighted the unsatisfactory performance of the police. The fair performance implies that the officers are not performing their duties and responsibilities effectively as mandated by the Police Act. Such a scenario does not augur well for the security of people and property. This is because the major functions of the Police Service are; maintenance of law and order, prevention and detection of crime, provision of security, protection of life and property and supporting victims of crime and disorder (National Police Service Act, 2011).

Empirical data from the study further reveal that there was a significant difference between the mean score of police officer exposed to medium occupational stress and their counterparts exposed to high stress levels in favour of officers exposed to medium stress. This means that occupational stress has a negative effect on work performance. Literature reveals the exposure to high levels of occupation stress impacts negatively on work performance. Pienaar (2006) points out that most police officers in South African do not perform their work because of fatigue and stress. The implication of this is that police officers work performance will continue to deteriorate if mechanisms are not put in place to address occupational stress and other factors on which performance depends.

Finally, the results reveal that the officers have adopted, peer counseling, talking to colleagues, watching TV/movies, talking to relatives, friends and family, discuss with superiors and seek professional counseling as strategies to deal with occupational stress. This is a commendable step towards management of occupational stress. Willis (2005) asserts that when it comes to dealing with stress, although one can benefit from outside assistance, the individual's ability to initiate techniques which will help in its control is most important. However, it should be noted that the Police Service do not have a well developed employee assistance programmes that assist in dealing with challenges such as occupational stress. Lahey, (2001) argues that employee assistance programs such as building improves employee's ability to cope with stress at the work

place.The implication is that occupational stress will continue to impede the work performance of the police officers until effective remedial measures are put in place.

5.5 Recommendations

The researcher made the following recommendations:

i. The stress level of the officers was found to be high. There is need therefore for the security agency to adopt ways and means of reducing the stress level of serving officers. The study recommends remedial measures such as an employee support programmes, a conducive work environment and efficiency in management of the security agency

ii. The study further found that the work performance of the police officers was below the expectation of the public they serve. The study recommends that NPS provides the officers with adequate resources which they require to perform their duties and also come up with a well structured way of motivating its employees.

iii. It was noted that occupational stress has a negative effect on the work performance of the police officers. It is recommended that NPS come up with mechanisms of reducing causes of occupational stress and those which enhance work performance. Such mechanisms include a good work environment and employee motivation

iv. The study finally recommends development and implementation of an employees' assistance programme that will assist police officers cope with occupational stress. The programme should have a training component that will equip the officers with knowledge and skills on stress management.

5.6 Suggestion for further research

The study examined the effects of occupational stress on the work performance of police officers in Nakuru division. It was noted at the end of the study that there are a number of areas that require further investigation. The areas are:

- The study found out that police officers are exposed to high levels of occupational stress. This study however did focus on causes of occupational stress in the police service. It would be interesting to establish the causes of stress.

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- The study focused on the effects of occupational stress on work performance of police officers. Work performance is influenced by many factors such as motivation, facilities, qualification and training (Merwe, 2008; Stup, 2003). There is need to find out their effects on the work performance of officers in Nakuru police division.
- The top Police officers such as the OCPDs and Regional Commanders give orders and supervise the police officers under their command and bear the ultimate responsibility for their work performance. It would therefore be of interesting to find out the effects of occupational stress on work performance of these senior officers.
- Data from the OCSs' reveal that police officers dealt with most of the complains from the public. For example, police records show that members of the public made 543 complains in 2009, out of this number 420 were successfully dealt with. This is an indicator of good performance. However, most scholars (RoK, 2009), Kareithi, (2013) have pointed out that the members of the public are not satisfied with the services rendered to them by the police. There is need to find out the causes of the differences between what is in the police records and perceptions of the public.

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APPENDIX A

POLICE OFFICERS QUESTIONNAIRE

Dear Officer,

My names are Ezra Odondi Jonyo, a student at Egerton University pursuing Masters of Arts degree in Guidance and Counselling. I am required to undertake a research project in my area of specialization as part of the course work. My research topic is "Effects of occupational stress on work performance of police officers Nakuru division, Nakuru County, Kenya". I believe you have information that can significantly contribute to the success of this study. I am therefore kindly requesting you to participate in this research by completing this questionnaire. Let me assure you that any information that you will provide will be treated with outmost confidentiality and shall be used only for academic work.

Yours Faithfully

Ezra Odondi Jonyo

INSTRUCTIONS: Kindly give honest and accurate responses to the items in the questionnaire by placing a tick in the chosen cell or providing answers in the given spaces.

Section A: Biodata

1. Age in years: .....
2. Gender: Male ☐ Female ☐
3. Rank: Constable ☐ Corporal ☐ Sergeant ☐ Senior Sergeant ☐ Inspector ☐
4. Highest level of education Primary: ☐ Secondary ☐ Certificate ☐ Diploma ☐ Undergraduate ☐ Masters ☐
5. Marital status: Single ☐ Married ☐ Divorced ☐ Separated ☐
6. Station category: Division HQ ☐ Police Station Police Post ☐

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	situation requires so					
19	Ability to work with colleagues					
20	Analytical competence					
21	Collaborating with local communities					
22	Time management and efficiency					
23	Others (specify)					

Section C: Exposure to work-related Stressors

Using the given scale, indicate how frequently you are exposed to the stressors listed in the below table. Use the given scale

Scale: Never (N), Rarely (R), Occasionally (OC), Often (O) Very Often (VO)

No	Stressor	VO	O	OC	R	N
1	Heavy work load					
2	Equipment provided to perform tasks/duties too old /outdated					
3	Poor housing arrangements					
4	Lack of fairness in promotions and rewarding good performers					
5	Exposure to risks all the times					
6	Dealing with Traumatic events in the course of duty e.g. motor vehicle accidents and deaths causes stress					
7	Obey and not question orders given by superiors rule					
8	Lack of a welfare support system for police officers					
9	Not having enough time to rest and relax					
10	Poor attitudes of members of the public (Lack of respect, appreciation and negative comments)					
11	Lack of training on new equipments/technology					
12	Inadequacy of resources (transport, fuel, subsistence etc) needed to work					
13	Frequent transfers					
14	Constant changes in policy/legislations					

15	Inadequate medical covers despite a high risk job					
16	Bureaucracy and red tape in management of police operations					
17	Poor remunerations					
18	Working for long hours					
19	Too much paper work					
20	Type of leadership at the work place					
21	Balancing police work and family responsibilities					
22	A not well defined career progress path					
23	Role conflicts					

Section D: Prevalence of stress

Using the given scale, indicate the frequency with which you experience the symptoms of stress listed below. **Scale:**

Never (N), Rarely (R), Occasionally (OC), Often (O) Very Often (OF)

No	Symptoms	VO	O	OC	R	N
	Physiological					
1	Headache					
2	Short breath					
3	High blood pressure					
4	Fatigue Insomnia					
5	Heart burn					
6	Stomach ulcers					
	Psychological					
7	Anxiety					
8	Irritability					
9	Anger					
10	Depression					
11	Defensiveness					
12	Lack of self-esteem					

	Behavioral					
13	Loss of appetite					
14	Impatience					
15	Use of drugs					
16	Neglect of duties and responsibilities					
17	Violence					
18	Alcohol abuse					

Section E: Coping with stress:

Listed in the table below are measures that are used to manage work related stress. Put a tick in the cells that are your preferred measures.

Please kindly use the given scale

Scale: Most preferred (MF), Preferred (P), Sometimes Preferred (SP), Least preferred (LP), Not preferred (NP)

No	Symptoms	MP	P	SP	LP	NP
1	Drinking alcohol					
2	Smoking					
3	Drugs					
4	Exercises					
5	Sleeping					
6	Time off from work					
7	Overeating					
8	Reading					
9	Peer counseling					
10	Talking with co-workers					
11	Watching TV/movies					
12	Talking with family/relatives/friends					
13	Discussing with supervisors					
14	Seeking professional guidance and counseling services					

APPENDIX B

OFFICER IN CHARGE QUESTIONNAIRE

Dear Sir/Madam,

My name is Ezra Odondi Jonyo, a student at Egerton University pursuing Masters of Arts degree in Guidance and Counselling. I am required to undertake a research project in my area of specialization as part of the course work. My research topic is "Effects of occupational stress on work performance of police officers, a study of Nakuru police division, Nakuru County Kenya". I believe you have information that can significantly contribute to the success of this study. I am therefore kindly requesting you to participate in this research by completing this questionnaire. Let me assure you that any information that you will provide will be treated with outmost confidentiality and shall be used only this academic work.

Yours Faithfully

Ezra Odondi Jonyo

INSTRUCTIONS: Kindly give honest and accurate responses to the items in the questionnaire by placing a tick in the chosen cell or providing answers in the given spaces.

Section A: Bio-data.

1. Rank: Chief Inspector ( ) Inspector ( ) Senior Sergeant ( ) Sergeant ( ) Corporal ( )

2. Duty station category: DHQS () Station ( ) Post ( ) Patrol Base ( )

3. How long have you been in the station? .....

Section B: Work performance of the Police Service

Please provide the information on the work done in the listed areas by the Police Service for the given years.

Police Work	Year				
	2008	2009	2010	2011	2012
Number of crimes reported					
Number of crimes investigated					
Number of police-initiated investigations					
Cases investigated taken to court					
Cases taken to court and successfully prosecuted					
Scheduled appearances in court					
Number of times officers failed to appear in court					
Number of administrative (internal) complaints					
Number of citizen (external) complaints					
Number of administrative complaints dealt with					
Number of citizen complaints dealt with					

Section C: Police officers work performance rating:

The items in the table below are indicators of work performance, rate the performance of the officers under your command using the given scale

Scale: Very Good, Good, Average, Poor, Very poor

No	Performance criteria	Rating				
		V. good	Good	Average	Poor	V. poor
1	Work attendance (present at place work and actually working)					
2	Crime detection					
3	Crime prevention					
4	Enforcement of traffic regulations					
5	Routine security patrols					
6	Dealing with emergencies					
7	Maintenance of law and order					
8	Investigating cases					
9	Taking cases to court					
10	Prosecuting cases in court					
11	Quality of services provided to the public					
12	Volume of work performed for a given week					
13	Dependability					
14	Attending to cases assigned to them					
15	General conduct when executing duties					
16	Responsibility and accountability					

17	Making sound decisions during the course of work					
18	Providing leadership whenever the situation requires					
19	Ability to work with colleagues					
20	Analytical competence					
21	Collaborating with local communities					
22	Time management and efficiency					
23	Others (specify)					

Section D Prevalence occupational stress

How frequently do receive reports from your officers that they suffer from occupation stress related symptoms listed in the below table. Use the given scale

Scale: Never (N), Rarely (R), Occasionally (OC), Often (O) Very Often (OF)

No	Symptoms	A	MF	F	LF	N
	Physiological					
1	Headache					
2	Short breath					
3	High blood pressure					
4	Fatigue Insomnia					
5	Heart burn					
6	Stomach ulcer					
	Psychological					
7	Anxiety					
8	Irritability					
9	Anger					
10	Depression					
11	Defensiveness					
12	Lack of self-esteem					
	Behavioral					
13	Lost of appetite					
14	Impatience					
15	Use of drugs					
16	Neglect of duties and responsibilities					
17	Violence					
18	Alcohol abuse					

Section E: Strategies to deal with stress

List the 3 major strategies that have been put in place to assist police officers manage with occupational stress

a.....

b.....

c.....

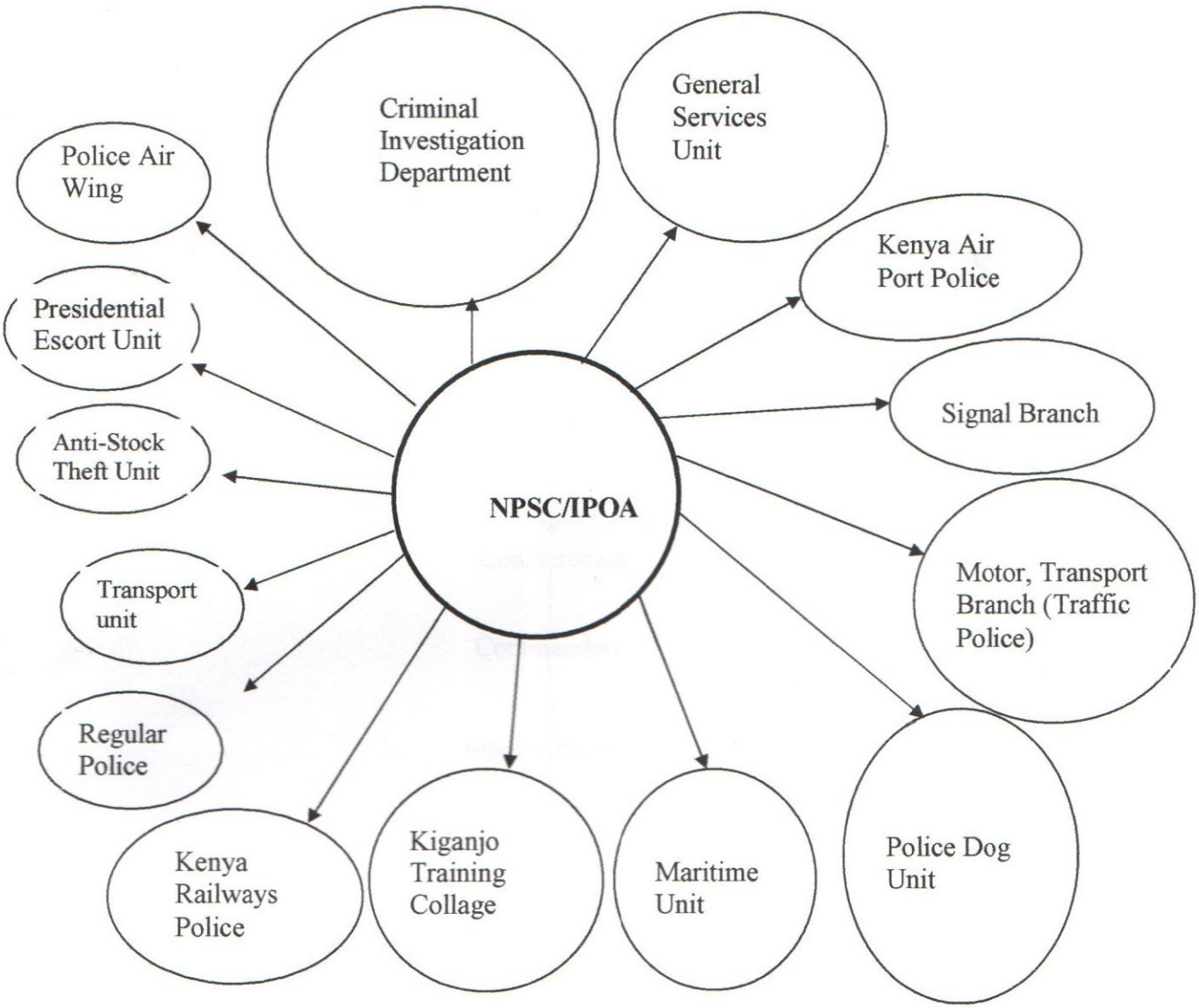
APPENDIX C: OCPD'S INTERVIEW GUIDE

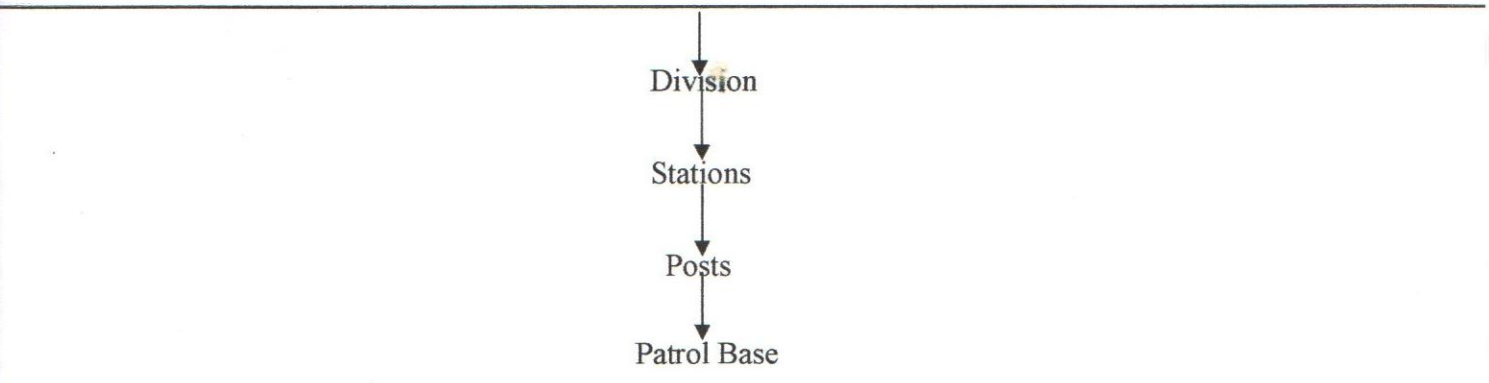
1. Introduce self to the OCPD and explain the purpose of your visit.

2. Give background information with respect to;
    - How long has he/she been in the Police Service?
    - Number of years he/she has been the OCPD in the division?
3. Discuss briefly the work performance of the officers under his/her jurisdiction?
4. Find out the prevalence of occupational stress among officers in the division?
5. Have a brief discussion on effects of occupation stress on the work performance of his team?
6. Request the OCPD to highlight the strategies that have been put in place to assist police officers manage occupational stress?

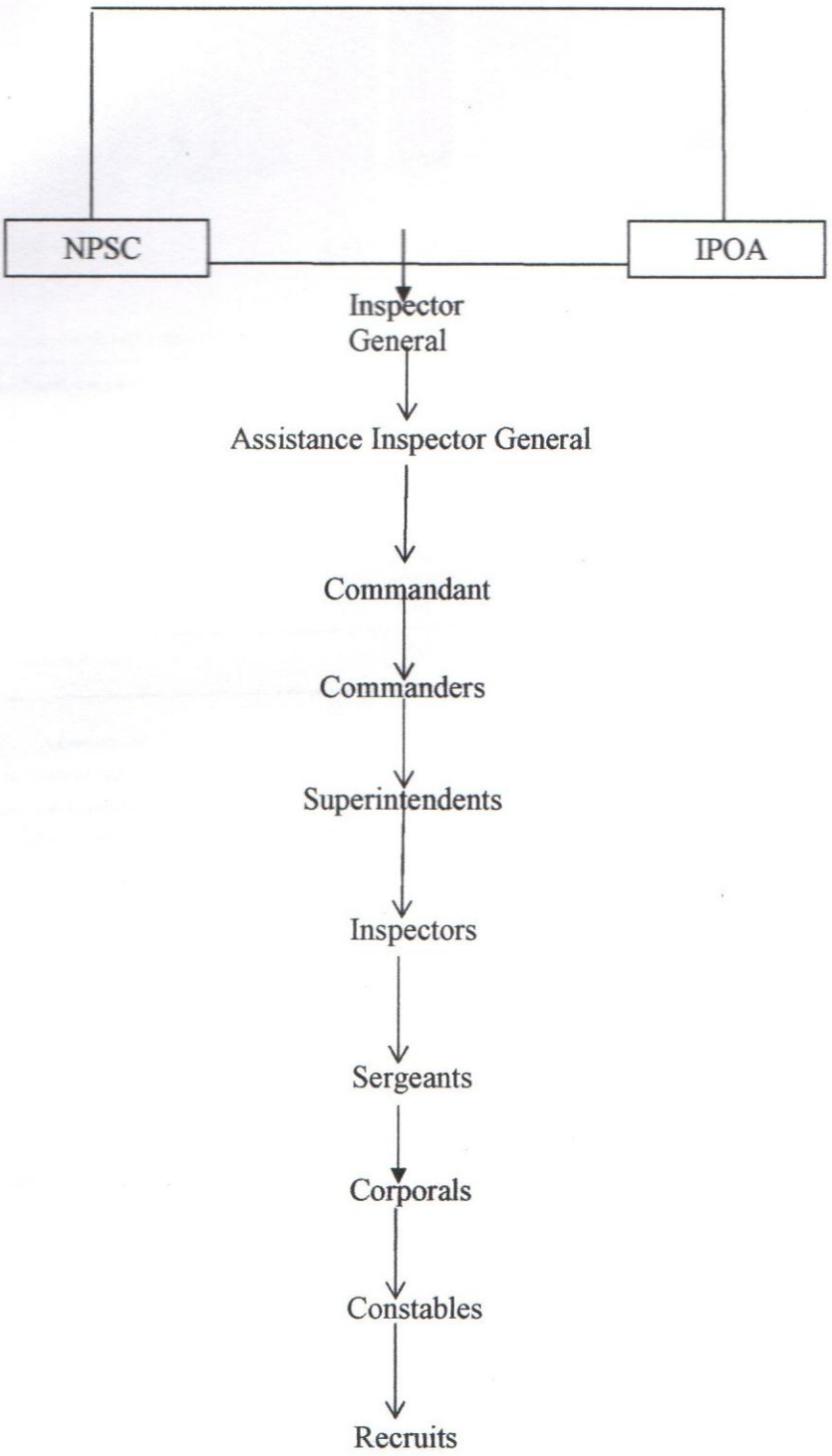
THANK YOU

APPENDIX D: POLICE FORMATIONS





APPENDIX E: POLICE RANKS



APENDIX F: POLICE PERFOMANCE RATING SCALE

Police rating Scale: K.R.S (2014)

CONFIDENTIAL P 233a

Rating Scale:

The following rating should be used to indicate the level of performance by an Appraisee.

Achievement of Performance Targets		
All performance targets consistently exceeded	Excellent	101% + above 5.00
All performance targets fully met	Very Good	90-100% 4.5 – 5.00
Some performance targets fully met	Good	80 - 89% 4.00 – 4.45
Performance targets partially met	Fair	70- 79% 3.5 – 3.95
Performance targets not met	Poor	Below 70% below 3.50

SECTION 5: Assessment

(a) Values/ Competencies

(i) Attitude and Loyalty

Can he/she be relied upon when lawful orders run counter to his opinions? Consider ability to work towards a common end in harmony with others; attitude towards other employees, departmental and Force policies; willingness to assume additional responsibility. Does he/she show pride in his/her work? Does he/she support his

APENDIX G: RESEARCH PERMIT

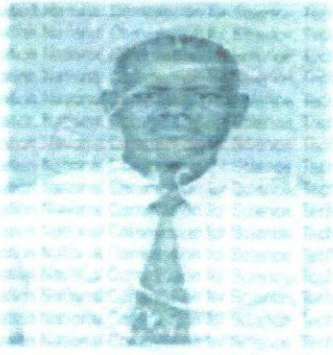
THIS IS TO CERTIFY THAT:
MR. EZRA ODONDI JONYO
of PROBATION DEPARTMENT ,
602-20100 nakuru,has been permitted
to conduct research in *Nakuru County*

on the topic: *EFFECT OF OCCUPATIONAL STRESS ON WORK PERFORMANCE OF POLICE OFFICERS IN NAKURU DIVISION,NAKURU COUNTY,KENYA.*

for the period ending:
13th August,2014

.....
Applicant's Signature

Permit No : NACOSTI/P/14/3401/877
Date Of Issue : 10th March,2014
Fee Recieved :ksh 1,000.00



.....
Secretary
National Commission for Science, Technology & Innovation

APENDIX H: RESEARCH PERMIT



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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2241349,310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA



Ref: No.

Date:
10th March, 2014

NACOSTI/P/14/3401/877

Ezra Odondi Jonyo
Egerton University
P.O.Box 536-20115
EGERTON.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Effect of occupational stress on work performance of police officers in Nakuru Division, Nakuru County, Kenya,"*** I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for a period ending **13th August, 2014.**

You are advised to report to **the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

DR. M. K. RUGUTT, PhD, HSC.
FOR: SECRETARY/CEO

Copy to:

The County Commissioner
The County Director of Education
Nakuru County.

National Commission for Science, Technology and Innovation is ISO 9001: 2008 Certified

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