THE RELATIONSHIP BETWEEN STRESS AND WORK PERFORMANCE OF POLICE OFFICERS IN KASARANI SUB-COUNTY

BY:

MOHAMEDNOOR HIRSI HASSAN

THIS RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS OF A POST GRADUATE DIPLOMA IN STRATEGIC AND SECURITY STUDIES,

UNIVERSITY OF NAIROBI

AUGUST 2014.

bd   36 3045

ATV

HV

7936

J63H3

DECLARATION

This research project paper is my original work and to the best of my knowledge has not been submitted for any other award in any other university.
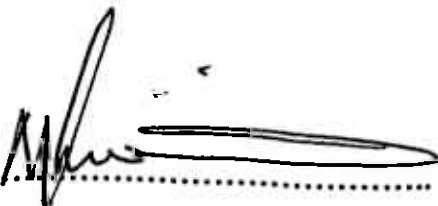
Signed.. Date.....07-11-2014......

Mohamednoor Hirsi Hassan

Registration number C40/68236/2013

APPROVAL

Supervisor

This project paper has been submitted for examination with my approval as the university supervisor

Signed.. Date ...10/11/2014......

Dr. Richard M. Bosire

ACKNOWLEDGEMENT

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

The main purpose of the study was to investigate the relationship between stress and work performance of police officers in Kasarani Sub-county. The specific objectives were to: determine how job satisfies and fulfills the needs of police officers in Kasarani Sub-county; determine job feelings of police officers in Kasarani Sub-county; determine changes brought after stress among police officers in Kasarani Sub-county; and determine the causes of stress among police officers in Kasarani Sub-county. The study adopted descriptive design. The study targeted 70 police officers in Kasarani Sub-County and a sample size of 50 police officers in Kasarani Sub-County. The study used non-probability sampling technique. Data was collected by use of a questionnaire. The study found that respondents were not stress free and satisfied; rather they have ambitions to advance their efforts in order to fulfill their needs. It found that majority of the respondents (28%) want to get better jobs and go to peak. It found that the police did not feel good and become lazy and bored and also suffered from headache. The study found that police had feelings that work load was too heavy and was a source of stress. The study concluded that majority of the police are stressed in their jobs and they are neither satisfied with their jobs nor able to fulfill their needs. The study recommends that the police force brings up a training program as well as a set of other programs geared towards managing stress amongst police officers. It also recommends that the need for an open dialogue between the senior police officers and their juniors so that the harsh behaviors of the former are checked and thus reducing cases of stress among police officers.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Job stress is a frequent problem across occupations and it impacts on job performance (Materson, 2007). According to Michie (2002), stress is conceived as pressure from the environment, and as strain within the person. It is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation. Thus, stress is more likely in some situations than others and in some individuals than others (Michie, 2002). It can be a reaction exhibited by the people who have to face excessive pressures on account of various demands placed on them (Werther, 2010). It can also be labeled as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the workers. Job stress can lead to poor health and even injury (David, 2002).

With excessive pressures, the job demands cannot be met, relaxation turns to exhaustion, and a sense of satisfaction replaces with the feelings of stress, motivation sheds away and the workers start losing interest in the work and hence performance chart shows a negative trend (Materson, 2007). Michie (2002) identifies causes of stress which include work load, cuts in staff, change at work, long work hours, shift work, lack of supervision, inadequate training, inappropriate working conditions, to heavy responsibilities and poor relations with colleagues. Sometimes stress caused by pressure and demands can be positive in their effect.

Hendry and Jenkins (1998) states that job performance can be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal

constraints of reasonable utilization of the available resources. Michie and Williams (2003) propose types of relationships which exist between the measures of job stress and job performance at a conceptual level. One is a negative linear relationship, when productivity decreases with stress (distress). Productivity can also increase as a consequence of stress. thereby implying a positive linear relationship between the two. Also, there could be a U-shaped or a curvilinear relationship wherein, mild stress could increase the productivity initially up to a peak and then it declines as the person descends into a state of distress (Michie and Williams, 2003).

Adkins & Naumann, (2001) on the other hand notes that there need not be any quantifiable relationship between the measures of job stress and job performance. They explain that one can differentiate between four stress concepts: the stimulus concept; the response concept; the transactional concept; and the discrepancy concept. The stimulus concept focuses on situational conditions or events (Adkins & Naumann, 2001). Within this conceptualization certain stimuli are stressful, for Example high time pressure, interpersonal conflict at work, or accidents. However, the stimulus concept is Problematic because not all individuals react in a uniform manner to the same stressor.

In Africa, stress is a common element in any kind of job and persons have to face it in almost every walk of life. African organizations particularly in higher management doesn't realize the impact of stress on employee performance which ultimately results in critical managerial dilemmas. Subha and Shakeel (2009) described "Higher level of stress exists with no managerial concern for solution consequently lowering the employee performance, staking organizational reputation and loss of skilled employees, these situations call for immediate concern from organization management for employing effective stress management practices to increase

2

employee satisfaction and overall employee performance." Work overload and time pressure to complete too much work in short span of time is big source of stress which decrease the performance of employees.

In Kenya Mukama and Omondi (2010) notes that with excessive pressures, the job demands cannot be met, relaxation turns to exhaustion and a sense of satisfaction replaces with the feelings of stress, motivation sheds away and the workers start losing interest in the work and hence performance chart shows a negative trend. The performance of individuals also decreased when stress is caused by inability of individual to maintain a reasonable balance between family life and work life as he/she has to spend a lot of time in his/her working (Abdi, 2001).

Performance of an employee at his/her workplace is a point of concern for all the organizations irrespective of all the factors and conditions. Consequently the employees are considered to be very important asset for their organizations (Angle & Lawson, 1994). A good performance of the employees of an organization leads towards a good organizational performance thus ultimately making an organization more successful and effective and the vice versa (Chao, 1990). These moderators were further investigated and strong correlations between organizational commitment and work behavior were found against self-reported and for supervisory report of performance. The problems arise for the organizations when they start perceiving that their organizations are already performing at their level best and with great efficiency furthermore, there is no need for further improvement in their organizations (Chiu & Kosinski, 1995). Hence keeping in view these barriers must be tackled and addressed as they result in underdeveloped competencies and more over lead towards, finally the organizational ineffectiveness. Ultimate

3

success or failure of an organization is determined majorly by the performance of their employees (Donald & Siu, 2001).

1.2 Statement of the Problem

Current organizations operate in the dynamic and ever changing environment (Cooper. Sloan and Williams, 1999). Since modern organizations exist in rapidly changing environment, employees are faced with a lot of physical and mental hazards on their job which may cause them stress (Begley and Cazjka, 1993). Job stress is an increasing problem for employees in government institutions, particularly among police officers (Somers & Birnbaum, 2000). Workplace stress can lead to increased health/medical costs, higher rates of absenteeism and turnover, more accidents, and worse performance. Wong and Law, (2001) argue that almost all job stress research and theories were developed and empirically tested in Western industrialized countries. However, the problem of job related stress should also be particularly relevant for countries that are undergoing enormous economic and social changes. It is therefore important to replicate job stress research in Kenya to test the generalizability of Western organizational theories.

Xie (1996) did a study in China and established that after supervisors in a manufacturing plant received training in emotional competencies, such as how to listen better and help employees resolve problems on their own, lost –time accidents were reduced from an average of 15 per year to 3 per year, and the plant exceeded productivity goals by $250,000. Suliman and Iles (2000) conducted a study in the united states where data from more than 30 different behaviors from banking, mining, geology, sales and health care industries documented that a number of emotional intelligence competencies, qualities such as, achievement drive, developing others,

4

adaptability, influence and self-confidence distinguished top performers from average ones. These studies were not conducted among the police officers.

Riketta (2002) did a study in Ghana about the effect of job stress on employee performance and identified that work overloads and time constraints were significant contributors to work stress among community nurses. This study will therefore investigate the relationship between stress and work performance among police officers in Kasarani Sub-county.

1.3 Objective of the Study

The main objective of the study was to investigate the relationship between stress and work performance of police officers in Kasarani Sub-county.

The specific objectives include:

i. To determine how job satisfies and fulfills the needs of police officers in Kasarani Sub-county.

ii. To determine job performance of police officers in Kasarani Sub-county.

iii. To determine changes brought after stress among police officers in Kasarani Sub-county.

iv. To determine the causes of stress among police officers in Kasarani Sub-county.

1.4 Justification of the Study

Ignorance of how well to treat employees in order to get their best performance may be one of the reasons why employees are subjected to stressful conditions at the place of work. This study will be useful to bosses who will be better informed as how to handle employee to get maximum performance from them. It is hoped that as a result of careful perusal of this work, the police

5

officers will be in a better position to recognize stressors, avoid them whenever possible and control their effects on their performance. This should lead to a better job performance on their part. This work may later prove useful to academicians who may find all or it as useful points for further research work on the police officers' job.

1.5 Definition of Concepts

Stress: This refers to a state of mental or emotional strain or tension resulting from adverse or demanding circumstances. ,Stress is an unwanted reaction people have to severe pressures or other types of demands placed upon them.

Work Performance: This refers to activities expected of an employee and how well those activities are executed

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

As mentioned previously, stressors can come in a variety of forms, including extreme heat or lighting, lack of sleep, risk of injury or death, or time pressure. Somers & Birnbaum (2000) comment that "the description of stressors and their impact on behavior is an open-ended task, and current research considers an increasing number of events and conditions to be stressors." Although stressors can be physical (biological or chemical demands on the body) or cognitive (threat of death, personal assault) in form, they are always external and produce similar physiological responses within the body. As mentioned in the previous chapter, these physiological effects, defined as a stress response, can include increased blood pressure, dilated pupils, increased heart rate, and GSR.

2.2 Job Stress and Job Performance

Stress has been viewed as an environmental stimulus to an individual (Cooper and Williams, 1990). Stress on job can be stated as the outcome of an individual due to the working environment from which he feels unsecured. Job related stress can be mostly immobilizing because of its possible threats to family functioning and individual performance. Job related stress can create a difference between demands on families and the ability of families to provide material security for them (Sauter and Murphy, 1995). While there is a significant body of research which deals with work and family there is relatively little research which deals specifically with perceived job insecurity (i.e., concerns or fears about job loss) and marriage and family life (Schwartz, 1999). Stress are conditions which happens when one realizes the

7

pressures on them, or the requirements of situations, are wider than their recognition that they can handle, if these requirements are huge and continue for a longer period of time without any interval, mental, physical or behavior problems may occur (Smola & Sutton, 2002).

Stress exists in every organization either big or small, work places and organizations have become so much complex due to which it exists, work place stress has significant effects over the employees job performance, and the organizations in U.K are trying to cope with this scenario, (Somers, 1995). Evers, Frese & Cooper (2000) notes that there are eleven forces that are used as an antecedents of stress by researches (overload, role vagueness, role conflict, responsibility for people, participation, Lack of feedback, keeping up with quick technological change, being in an innovative role, career growth, organizational structure and environment, and recent episodic events.,) overload :excessive work or work that is outside one's capability (Fried & Yeverechyahu, 1998), role ambiguity : role insufficient information concerning powers, authority and duties to perform one's role (Chen & Farh, 2002; role conflict: supervisors or subordinates place contradictory demands on the individual (Jackson & Schuler 2000; Kobasa, Maddi & Kahn 1982; Jamal 1999; Meyer & Allen 1991; Lazarus 1991), responsibility for people: responsibility for people, well-being works, job security, and professional development (Riketta, 2002), participation: Extent to which one has influence over decisions relevant to one's job (Paunonen & Jackson, 1989).

According to Riketta (2002) employees have tendency towards high level of stress regarding time, working for longer hours it reduces employees urge for performing better in their places of work. According to Scullen & Goff (2000) the management support will either help in reducing or increasing stress in employees. Management support is supposed to work as a cushion which

8

positively decreases work related stress in employees. There are a lot of reasons causing stress in work places: family conflicts and work over load are some of reasons identified to majorly cause stress and reduce the productivity of the employees. If the organizations management does not appreciate its employees for their hard work or contribution toward the organization creates stress and mostly creates intention to leave (Meyer & Smith, 1993).

Meyer & Smith (1993) and Paunonen & Jackson (1989) studied the link between anxiety stress with satisfaction and performance of employees, and they found out that lower anxiety stress improves performance of employee's. Porter & Steers (1982) found the relationship between occupational stressors and the performance of employees of an organization as well as it can affect the employees psychologically. Suliman & Iles (2000) studied an association between job stress and job performance between managers and blue-collar employees. A random sample of 305 blue-collar and 325 managerial workers in Canadian firm are assessed through structured questionnaire. Variables used for this study were job stress, job performance, and organizational commitment. A negative linear relationship between job stress and job performance was found very limited evidence is seen for curvilinear or no association.

2.3 Effect of Stress on Job Performance

Stress is an unwanted reaction people have to severe pressures or other types of demands placed upon them. A huge and multi fields literature points a lot of key factors such as work environment, management support, work load etc. in determining the stressful the work can be and its effect on employee physical and mental health (Scullen and Goff, 2000). According to (Siu and Cooper, 1998) work to family conflicts is also a predecessor which creates stress in employees of an organization. Job stress has been also viewed as dysfunctional for organizations

and their members (Angle and Lawson, 1994). Although stress has been variously viewed as an environmental stimulus to an individual, (Hofstede, 1994) defined stress as an individual's reaction to an environmental force that affects an individual's performance. Job related stress can be mostly immobilizing because of its possible threats to family functioning and individual performance. Job related stress can create a difference between demands on families and the ability of families to provide material security for them (Hunt, 1991). While there is a significant body of research which deals with work and family there is relatively little research (Hofstede, 1994) which deals specifically with perceived job insecurity (i.e., concerns or fears about job loss) and marriage and family life (Siu, 2002). Stress condition which happens when one realizes the pressures on them, or the requirements of a situation, are wider than their recognition that they can handle, if these requirements are huge and continue for a longer period of time without any interval, mental, physical or behavior problems may occur (Mathieu and Zajac, 1990). Stress exists in every organization either big or small the work places and organizations have become so much complex due to which it exists, work place stress has significant effects over the employees job performance, and the organizations in UK are trying to cope with this scenario (Jackson and Schuler, 2000). Eleven forces are used as an antecedents of stress by researches (Overload, Role agueness, Role conflict, Responsibility for people, Participation, Lack of feedback, Keeping up with quick technological change, Being in an innovative role, Career growth, Organizational structure and environment, and Recent episodic events.) Overload :excessive work or work that is outside one's capability (Donald and Siu 2001; Chao 1990; Begley and Cazjka 1993) Role Ambiguity : Role insufficient information concerning powers, authority and duties to perform one's role (Chen and Farh 2002; Chiu and Kosinski 1995), Role Conflict: Supervisors or subordinates place contradictory demands on the individual (Donald and

10

Siu, 2001; Fried and Yeverechyahu, 1998; Mathieu and Zajac, 1990; Meyer and Allen. 1991; Porter and Steers, 1982) Responsibility for people: Responsibility for people, well-being works, job security, and professional development (Materson, 2007; Michie, 2002) Participation: Extent to which one has influence over decisions relevant to one's job (Werther, 2010). David. (2002). Lack of Feedback: Lack of information about job performance: Keeping up with rapid technological change: Keeping up with rapid changes in the information processing field (Hendry and Jenkins, 1998) being in an innovative role: Having to bring about change in the organization (Adkins and Naumann, 2001). Career development: Impact of status is similarity, lack of job security, let down ambition. Recent episodic events: Certain life events, such as divorce and bereavement that are highly stressful (Angle and Lawson, 1994). In every organization and at every level of management and workers an elevated average level of stress is to be found which mostly has an effect on employee's job satisfaction.

According to (Chao, 1990) employees have tendency towards high level of stress regarding time, working for longer hours which reduces employees urge for performing better. Management support helps in reducing or increases stress in employees, (Cooper, Sloan and Williams, 1999) apparent organizational assistance, management support work as a cushion which acts positively in decreasing work related stress in employees. There are a lot of reasons causing stress work family conflicts work over load one of reason in identified by (Evers, Frese and Cooper, 2000) that if the organization or management does not appreciates its employees for their hard work or contribution toward the organization creates stress and mostly creates intention to leave.

(Jackson and Schuler, 2000) studied the link between anxiety stress with satisfaction and performance of employees, that lower anxiety stress improves performance of employee's which

he studied in different managerial level of an organization. (Jamal, 1999) found the relationship between occupational stressors on the performance of employees of an organization as well as it can affect the employees psychologically. (Jamal, 1984) studied an association between job stress and job performance between managers and blue-collar employees. Stress on job can be stated as the outcome of an individual due to the working environment from which he feels unsecured. Different relationships are projected between job stress and performance: U-shaped and curvilinear, positive linear, negative linear and no relationship between the stress and performance. A random sample of 305 blue-collar and 325 managerial workers in Canadian firm are surveyed through structured questionnaire. Variables used for this study were job stress, job performance, and organizational commitment. A negative linear relationship between job stress and job performance was found. Very limited evidence is seen for curvilinear or no association.

Numerous studies found that fob stress influences the employees' job satisfaction and their overall performance in their work. Because most of the organizations now are more demanding for the better job outcomes. In fact, modern times have been called as the "age of anxiety and stress" (Meyer and Smith, 1993). The stress itself will be affected by number of stressors. Nevertheless, Cooper and Williams, (1990) had defined stress as a situation which will force a person to deviate from normal functioning due to the change (i.e. disrupt or enhance) in his/her psychological and/or physiological condition, such that the person is forced to deviate from normal functioning. From the definition that has been identified by researchers, we can conclude that it is truly important for an individual to recognize the stresses that are facing by them in their career. Some demographic factor may influence the way a university academic staff act in their workplace.

Management role of an organization is one of the aspects that affect work-related stress among workers (Sauter and Murphy 1995). Workers in an organization can face occupational stress through the role stress that the management gave. Role stress means anything about an organizational role that produces adverse consequences for the individual (Schwartz. 1999). Management will have their own role that stands as their related. Role related are concerned with how individuals perceive the expectations other have of them and includes role ambiguity and role conflict (Sauter and Murphy 1995).

Family and work are inter-related and interdependent to the extent that experiences in one area affect the quality of life in the other (Scullen and Goff, 2000). Home-work interface can be known as the overlap between work and home; the two way relationship involves the source of stress at work affecting home life and vice versa effects of seafaring on home life, demands from work at home, no support from home, absent of stability in home life. It asks about whether home problems are brought to work and work has a negative impact on home life (Smola and Sutton, 2002). For example, it questions whether the workers have to take work home, or inability to forget about work when the individual is at home. Home-work interface is important for the workers to reduce the level of work-related stress. According to Somers & Birnbaum, (2000) demands associated with family and finances can be major source of extra-organizational" stress that can complicate, or even precipitate, work-place stress. Suliman and Iles, (2000) argued that the occurrence of stressors in the workplace either immediately following a period of chronic stress at home, or in conjunction with other major life stressors, is likely to have a marked impact on outcome.

Several studies have highlighted the deleterious consequences of high workloads or work overload. According to Wong and Law, (2001) work overloads and time constraints were significant contributors to work stress among community nurses. Workload stress can be defined as reluctance to come to work and a feeling of constant pressure (i.e. no effort is enough) accompanied by the general physiological, psychological, and behavioral stress symptoms (Hunt, 1991). Jackson and Schuler (2000) has mentioned in his studies that one of the six factors of occupational stress is pressure originating from workload. Evers, Frese and Cooper, (2000) also argued that factors intrinsic to the job means explore workload, variety of tasks and rates of pay.

Rapidly changing global scene is increasing the pressure of workforce to perform maximum output and enhance competitiveness. Indeed, to perform better to their job, there is a requirement for workers to perform multiple tasks in the workplace to keep abreast of changing technologies (Hofstede, 1994). The ultimate results of this pressure have been found to one of the important factors influencing job stress in their work (Jackson and Schuler, 2000). A study in UK indicated that the majority of the workers were unhappy with the current culture where they were required to work extended hours and cope with large workloads while simultaneously meeting production targets and deadlines (Mathieu and Zajac, 1990).

Role ambiguity is another aspect that affects job stress in the workplace. According to Meyer & Allen, (1991) role ambiguity exists when an individual lacks information about the requirements of his or her role, how those role requirements are to be met, and the evaluative procedures available to ensure that the role is being performed successfully. Jackson and Schuler (2000) and Jamal, (1999) studies found role ambiguity to lead to such negative outcomes as reduces confidence, a sense of hopelessness, anxiety, and depression.

2.4 Models of Job Stress

Lazarus (1991), first introduced the term stress to describe physical and psychological responses to severe conditions or influences. He used the word stress which is an engineering term, to describe the responses to a force that when is implemented in bodies, causes deformation. While there is an agreement among researchers on the stress related terminology adopted (Mathieu and Zajac, 1990) point out the difficulty to develop a coherent theory on stress, as different disciplines (medicine, psychology, sociology, management) and research methodologies have looked into this area. Nevertheless, a constellation of key stress related conceptualizations are presented in Table 2 below. Stress can be defined as "the non-specific response of the body to any demand placed upon it (Schwartz, 1999). Schwartz, (1999) used also the term „stressor" to describe the force that when acting to a body, creates stress. Scullen and Goff, (2000) maintains that the term "stress" describes a force that causes deformation, while the notion of response is better described by the term "strain" referring to the manifestation of stress in a body. Smola and Sutton, (2002) also, used the term eustress (or good stress); while eustress and distress are regarded as being distinct elements of total stress, it is only the individual who can perceive stress as eustress or distress, according to whether one perceives the demand stimulus as pleasant or not (Somers, 1995). Having acknowledged that employers would rather maintain an amount of pressure or stress at "optimal" levels to boost employee performance (Suliman and Iles, 2000), it is not easy to maintain a fine line between stress levels, motivation and one's wellbeing. Internal competition may for example, exert an amount of pressure or stress that at times can act as a motivator. In this respect, Wong and Law (2001) suggest that a competitive internal environment can motivate staff to improve performance; such competition among a firm's salesmen is facilitated by focusing on the achievement of sales targets, linking the achievement

of sales targets to monetary rewards and using league tables involving sales performance. Too much pressure however, may have stress related implications such as employee mental alienation and/or impact on individual performance (Cooper and Williams, 1990) also, destruction of team spirit, dissatisfaction with or absence or even resignation from work can be manifestations of work stress (Riketta, 2002). Moreover, occupational stress may cause a loss of talent and an increase of training cost, due to high turnover. While stress is inevitable, it constitutes a real threat to the quality of life for employees not to mention its link to an increased risk of morbidity and mortality. Also (and related to the above), it is the widely studied effect called „burnout". The term burnout syndrome was first introduced in the 1970s and defined as a response to chronic work stress. It is a three-dimensional syndrome involving emotional exhaustion, depersonalization and decreased personal accomplishment dimensions that do not necessarily appear in the same order.

In light of the above, it seems there is a clear link between stress and emotional reactions at an individual level. Occupational stress has been of increasing concern for employees and has also attracted employers" interest because the risk of being persecuted for damages to stressed employees has increased (David, 2002). The financial effect of employees" ill health (or well-being) on employers is certainly not negligent and Chao (1990) highlights how important it is for management to appreciate that maintaining motivated and satisfied employees is likely to lead to happy and satisfied customers, too. While employers have a moral (at least) obligation to protect their employees' health and well-being by providing a healthy (and possibly non-stressful) working environment, there are frameworks such as the Management Standards aiming to identify, isolate and control the primary risk factors coming from six main sources of work stress: (i) Demands–workload, work patterns and work environment, (ii) Control– whether

employees have a say in the way they do their work, (iii) Support– referring to the encouragement, sponsorship, resources provided by the organization, the supervisors or the colleagues, (iv) Relationships–promoting positive work to avoid conflict and unacceptable behavior, (v) Role– whether an organization ensures that employees roles do not conflict and that employees understand their roles and (vi) Change– how organizational change is managed and communicated within the organization. Having acknowledged that non-properly managed stressors can be linked to poor employee well-being, lower productivity and increased absence from work, the former management standards determine an organization's culture characteristics where key stressors are isolated so as to manage and control their stress effects on employees.

2.5 Theoretical Framework

2.5.1 Cognitive Activation Theory of Stress

Although the experience may produce discomfort for the individual, arousal and stress are vital to the operation of complex brains, and the Cognitive Activation Theory of Stress (CATS). Donald and Siu, (2001) suggests that repeated experiences with a stimulus allows individuals to adapt and regulate themselves. The purpose of arousal is to compel the individual to remove the source of the stress "alarm" and the alarm itself, similar to how it has been argued that the function of affect is to direct action (Lazarus, 1991). Or, if not removed, the individual then is able to sustain the activation necessary to handle the stressor. Consequently, the stress experience is part of an adaptive and beneficial system that has survived the test of evolution.

CATS argues that because the stress alarm occurs when there is a discrepancy between what is desired and what is reality, individuals will associate a probability with the likelihood of

abolishing the alarm and its source. This expectancy will have a strong influence on the level of arousal. At its simplest, if the person has control and expects a desired outcome, then the alarm will not be activated (i.e., stressors will not be felt, psychologically or physiologically). However, if the future is unpredictable and/or an individual does not have the necessary resources to handle the demands, then the alarm is activated. Further, there are instances (e.g., avoidant coping, learned helplessness) when individuals do not possess the necessary resources to handle the situation and remove themselves from it, thus engaging a passive response that provokes a positive outcome expectation, reducing stress activation.

According to CATS (Donald and Siu, (2001), appraisals made by individuals are determinations of expectancies, which can be divided into either stimulus or outcome expectancies. Stimulus expectancies concern the understanding that a particular stressor leads to a particular event, and it provides individuals with the ability to psychologically defend against or distort the stressor. Outcome expectancies connect a response to a stressful situation with an outcome from that response, and individuals develop outcome expectancies that represent positive (i.e. coping), negative (i.e. hopeless), or no (i.e. helpless) expectancy; each of these are detailed below.

As discussed by Donald and Siu (2001), CATS proposes four components to the stress process. The first part is the stress stimuli (i.e. stressors) or load. It is argued that it is not the physical characteristics of a stimulus that elicit the stress response (Scullen and Goff, 2000) but a person's appraisal (i.e., the second stage in the process) based on (previous) experience and (future) expectations that translates a situation into a stressful experience. Certainly, some stressors would be regarded as negative across persons, time, and situation. However, individual and

situational differences (e.g., prior learning, personality, contextual setting) are likely to influence evaluations of most stressors.

Second in the stress process is the stress experience (i.e. appraised and felt stress). The stressors most often reported in the literature are those that stem from the stress experience itself. These are the physical, physiological, psychological, and emotional loads or demands felt by the individual that are reported as stress to the extent that they are deemed a loss or a threat. It is this feeling of stress that some could argue is the most relevant to occupational stress and, as noted by Cooper & Williams (1990), it is what is reported on job stress questionnaires when individuals are asked whether something is a source of stress. The respondent is reporting the expectancies developed for this situation or source of stress. Similarly, Sauter and Murphy, (1995) suggested that survey measures using the word stress are likely to assess respondents' post appraisal evaluations of the stressor, not merely the presence of the stressor.

The third part is the individual's general response ("alarm") to the stress experience. Similarly, Sauter and Murphy, (1995) argued that an alarm reaction occurs prior to adaptation. In this phase, as argued by Ursin and Eriksen (2004), the individual has an increase in arousal, and there is a specific response to handle the cause of the alarm. Like above, individual and situational differences play a role in the alarm reaction (e.g., strength and duration of alarm) elicited in the individual during this stage. Because arousal affects many physiological systems, this is the most reliable and consistent part of the process to analyze (Ursin and Eriksen, 2004).

As argued by Ursin and Eriksen (2004), examining stress alarm behaviors, such as coping behaviors, coping strategies, or "ways of coping" (Lazarus and Folkman, 1984), is problematic, because these behaviors can occur under different degrees of arousal and future expectancy.

Also, it is too simplistic to argue that certain coping behaviors are necessarily always "adaptive" (e.g., problem-focused coping) or "maladaptive" (e.g., emotion-focused coping). because the response to the stressor is determined by expectations of whether coping (i.e., a positive outcome) will occur, not by the particular coping strategy taken (Donald and Siu, 2001). Consequently, the internal state of the individual, which is predictive of health, is not connected to the coping strategy chosen.

The final component of the process is the person's experience "feedback" of the stress response. After responding to a stressor, the individual receives feedback regarding the results of his or her response, and this feedback can influence the feeling of being stressed. Also, the individual can alter the perception of the stressor and/or the outcome expectancies regarding future experiences based upon this feedback. Ursin and Eriksen (2004) suggest that it is often attempted to evaluate feedback through questionnaires, such as those concerning health complaints. But, they contend that respondents would have difficulty distinguishing between the stress experience (step 2 of the process) and the feedback response because of the feedback loop necessary to the evaluation of stress stimuli.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology that the researcher shall employ in the study. The following sections will be discussed; research design, sampling procedure and techniques, data collection procedure and techniques, and data analysis and tools that will be used in the study.

3.2 Research Design

The researcher will use a descriptive design. The design is appropriate for this study because the study aims at collecting information from respondents on their attitudes and opinions in relation to the relationship between stress and work performance. It seeks a description of the situations on the ground regarding the police officer. This is the arrangement of conditions for collection and analysis of data in a way that combines their relationship with the purpose of research, it's the overall plan of conducting the study, it will help to answer the research questions and achieve the objective of the study.

Mugenda and Mugenda (2003), describe descriptive design as a systematic, empirical inquiry into which the scientist does not have direct control of the independent variables as the manifestation has already occurred or because inherently cannot be implemented. The researcher shall use the descriptive research design to enable interaction with the respondents through a questionnaire.

3.3 Study Area and Target Population

Kasarani sub-county is located in Nairobi County. It is one of seventeen sub-counties of Nairobi County. The entire constituency is located within Nairobi City Council area. The sub-county has an area of 152.60 km². It was known as Nairobi Northeast Constituency at the 1963 and 1969 elections and as Mathare Constituency from 1974 elections to 1994 by-elections. Up until the 2007 elections it has been known as Kasarani Constituency. During the 2013 general election, Kasarani had been split into three subcounties, namely; Kasarani, Roysambu and Ruaraka.

The study focus will be on the police officers in Kasarani Sub-County who are almost 70 in number according to the 2009 National Census (KNBS, 2009). Kasarani SubCounty is entirely inhabited by people from different background and ethnic groups.

3.4 Sample and Sampling Techniques

A survey instrument in the form of close-ended questionnaire will be developed for the purpose of collecting the main data for the study. This study will be conducted in police stations and substations in Kasarani Sub County. Factors such as precision and confidence, population size, time and cost constraints will be taken into consideration in selecting sample size. Using the non-probability sampling technique, a total of 50 police officers will selected as a sample of the study from Kasarani Sub County. The respondents will come from various ranks and both genders in order to give better results. The actual field survey will be conducted over a period one week whereby personal interviews will be employed to obtain the required information from the respondents. The reasons of using the personal interview are threefold. Firstly, it allows the interviewer to screen the eligibility of the respondents. Secondly, it also allows a closer

supervision and better interaction between the interviewer and respondents in answering the questionnaire. Lastly, the interviewer will be able to assist the respondents when they found difficulty in understanding any of the questions in the questionnaire.

3.5 Data Collection

The study will source for secondary and primary data. Secondary data will be obtained from libraries, internet, organizational reports, Government publications, speeches, workshop proceedings as well as grey information and journals. The researcher will use a guided questionnaire as a primary data collection instrument. The questionnaire is suitable as it enables a bigger population in shorter time, cheaper and faster as well as that it provides a greater anonymity.

The researcher first will seek permission authorization from the national council for science and technology. This will enable the respondents fill the questionnaires without fear since they were already informed that the authority has been granted for the data collection.

To enhance reliability and validity, the questionnaires will first be piloted with 10 potential respondents and analysis done on them to check on the validity and reliability of the instrument. Modification was then done to ensure that the instrument becomes reliable and valid for purposes of collecting and producing accurate and reliable responses.

3.6 Data Analysis

Data obtained from the study will be sorted, coded, entered, cleaned and analyzed using descriptive statistics with the aid of computer applications - Statistical Package for Social Sciences (SPSS) and Ms Excel for data analysis. This will include measures of central

tendencies, the mean as well as the standard deviations and coefficient of Variation (CV) to identify any consistency or difference between the variables of the study. Quantitative analysis will be used on data to establish patterns, relationships and trends from the information gathered. Qualitative analysis will also be used to analyses the data obtained through open ended questionnaires and observation. It will then be presented in form of frequency tables, percentages, bar graphs and pie charts.

CHAPTER FOUR: STUDY FINDINGS

4.1 Introduction

This chapter presents the analysis and interpretations of the data collected on an investigation into the relationship between stress and work performance of police officers in Kasarani Sub-county. This chapter will conduct a quantitative analysis and present the findings.

4.2 Response Rate

The study sampled 50 police officers from Kasarani Sub-County. Out of the sampled police officers, 45 returned their questionnaires duly filled in making a response rate of 90% as shown in figure 4.1 below.

Figure 4.1: Response Rate
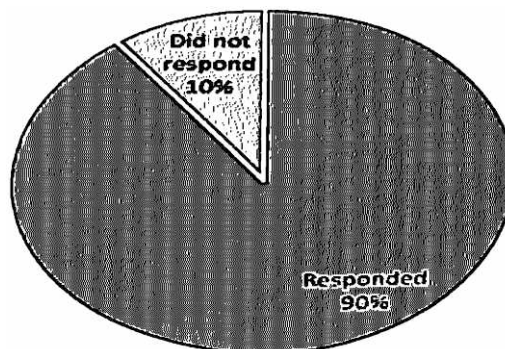
(Source: Research Data, 2014)

From the findings, the 90% response rate was sufficient for data analysis. The researchers analyzed and presented data as indicated in the following sections.

4.3 Demographic Information

The study sought to ascertain the information on the respondents involved in the study concerning the gender, age, academic qualification and duration of working. The bio data points at the respondents' suitability in answering the questions and looks at the employment demographics at the Kenya Police Department.

4.3.1 Gender

The study requested the respondents to state their gender. Figure 4.1 presents gender of the respondents.

Figure 4.2: Gender Distribution of the Respondents.
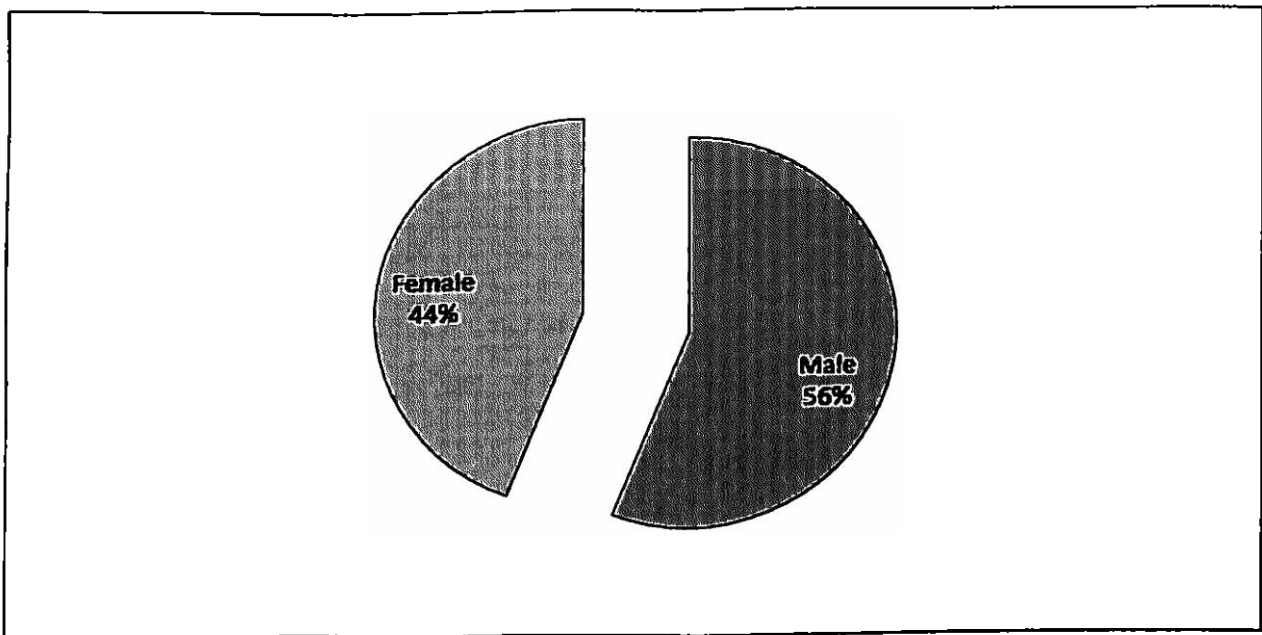
(Source: Research Data, 2014)

From the findings in figure 4.2, 56% of the respondents were male and 44% were female. This implied that Kenya Police at Kasarani Sub-County has more males than female and consequently, most of the responses emanated from the males. However gender distribution at the Kenya Police is above the minimum threshold of 30% for any of the genders set by the constitution of Kenya, 2010.

4.3.2 Age

In order to understand the respondents' age distribution, the respondents were asked to indicate the age category in which they fell. Table 4.1 indicates staff age distribution represented by the respondents.

Table 4.1: Distribution of respondents by Age Bracket

	Frequency	Percent
Up to 25 years	2	4
26 to 30 years	22	44
31 years and above	26	52
Total	50	100

(Source: Research Data, 2013)

It is evident from the data depicted in Table 4.1 that 52.0 percent respondent's age was $\geq$ 31 years, 44.0 percent respondent's age was between 26 to 30 years and 4.0 percent respondent's age was up to 25 years. This shows that majority of Police officers working at Kasarani Sub-County are aged 31 years and above.

4.3.3 Academic Qualification

The respondents were requested to indicate their level of academic qualification. Table 4.2 illustrates the study findings.

Table 4.2: Respondents' Level of Education

	Frequency	Percent (%)
Certificate	26	52
Diploma	18	36
Bachelors	5	10
Masters	1	2
Total	50	100%

(Source: Research Data, 2013)

With respect to qualification, data showed that 52 percent of respondents have certificate qualification, 36 percent of respondents had diploma, 10 percent of respondents had professional degree and 2 percent of respondents had masters' qualification. The findings indicate that Kenya Police officers are learning.

4.3.4 Duration of Working

The respondents were asked to indicate the duration of their tenure at Kenya Police. Findings are presented in figure 4.3

Figure 4.3: Police Officers' Lengthy of Service
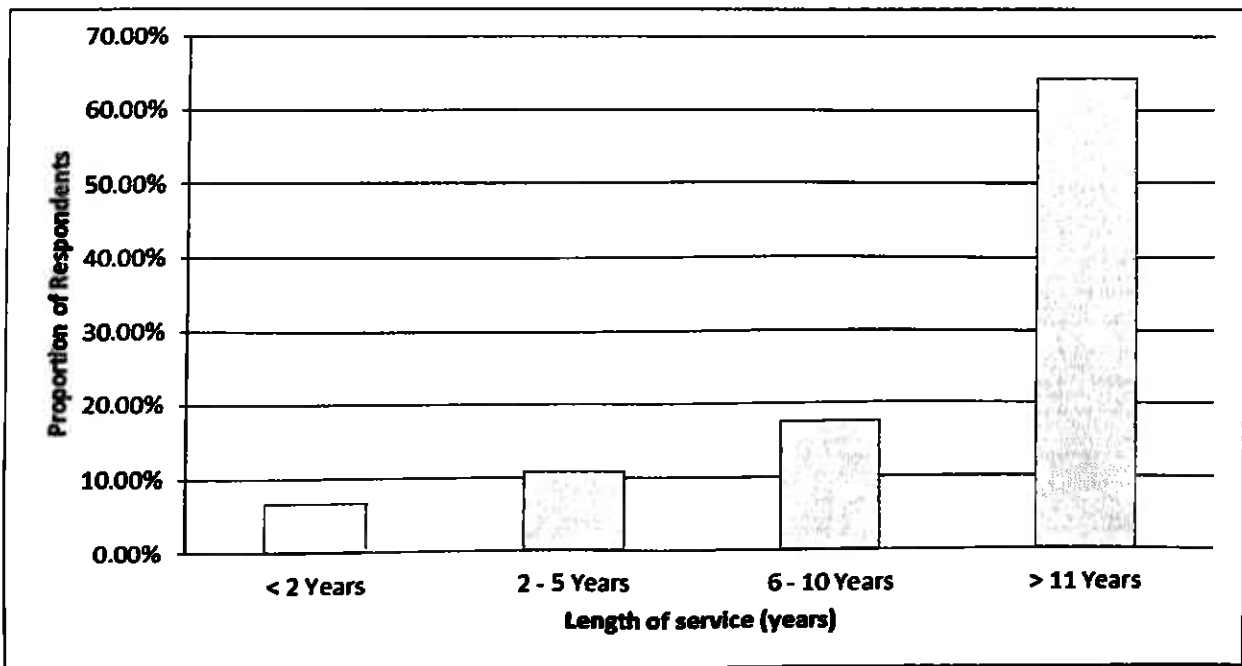
(Source: Research Data, 2013)

From the results in figure 4.2, majority of the respondents (64.40%) had worked at Kenya Police for more than 11 years, 17.80% for 6 to 10 years, 11% for 2-5 years and 6.80% for less than 2 years. These findings mean that most of the employees at Kenya Police had worked for a long duration of more than 6 years, and hence had rich information on the relationship between stress and work performance.

The demographic results indicated that majority of the respondents were lying in an age group that could be called young. This is the bracket where one is in high spirits to achieve utmost by putting greatest efforts. Hence, one becomes more vulnerable to stress (Mahmood, 2004).

Moreover, majority of the respondents have earned certificate qualifications where they learnt the principle of the survival of the fittest (Mahmood, 2009).

4.4 Relationship between Stress and Work Performance

The study in this section sought information about the relationship between stress and work performance. Results are presented below.

4.4.1 Job Fulfilment of Respondents' Needs and Satisfaction

The study sought to determine the extent to which respondent's job fulfills their needs. The aim was to show the distribution of the respondents about their opinion to what extent their job is fulfilling their needs. Findings are presented in Table 4.3 below.

Table 4.3: Job Fulfilment

	Frequency	Percent
To great extent	15	30%
To some extent	35	69%
Not at all	1	1%
Total	50	100%

(Source: Research Data, 2013)

The distribution of the respondents about their needs and job satisfaction depicted that 69 percent respondent's job was fulfilling their needs to some extent, 30 percent respondent's job was fulfilling their needs to great extent, in addition to that only 1 percent respondent's job was not fulfilling their needs.

The study further requested respondents to state if they are satisfied with their job. Opinion of majority was lying in second category and showed that respondents were not stress free and satisfied; rather they have ambitions to further advance their efforts in order to fulfill their needs as shown in Figure 4.4 below.

Figure 4.4: Job Satisfaction
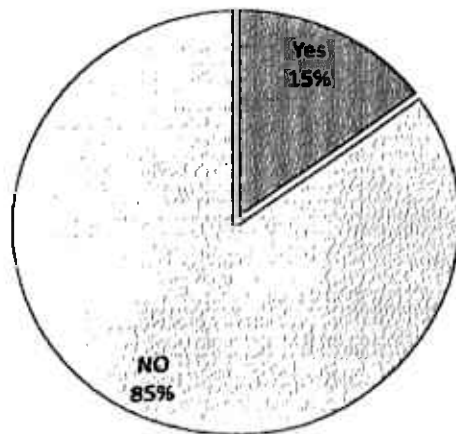
(Source: Research Data, 2013)

This state of dissatisfaction showed an obvious prevalence of stress that may effect on working performance. Similarly, it is evident from data given in Figure 4.4 that 85.0 percent respondents were not satisfied with their job; moreover only 15.0 percent respondents were satisfied with their job. Resultantly this can be said that majority of the police were neither satisfied with their jobs nor able to fulfill their needs and these factors are creating stress.

4.4.2 Respondents Feelings about their Job

The study sought to determine the distribution of the respondents according to their opinion as to why they are not satisfied with their job and their feelings about their job. Findings are shown in table 4.4 and figure 4.4 below.

Table 4.4: Reasons for lack of job satisfaction

	Frequency	Percentage
Doesn't fulfill basic requirements	10	20
Not according to qualification	10	20
Want to get better job and go to peak	14	28
Order ambitiousness	11	21
Other	6	11
Total	50	100%

(Source: Research Data, 2013)

Majority of the respondents (28%) want to get better jobs and go to peak. This desire was quite obvious reason for stressed mind. However, 21% indicated that they order ambitiousness, doesn't fulfill basic requirements and not according to qualification scored 20% each while others were 11%. According to David (1995) the urge of getting better job puts one on continuous stress. He argued that this sort of continuous stress shows the people a new way (and organizations of course) to gear up growth. However, almost 61% of the respondents were also found in state of stress either due to un-fulfillment of basic requirements or just not getting the

job according to their qualification. According to Frederick (1982) over ambitiousness is a type of stress dual in nature i.e., either constructive or destructive.

The study further requested respondents to indicate their feeling about their job. Majority (90%) of the respondents felt stress in their jobs while 10.0 percent of the respondents did not feel stress in their jobs as shown in figure 4.4 below.

Figure 4.5: Feeling about their Job
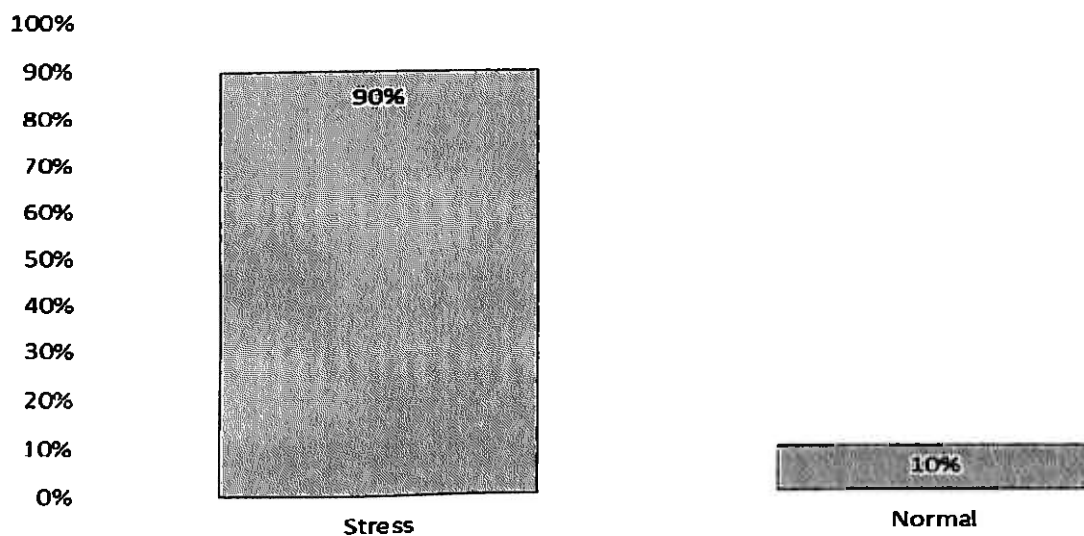
(Source: Research Data, 2013)

4.4.3 Feelings and Changes Respondents Feel After Stress

The study requested respondents to indicate their feelings and changes after stress. The findings will show the distribution of the respondents according to their feelings while they are on job and their opinion about what professional changes they feel after stress.

Table 4.5: Feelings while they are on job

Feelings while they are on job	Frequency	Percentage
Aggressiveness	13	25
Jolly and talkative	3	5
Lazy , boredom and headache	23	45
Deficiency in work	6	12
Negative approaches for work	2	3
Normal	5	10
Total	**50**	**100%**

(Source: Research Data, 2013)

The data indicated that 45 % of the respondents did not feel good and become lazy and bored and also suffered from headache. The results coincided with the stress syndrome given by Mike (1993) who alleged that the people with negative stress are vulnerable to fatal diseases. The second majority comprising 25% reflected psychological stress of aggressiveness. About 12% of the respondents did feel deficiency in work. Only 15% respondents showed jolly, talkative and normal attitude.

The study further requested respondents to indicate their changes they feel after stress. Some 32% percent respondents felt that they had done improper work after stress, 30 percent respondents said that they felt depression whereas 24 percent respondents said that they avoided the work as shown in table 4.6.

34

Table 4.6: Changes they feel after stress

Changes they feel after stress	Frequency	Percentage
Avoid the work	12	24%
Depression	15	30%
Improper work	16	31.5%
Feel boredom and headache	1	2%
Improve the work	2	3%
Never feel stress	5	9.5%
Total	**50**	**100%**

(Source: Research Data, 2013)

Furthermore 3 percent respondents said that they improved their work after stress and only a meager fraction (2 percent) said that they felt boredom and headache. Additionally 9.5 percent of respondents said that they never felt stress.

4.4.4 Causes of Stress

The study sought to determine the extent to which respondents have their opinion on important causes of the stress. More than 50% respondents had feelings that work load was to great extent cause of stress. A considerable majority (69.5%) said that cuts in staff were to some extent cause of stress as shown in Table 4.7.

Table 4.7 Causes of Stress

Cause	To great extent Freq.	%	To some extent Freq.	%	Not at all Freq.	%	Total Freq.	%
Work load	26.3	53	19.5	39	4.3	9	50.0	100%
Cuts in staff	10.5	21	34.8	70	4.8	10	50.0	100%
Change at work	3.3	7	41.8	84	5.0	10	50.0	100%
Shift work	5.0	10	38.3	77	6.8	14	50.0	100%
Lack of supervision	6.5	13	28.0	56	15.5	31	50.0	100%
Inadequate training	11.0	22	25.5	51	13.5	27	50.0	100%
Transportation	4.3	9	33.5	67	12.3	25	50.0	100%
Working environment	9.8	20	29.8	60	10.5	21	50.0	100%

(Source: Research Data, 2013)

A substantial mainstream representing, 83.5 percent respondents believed that change at work was to some extent cause of stress. On the subject of shift work, 76.5 percent respondents said that this factor was to some extent cause of stress. In the next step 56.0 percent respondents held that lack of supervision was to some extent cause of stress. About 51.0 percent respondents said that inadequate training was to some extent cause of stress. By the same token 67.0 percent respondents said that transportation was to some extent cause of stress and only 8.5 percent respondents said that transportation was to great extent cause of stress. With respect to working environment, 59.5 percent respondents alleged that working environment was to some extent cause of stress. Results were found by Mullins (2002) who found that 'work load', either under

or over, was amongst the one of greatest cause of stress and needed proper compensation or management to tackle this problem.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, and it provides the conclusions and recommendations of the study based on the objective of the study. The main objective of this study was to investigate the relationship between stress and work performance of police officers in Kasarani Sub-county.

5.2 Summary

The study found that 69 percent respondent's job was fulfilling their needs to some extent. It found that that respondents were not stress free and satisfied; rather they have ambitions to further advance their efforts in order to fulfill their needs. Resultantly this can be said that majority of the police were neither satisfied with their jobs nor able to fulfill their needs and these factors are creating stress.

The study found that majority of the respondents (28%) want to get better jobs and go to peak. It found that 21% indicated that they order ambitiousness, doesn't fulfill basic requirements and not according to qualification scored 20% each. The study found that Majority (90%) of the respondents felt stress in their jobs while 10.0 percent of the respondents did not feel stress in their jobs.

The study found that 45 % of the respondents did not feel good and become lazy and bored and also suffered from headache. It found that 25% reflected psychological stress of aggressiveness. The study also found that 32% percent respondents felt that they had done improper work after

stress while 30 percent respondents said that they felt depression whereas 24 percent respondents said that they avoided the work.

The study lastly found that More than 50% respondents had feelings that work load was to great extent cause of stress. A considerable majority (69.5%) said that cuts in staff were to some extent cause of stress. It found that 83.5 percent respondents believed that change at work was to some extent cause of stress. It found that shift work, lack of supervision, inadequate training and transportation was to some extent cause of stress.

5.3 Conclusions

Majority of the police felt stress in their jobs and they were neither satisfied with their jobs nor able to fulfill their needs and thus, these factors are creating stress. Stress is perhaps playing positive role in accelerating their performance. Qualifications have been identified as a major linking force. Work load, either under or over, was amongst the one of greatest causes of stress or needed proper compensation or management to tackle this problem.

5.4 Recommendations

1. From the study findings, the study recommends that the police force brings up an induction program as well as a set of other programs geared towards managing stress amongst the police officers. This would include among others putting up a department of counseling on how to effectively manage stress among the policemen.

2. The police bosses (supervisors and OCs) are very cruel and harsh and this is one of the main reasons for the highly prevalent rates of stress amongst policemen in Nairobi. There's a need for an open dialogue between the senior police officers and their juniors

so that the harsh behaviors of the former are checked upon and thus reduced cases of stress among the policemen.

5.5 Suggestion for Further Study

According to the findings of the study, I suggest that more studies have to be conducted in the following field as under listed below;

1. The role of on job training in the police force
2. The role of community policing to combating crime

REFERENCES

Adkins, C. L., & Naumann, S. E. (2001). Situational constraints on the achievement-performance relationships: A service sector study. *Journal of Organizational Behavior*, 22, 453–465.

Angle, H. L., & Lawson, M. B. (1994). *Organizational commitment and employee performance ratings*: Both type of commitment and performance count. Psychological Reports. 75, 1539–1551.

Begley, T. M., & Cazjka, J. M. (1993). Panel analysis of the moderating effects of commitment on job satisfaction, intent to quit, and health following organizational change. *Journal of Applied Psychology*, 78, 552–556.

Chao, Y. T. (1990). Culture and work organizations: The Chinese case. *International Journal of Psychology*, 25, 583–592.

Chen, Z. X., & Farh, J. L. (2002). Loyalty to supervisors vs. organizational commitment: Relationships to employee performance in China. *Journal of Occupational and Organizational Psychology*, 75, 339–356.

Chiu, R. K., & Kosinski, F. A. (1995). Chinese cultural collectivism and work-related stress: Implications for employment counselors. *Journal of Employment Counseling*, 32, 98–110.

Cohen, J., & Cohen, P. (1983). *Applied multiple regression/correlation analysis for the behavioral sciences*. Hillsdale, NJ: Lawrence Erlbaum Associates Inc.

Cooper, C. L., & Williams, J. (1990). *The validity of the occupational stress indicator*. Work and Stress, 4, 29–39.

Cooper, C. L., Sloan, S. J., & Williams, S. (1999). *Occupational Stress Indicator*: Management guide Windsor, UK: NFER-Nelson.

David, M. (1995). Leadership in an age of Layolls *Journal of Management Development* 1995. PP. 27-38.

David, M. N. (2002). Leadership in an age of Layolls, *Journal of Management Development*. PP. 27-38.

Donald, I., & Siu, O. L. (2001). Moderating the stress impact of environmental conditions: The effect of organizational commitment in Hong Kong and China. *Journal of Environmental Psychology*, 21, 353–368.

Evers, A., Frese, M., & Cooper, C. L. (2000). Revisions and further developments of the Occupational Stress Indicator: LISREL results from our four Dutch studies. *Journal of Occupational and Organizational Psychology*, 73, 221–240.

Frederick H. (1982). *The managerial choice*: To be efficient or to be human, rev. ed., Salt Lake City: Olympus.

Fried, Y., & Yeverechyahu, U. (1998). The interactive effects of role conflict and role ambiguity on job performance. *Journal of Occupational and Organizational Psychology*, 71, 19–27.

Hendry, C., and Jenkins, R. (1998). Psychological contracts and new deals, *Human Resource Management Journal.*, 1998. 7: 38-43.

Hofstede, G. (1994). *Values Survey module 1994 manual*. The Netherlands: Institute for Research on Intercultural Cooperation.

Hunt, R. G. (1991). Work values and work performance: Critical commentary from a comparative perspective. *Work, health, and productivity* (pp. 198–214). New York: Oxford University Press.

Jackson, S. F., & Schuler, R. S. (2000). A meta-analysis and conceptual critique of research on role ambiguity and role conflict in work settings. *Organizational Behavior and Human Decision Processes*, 36, 16–78.

Jamal, M. (1999). Job stress, Type-A behavior, and wellbeing: A cross-cultural examination. *International Journal of Stress Management*, 6, 57–67.

Kobasa, S. C., Maddi, S. R., & Kahn, S. (1982). Hardiness and health: A prospective study. *Journal of Personality and Social Psychology*, 42, 168–177.

Lazarus, R. S. (1991). Psychological stress in the workplace. Handbook of job stress. *Journal of Social Behavior and Personality*, 6, 1–13.

Mahmood, B. (2004). *Problems of the aged people*: A study on people of Faisalabad, Pakistan. J. Life Soc. Sci., 2: 115-117.

Materson, I. (2007). *Stress at work: A managerial perspective*. Human Stress press, Inc.

Mathieu, J. E., & Zajac, D. M. (1990). *A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment*. Psychological Bulletin, 108, 171–194.

Meyer, J. P., & Allen, N. J. (1991). *A three-component conceptualization of organizational commitment*. Human Resources Management Review, 1, 61–89.

Meyer, J. P., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78, 538–551.

Michie, S. (2002). *Causes and management of stress at work*. Occupational. Environ. Med.59: 67–72.

Michie, S., and Williams, S. (2003). *Reducing psychological ill health and associated sickness absence*: A systematic literature review, Occupational and Environmental Medicine, Volume 60, Pages 3-9.

Paunonen, S. V., & Jackson, D. N. (1989). Organizational commitment and job performance: It's the nature of commitment that counts. *Journal of Applied Psychology*, 19, 152–156.

Porter, L. W., & Steers, R. (1982). *Employee–organization linkages*. San Diego, CA: Academic Press.

Riketta, M. (2002). Attitudinal organizational commitment and job performance: A meta-analysis. *Journal of Organizational Behavior*, 23, 257–266.

Sauter, S. L., & Murphy, L. R. (1995). The changing face of work and stress. *Organizational risk factors for job stress* (pp. 1–6). Washington, DC. American Psychological Association.

Schwartz, S. H. (1999). A theory of cultural values and some implications for work. *Applied Psychology*: An International Review, 48, 23–47.

Scullen, S. E., & Goff, M. (2000). Understanding the latent structure of job performance ratings. *Journal of Applied Psychology*, 85, 956–970.

Siu, O. L. (2002). Occupational stressors and well-being among Chinese employees: *The role of organizational commitment*. An International Review, 51, 527–544.

Siu, O. L., & Cooper, C. L. (1998). A study of occupational stress, job satisfaction and quitting intention in Hong Kong firms: *The role of locus of control and organizational commitment*. Stress Medicine, 14, 55–66.

Smola, K. W., & Sutton, C. D. (2002). Generational differences: Revisiting generational work values for the new millennium. *Journal of Organizational Behavior*, 23, 363–382.

Somers, M. J. (1995). Organizational commitment, turnover and absenteeism. An examination of direct and indirect effects. *Journal of Organizational Behavior*, 16, 49–58.

Somers, M. J., & Birnbaum, D. (2000). *Exploring the relationship between commitment profiles and work attitudes, employee withdrawal, and job performance*. Public Personnel Management, 29, 353–365.

Suliman, A., & Iles, P. (2000). Is continuous commitment beneficial to organizations? Commitment–performance relationship. *Journal of Managerial Psychology*, 15, 407–426.

Werther, W. J. (2010). *Human resources and personal management*. McGraw Hill Book Company.

Wong, C. S., & Law, K. S. (2001). The significant role of Chinese employees' organizational commitment: Implications for managing employees in Chinese societies. *Journal of World Business*, 36, 326–340.

Xie, J. L. (1996). Karasek's model in the People's Republic of China: Effects of job demands, control, and individual differences. *Academy of Management Journal*, 39, 1594–1618.

Appendix One: Letter of Introduction

THE RELATIONSHIP BETWEEN STRESS AND WORK PERFORMANCE OF POLICE OFFICERS

This research is being conducted by Mohamednoor Hirsi from the University of Nairobi as a partial fulfillment of the requirements of a graduate studies. Your participation in this research will help in the understanding of how stress impacts on performance of police officers. Your contribution will be highly appreciated.

In your participation you will be required to complete a questionnaire. The questionnaire consists of 16 questions and will take approximately 20 minutes. Please be advised that all the information provided will remain confidential and will only be reported as a group data. There will be no disclosure of identity in my presentation of the report and no risks involved besides those experienced in everyday life.

Your participation is completely voluntary and you have the option, at all times, to withdraw from further participation with no penalties. This research project has been approved by the University of Nairobi. If you have any questions regarding this research kindly contact my Supervisor, Dr. Richard Bosire on bosirerm@yahoo.com. You can also visit the University website at www.uonbi.ac.ke to get further information on the University's rules on research.

Sincerely,

Mohamednoor Hirsi.

Appendix Two: Questionnaire

SECTTION A DEMOGRAPHIC INFORMTION

1. What is your gender?   Male [ ]   Female   [ ]

2. What is your age category?

    Up to 25 years   [ ]   26 to 30 years   31 years and above   [ ]

3. What is you academic qualification?

    Certificate   [ ]   Diploma   [ ]   Bachelors   [ ]   Masters   [ ]

4. How long have you worked as police officer?

    Less than 2 years   [ ]   2 – 5 years   [ ]   6 – 10 years   11 years and above

SECTION B: RELATIONSHIP BETWEEN STRESS AND WORK PERFORMANCE

5. To what extent do your job fulfills your needs?

    To great extent   [ ]   To some extent   [ ]   Not at all   [ ]

6. Are you satisfied with their job as a police officer?

    Yes   [ ]   No   [ ]

7. Of the following reasons of not satisfied with your job, what is the most reason which makes you not satisfied?

	Tick
Doesn't fulfill basic requirements	
Not according to qualification	
Want to get better job and go to peak	
Order ambitiousness	
Other	

8. What is your feeling about your job?

   Stress [ ]   Normal   [ ]

9. Of the following feelings, what feeling affects you most while at your work place?

Feelings while you are on job	Tick
Aggressiveness	
Jolly and talkative	
Lazy , boredom and headache	
Deficiency in work	
Negative approaches for work	
Normal	

10. What are some of the changes you feel after stress at work?

Changes they feel after stress	Tick
Avoid the work	
Depression	
Improper work	
Feel boredom and headache	
Improve the work	
Never feel stress	

11. To what extent do the following causes of stress affect you at your place of work?

Cause	To great extent	To some extent	Not at all
Work load			
Cuts in staff			
Change at work			
Shift work			
Lack of supervision			
Inadequate training			
Transportation			
Working environment			