UNIVERSITY OF NAIROBI

DEPARTMENT OF SOCIOLOGY

' LEVELS AND PERCEPTIONS OF STRESS AMONG ADMINISTRATION POLICE OFFICERS, A CASE OF NAIROBI COUNTY ''

BY:

BUURI PAUL WAITHERU

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A research project submitted in partial fulfillment of the requirements for the award of Master of Arts Degree, in Criminology and Social Order.
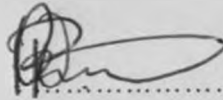
2011

DECLARATION

Declaration by the Student

I declare that this research project is my original work and that it has never been presented for marking in this university or any other institution.

Name   :   Buuri Paul Waitheru   **Sign**

Reg No   :   C50 / 9150 / 06   **Date**   : 16/11/2011

Declaration by the Supervisor

This research project has been submitted with my approval as the University supervisor.

Name   :   Dr. K. Kiemo   **Sign**   :

Supervisor   :   University of Nairobi   **Date**   : 17/11/2011

DEDICATION

I dedicate this project to all the Administration Police officers who risk their lives daily in the line of duty with utmost professionalism to achieve the public expectations.

ACKNOWLEDGEMENTS

This research project has been accomplished with the encouragement, support and contribution from a number of people whom I am deeply indebted.

I owe special thanks to my family members, especially my wife Anastasia Njeri and my daughters, Sally Wambui and Lorna Wairimu, who have supported me and were patient with me even when my studies quietly ate into the time meant to be spend with them.

Thanks to my supervisor Dr. Kiemo for his guidance and insight throughout the research project. He gave me ideas that became extremely useful within the academic scope of this research project.

To all Administration Police Officers who assisted me in one way or another and especially in the administration of research questionnaires.

Above all, I thank God, for his grace and seeing me through this project every step of the way.

ABSTRACT

Police work is one of the top rated professions for job stress next to air traffic controllers and dentists. Historically, the work of police is to protect life and property. Due to the complexity of their job design and nature of their work environment, it is anticipated that officers sometimes exhibit high levels of stress specifically related to security, social factors, work conditions and inactivity / inadequacy. (Crank *et al*, 2008).

The main objective of this study was to assess levels and perceptions of stress among the Administration police officers and how it affects their work performance with specific objectives of finding out their main sources of stress. Examining levels and perceptions of stress among the AP officers, and finally exploring the strategies aimed at minimizing stress among the officers. The study targeted the Administration Police Officers and their commanders who acted as the key informants.

The exercise was conducted in Nairobi County. The area has approximately five thousand Administration police officers. This comprises eight Nairobi Districts and two more Sub Districts which were created to enhance data collection. These were Training Districts comprising of Administration Police Training College (APTC), Rapid Deployment Unit (RDU) and Central District, comprising of the Administration Police Headquarters and Security of Government Buildings Unit (SGB), respectively.

The study targeted 300 Administration Police officers across the ranks with a sample size of 60 officers, 10 of them acted as key informants and took part in in-depth interview. Stratified random sampling technique was used to group the respondents into strata depending on the districts they represented. The data was collected using interview guides and questionnaires with

both closed and open ended questions. . The data was synthesized according to issues, variables and objectives of the study. The study utilized descriptive statistics in analyzing the data.

The study finding indicates that, relative high stress is common among Administration police officers. Signs and symptoms such as poor performance, misuse of firearms.Poor concentration, depression, suicidal tendencies and withdrawal among others are some of stress indicators portrayed by the officers. The study further established that internal conflict which has been brought about by the system of administration, socio-economic factors, external interference such as apathy and media were clear sources of stress among the AP officers.

The study established that there was a connection between stress and job performance of the officers. The study further recommends that, the police service should adopt a system of devolved decision making process, clarification of role expectations, setting specific goals and carrying out awareness campaign to sensitize all the stakeholders. The government should provide adequate support to the police service and better improvement and enhancement of departments of religion and psychology (counseling).

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ACRONYMS

AP   - Administration Police

APTC   - Administration Police Training College

PTSD   - Post-Traumatic Stress Disorder

RDU   - Rapid Deployment Unit

SGB   - Security of Government Buildings Unit

SGT   - Sergeant

CHAPTER ONE: INTRODUCTION

1.0 Background Information

No one's life is free of stress regardless of how sensible, intelligent or privileged you are, you will be challenged at times by frustrations, losses, changes and conflicts. According to Benjamin (1995), stress in one form or another is as inescapable as death and taxes. A healthy and happy person is one who can enjoy the good times and cope with the bad. Stress affects our emotions, our motivations, our ability to think clearly and the health of our bodies, (Njenga, 2004).

Historically, the work of police is to protect life and property. These roles come with many challenges such as fighting and prevention of crimes, Violanti and Aron, (2004). These roles expose police officers to different work situations which require different physical and mental ability to deal with them firmly and effectively. Gibbons and Gibbons, (2007) and McCarty et al. (2007) have carried out extensive research on occupational stress and found out that, stress is associated with how an individual appraises situations and the coping strategies adopted.

On the other hand, Malach-Pines and Keinan, (2007) argue that occupational stress involving police officers indicates that they are exposed to various stressful situations which impact negatively on the health and the performance of the individual officer. Stress can be viewed as a reaction to an external demand where anything physically or mentally demanding or burdensome can create stressful condition. For this to happen the situation must have sufficient impact on the person to attract his or her attention, perhaps because it evokes feelings of disappointment annoyance, anger, or simply because the individual feels the situation should not exist Rollinson, (2005). Waters and Ussery, (2007) define stress as the adverse reaction people have to excessive pressure or other types of demands placed on them.

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Occupational stress or workplace stress in this context refers to stress experienced as a direct result of a person's occupation. Previous researches indicates that stress resulting from a negative workplace environment and interactions at work have been recognized as a major problem for police officers Waters and Ussery, (2007). According to Melgosa, (2001) certain amount of stress is probably healthy because it energizes and challenges us to grow. Stress does not always carry negative connotations. Stress is generally experienced as uncomfortable, unhealthy force that most of us would be happier without. Miller, (2005) argues that unfortunately in our daily usage of the word stress, only its negative side tends to be emphasized. You do not hear someone saying: "I am feeling under so much stress, isn't it great?" Instead, stress is used to indicate an emotional state of being which is so much intense that it hinders our ability to function.

As for the police officers the external stressors they face according to Brown and Campell, (2005) include disparaging public attitude and negative portrayal by the media. The organization of police system and the nature of the job, which include delivering notices of death or being shot at while on the job, are stressful events, unique to being a police officer among others.

Police posses a great amount of discretion that requires them to make tough decisions about arresting certain individuals or even using deadly force, McCarty et al (2007). Furthermore, the highest level of associated stress are related to organizational factors such as management style, poor communication, lack of support, inadequate resources and work overload Kop et al, (2009). He further points out that the police officers are always on duty, perpetually on vigilance, even when off and this takes a toll on their level of resilience.

The documented symptoms of stress include digestive disorders, cardiovascular diseases, alcoholism, domestic violence, Post-Traumatic Stress Disorder (PTSD), depression and suicide

Cooper, Kirkcaldy and Brown, (2004). While some police officers start their careers in excellent physical health, some retire early or even die from job related stress disorders as the cumulative impact of stress exacts its toll Water and Ussery, (2007). For instance, American Army survey on US soldiers serving in Iraq and Afghanistan indicates that, 27% of soldiers suffered anxiety, depression, post-traumatic stress and other problems such as mental health. The author points out that in 2007, 121 soldiers committed suicide which shows an increase of 20% from 2006 in suicide cases reported among serving combatants, Cooper et al, (2004).

A study of Pennsylvania's Game Commission's Division of Law Enforcement officers found that officers did perceive their job as dangerous (93.5% response), the work was demanding (84.9%), the hours too long (82.7%), and that it isolated them from their family (64%), Davey, Obst and Sheehan, (2001). This study was also administered to administrators and many of the findings were related to the comparison between officers and administrators' perceptions of stress, which, were reporting high in the same categories, administrators consistently reported lower levels of stress than their officers. Finally, the study found no statistical significance for any of the variables related to external stressors such as frustration with the criminal justice system or attitudes about public service. All of the stressors were either attributed to the nature of the job function, organizational stress, or personal stress. (Carlier, Lamberts, and Gersons, 2000)

According to Sgt Kibinge, (2002) police officer should keep private lives unsullied as an example to all. Maintain courageous calm in the face of danger, scorn or ridicule develops self restrain and be constantly mindful of the welfare of others. They should be honest in thoughts and deeds in both their personal and official life. They should be exemplary in obeying the law of the land and the regulations of the force. These are enormous task for any police officer. This is capable of bringing high levels of stress. It is this enduring nature that enables it to predispose

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an individual to certain behavior which he would otherwise not have engaged in if he had not

acquired that level of stress. In this case, it predispose a physiological and psychological state of

insensitivity or indifference to comfort and pains, emotions and passions, joys and grief, anxiety

and mental elation which is not good for any police officer who is trusted in managing crime and

maintaining law and order.

1.1 Problem Statement

This study is an attempt to investigate the levels and perceptions of stress among AP officers.

Statistics have shown that police work is among the world's most stressful occupation and this is

due to the complexity of their job design and the nature of their work environment. It is

anticipated that these officers would exhibit high levels of stress, specifically related to security,

social factors, work conditions and inactivity/inadequacy, although limited research has been

conducted on the police officers and their levels of stress. (Crank et al, 2008).

There are spates of bizarre behaviors recently portrayed by some police officers. For example,

there have been incidences of police officers whose core duty is to protect life and properties

turning gun on members of the public, their colleagues, families or themselves. Too many cases

of police officers running amok and killing their colleagues and members of the public have been

dominating the news media. A look at some of the recent police shooting partially explains why

the service has found itself in storm.

- In 2003 Nairobi Spring Valley OCS was shot dead by another officer after an argument

  on job-related matters. The accused officer is still facing murder changes.

- In 2008, at Ainamoi the then area MP was killed by a police officer in a suspected love

  triangle. The officer again is still facing murder charges.

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- On February, 10th, 2010 in Mombasa a general service unit officer shot and killed his boss and an officer before turning gun on himself. The officer constable is said to have picked an argument with his boss an inspector before shooting him 14 times.

- On January, 16th 2011 an Administration Police Officer shot dead his lady partner before committing suicide in another suspected love triangle in Muhoroni, Kisumu County.

- On November, 2010 an AP officer attached to Mbeere DC residence went berserk killing 10 people including two of his colleges.

- On March 2011, a junior office shot dead two of his seniors at Naromoru Police Station. He had picked a quarrel with his boss after reportedly going to work drunk.

- On May 2011, a police officer killed his seniors and injured a colleague before turning gun on himself at Parkland Police Station Nairobi. The officer was on night duty and was returning his AK-47 rifle when he suddenly shot a senior sergeant at close range killing him instantly at about 7 am after a brief argument. He then allegedly shot his colleague twice in the chest seriously wounding him after he attempted to resolve the confrontation. (Sunday Nation May 15, 2011).

One Member of Parliament thus lamented that there is an urgent need to address the tragic trend that has hit Kenyan security forces manifested by string of murders and suicide by officers using their official firearms. Based on the above, one is left wondering the consequences of such acts and attitude to both the officers and the public. Is there right for police officers to misuses firearms that recklessly? The goals and the duty of any police officer is to preserve and protect life because life is preferable to death. Is misuse of firearms not a form of deviant behaviors that we must all fight? Isn't this a clear indication that these officers posses very high levels of stress?

Several studies by task forces and committees have isolated reason for police brutality not only against the public, but also against their own, Justice and Graham, (2009). Some of these include low pay, poor housing and living conditions, stagnation in rank, lack of adequate equipment and exposure to stressful environment which cumulatively overwhelms the weak leading them to incredible act of savagery.

This study specifically focuses on indicators and levels of stress that the police officers go through in the process of exercising their duties as an important factor in their work and life and come out clearly on the way the police officers perceive stress. The AP officers just like other people work under conditions which posses a great threat to their lives and therefore they are bound to be stressed. It is against this background that research on the levels and perceptions of stress among administration police officers is justified.

1.2 Research Questions

The main themes under investigation were captured under the following four research questions.

i.   What is the genesis of stress among AP officers in Kenya?

ii.   What are the levels and indicators of stress among AP officers?

iii.   What is the relationship between the perceptions of stress among AP officers and their job performance?

iv.   Which are the strategies of minimizing stress among AP officers?

1.3 Objectives of the Study

The main objective of this study was to determine the levels of stress among the Administration

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Police officers and how they perceive stress on the basis of their work performance.

Specific Objectives

The study was based on the following specific objectives,

i.   To find out the main sources of stress among AP officers in Nairobi County.

ii.   To establish the levels and indicators of stress among Administration Police officers.

iii.   To relate the perceptions of stress among AP officers and their job performances.

iv.   To explore the possible strategies aimed at minimizing stress among Administration Police officers.

1.4 Significance of the Study

This research project will serve as vital reference point for any meaningful intervention in a number of areas. For example, the management body and trainers of the police would be in a position to identify some of the sources of stress among the officers so that they can consider preparing them adequately during training.   This will also help the seniors to understand them better when they are in stressful situations.

The police officers will be able to understand and identify the major sources of stress, levels and perceptions of stress among themselves, and by extension device ways of managing stress and also create supportive network among their colleagues.

Similarly, the members of the public who are the major beneficiaries of the police service will appreciate the fact that stress is a universal problem and minimize the apathy hence treat the police officers like other human beings who can fall victims of such circumstances.

The principle assumption behind this study is that the mission of administration police exists to contribute to the national development through provision of sustainable peace and tranquility to all Kenyans. For this to be achieved common sense and sound judgment must prevail. It has however been noted that high level of stress related illness are causing concern across the entire AP service making it hard for the department to achieve this noble goal. This study therefore adds a pull of literature on the existing scope of knowledge hence vital reference point for any future meaningful research in this area.

1.5 Scope and Limitation of the Study

The study was carried out in Nairobi County and it involved only the Administration Police officers. Therefore, it can only be generalized for Administration police officers within the Nairobi County. This excludes the Kenya Police ,Kenya prison service or any other uniformed service apart from the Administration Police. Further, the study focused on the levels and perceptions of stress experienced by these officers hence cannot be said to explore any other factor rather than stress affecting the police officers.

The study is limited to what the Administration police officers considers as sources of stress and the profound assumed results of stress on their lives which affects them both physically and psychologically. Further the study focused on the levels and indicators or signs and symptoms of stress that are both personal and external that can lead one to conclude that the officers are under stress. These are indexes of stress in a group of police officers which are considered as demonstration of signs or symptoms of significant stress. The perceptions of stress on officers job performances. Finally, some key principles in managing stress and living a low stress lifestyle.

1.6 Justification of the Study

It is essential for any system of administration by codified laws, to have at its disposal some kind of machinery to enforce laws. This makes the police service one of the most important organs of

the state. In Kenya, according to the new constitution the national police service means the administration police and Kenya police established under national security part 4 sub-section 243 laws of Kenya. One of its fundamental objective and function is to strive for the highest standard of professionalism and discipline among its members. Given the above role, this study is necessary because without proper understanding of the causes of stress, it will be hard for the public to understand the operations of the police as well as visualizing their duties as those which are set for their own benefit. On the other hand, once the police properly comprehend the root cause of stress, it will be better placed to adjust itself. One strategy to decrease officers turnover is identifying the factors that lead to increase stress. Once these factors are identified, policy changes to eliminate the most troublesome aspect of policing can then be implemented.

1.7 Definition of Key Terms

In any research both social and natural science various terminologies are used to dispense the context under which specific task is being carried (Mugenda and Mugenda. 2003). The definitions are set in order to fit the themes and arguments the researcher wants to demonstrate (Peter, 2000).

Stress - Continues feeling of worry about work or personal life that prevents one from relaxing. According to this study stress will be taken to mean, the external or personal factors that bring about some degree of physical or psychological discomfort among Administration Police officers. In other words, self perceived negative or unpleasant impact.

Job Performance - Act of doing a piece of work or duty .According to this study this will be taken to mean how well or badly for example Administration Police do their work or activities. This is the end results of the output produced by the officers at the end of assigned duties, or responsibilities.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter deals with related literature on stress from theoretical, empirical conceptual, operational perspective and the research gap. Stress in work place has become a popular target for research. In order to understand the concept of stress amongst police officers it is important first to explore its meaning as defined by various scholars.

2.1 The Concept of Stress

The word stress was derived from *'stringere'* a Latin word describing hardships. Stress is any force that pushes psychological or physical factors beyond its range of stability, producing a strain within the individuals Aldwin, (2007). It is any interference that disturbs a person's health, mental and physical-well being. It occurs when the body is required to perform beyond its normal range of capabilities. It is a mismatch between perceived demands and perceived ability to cope with those demands that determine whether we fell stressed, distressed or eustressed. Distress refers to when demands (everyday) are too many that the body is unable to cope with them. An individual feels threatened and overwhelmed Sigler et al, (2007). Eustress on the other hand is experienced when there is just right amount to provide the alertness. The mental and physical performance required to be productive and creative Taylor, (1991). Stress is a normal part of living.

As Han, (1996) noted to avoid stress totally a person would likely have to cease living. The extent to which stress is related to some of our most serious medical conditions was greatly underestimated of our own health. The leading causes of death and disabilities such as heart disease and stroke are almost certainly linked to stress.

Njenga, (2004) demonstrates a number of interrelated causes of stress and laments that stress is predetermined by health mind in a healthy body. Njenga further argues that directly or indirectly mental stress contributes to, heart diseases, stroke, asthma, ulcers, migraine and many other diseases. Like Melgosa (2001), Njenga (2004) established that some depression arise from complex chemical changes within the brain, affecting substance called neuron transmitters, Njenga concludes by asserting that the greatest gift to human being is overall physical and mental health for the latter is a requisite to physical and mental activities that provides meaning to human life.

Although medical interest in stress dates back to Hippocrates (460-344BC), it was not until 1920's that physiologist Waiter Cannon (1929) confirmed that the stress response is part of unified mind body system. He observed that extreme cold, lack of oxygen and emotion arousing incidents all trigger an outpouring of epinephrine (adrenaline) and non-epinephrine. These stress hormones enter the bloodstream from sympathetic nerve ending in the inner part of the adrenaline glands. This is one part of the sympathetic nervous system response, . When alerted by any of a number of brain pathways, the sympathetic nervous system increase heart rate and respiration, diverts blood to *fight* or *flight*. Psychologists have also identified a second stress response system on orders from cerebral cortex through hypothalamus which alerts pituitary glands (master gland). Once alerted the pituitary gland stimulates the adrenal gland that secrets stress hormones called cortisol.

2.2 Basic Component of Stress

By observing the changes, which a person undergoes when facing stress we can conclude that stress is a combination of both physiological and psychological reaction of the body.

Stress has two basic components

- The stress agents or factors, which are the actual circumstance which produce the stress.

- The responses to stress, which are the individual's reaction to the stress factors Melgosa, (2001)

According to Lahey (1995) the causes of stress can best be summarized as:-

- **Live events:** For example bereavement, divorce and serious illness or changes in our lives requiring adjustment and coping whether they are negative like divorce or positive such as marriage.

- **Internal conflict:** This may be common among police officers especially when a junior officer is forced to execute some duties that at time are relatively biased or illegal.

- **Unrealistic deadlines or workload:** That is either too difficult or impossible to meet will result to stress.

- **Frustration:** When we are not able to satisfy a motive. A good example is person who has been denied a deserved and hoped for promotion or when individuals living in poverty cannot obtain proper food or medical care.

- **Environment conditions:** For example temperature, air pollution, noise or humidity among other can be source of stress. It has been observed that urban riots have occurred much more frequently on hot (mid 80 degree Fahrenheit) than cool days although they have been more on extremely hot days. Perhaps because extreme heat leads to lethargic lack of energy, Boron and Remsberger, (2005) similarity visits to psychiatry emergency, room of California sacraments medical centre were found to be related to environmental

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conditions Downess and Sparsely,(2003)

2.3 Police Stressors

Stress for the purpose of this project is defined as something that is imposed on a person usually from outside. That is external or personal factors that bring about some degree of physical or psychological discomfort Zhoa et al, (2002). This study draws upon the work of Sandy and Devine (2000) when they argued that many of stress factors found in policing and the finding from various urban studies impact negatively to police officers work.

This would make sense in terms of the studies conducted on the perceived stress of the job Cronk and Caldero, (2001); Morash and Haar, (2005); Patterson, (2002); Regoli et al, (2006); Violatin and Aron, 2004-2005; White et al, 2005). It does not matter whether the reality matches the perception but the perception of their job can cause stress. A good example of this is the perception of danger inherent with the job Cullen et al,(2003). While police officers may face a great danger in their job due to the increased number of violent crimes and calls for service than other professions, officer still perceive their job as being dangerous thus contributing to their individual level of stress. (Zhoa et al, 2002).

Identified causes of stress in police officers include; lenient court sentences, administrative policies, equipment, community relations and shift work Kroes. Margolis and Hurrell, (2004). The external factors, such as public attitudes may cause job related stressors, while organization stressors for instance bureaucracy are said to increase the levels of stress experienced by police officers (Brown and Campbell; Violants and Dr. Aaron, (2003). Some of the factors cited to cause stress among police officers include; transfers, early retirement and career change (2003:2004)

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O'oole et al (2007) have documented the rising significance of research concerning officer stress. Most of these researches indicate that the occupation creates and contributes to psychological and physical ailments. The most cited results or symptoms are cynicism, absenteeism, alcoholism, post-traumatic stress disorder, burnout, early retirement, resignation from the force and tragically suicide. These views are similarly echoed by Anshel (2000), Ayers and Elnagon (2004).

It is argued in administration police strategic plan (2004-2009) that amid many opportunities that the Kenya administration police force have undergone through, most of these officers are still faced with numerous personal and work related challenges. Some of the challenges have continued to impact on the officers work performance and have yielded stressful living conditions. These include; poor housing, insufficient training facilities, inadequate office accommodation, interference and abuse of command, weak succession planning, poor terms of service and constraining government bureaucracy and inadequacy to combat increasing sophisticated crime, which they are commended to face daily, Justice and Graham, (2005-2009). Although individual policemen and institutional public relations typically cite the risk of being killed in the line of duty as predominant source of stress for individual policemen, there is significant controversy regarding the cause of personal workplace stress due to the fact that the actual risk of being killed is so small relative to other occupations. It is charged that the myth of the high risk occupation mortality connected with police work is often propagated by the law enforcement community as part of its institutional advancement and a central element in its public relations, (Ayers and Elnagon, 1994).

Another explanation often advanced is the idea that police officer will undergo some traumatic experience in their police work that they never recover from; leading to suicide, divorce etc.

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However, since the effect of such traumatic stresses is readily recognized, there are usually proactive programs in place to help individual police officers deal with the psychological effects of traumatic event. Unfortunately there is some evidence that such programs are actually ineffective especially group therapies. This may re-traumatize the participant, weaken coping mechanism and contribute to the post traumatic stress disorder, (O'oole et al, 2007).

A more colloquial view looks at specific sources of stress in police work. The other major sources of stress most often cited are: the fear of killing someone in the line of duty, having your partner or somebody else that you fell at least partly responsible for killed in the line of duty, lack of support by the department or superiors, the scheduling of work and irregular work demands resulting in a disruption of family time, or family events or rituals and the daily grid of dealing with the stupidity of the public or the "ass hole factor", (Zhoa et al, 2002).

Commenting on personal control and social support associated with police stress. Thomas and Canister (2005) says that although some aspect of personal control are determined by broader organization policies on individuals immediate supervisor is hypothesized to have significant impact on this construct, Downess and Sparsely, (2003). Participating in decision-making is one way that the supervisor can enhance personal control that the officers experience over how they do their work. In middle management stress comes from all sides, from unsupportive superiors above and from subordinates below who need to be disciplined. There is pervasive feeling of lack of control over ones work in middle management. There is some evidence that alcoholism is associated with middle management stress although there is more evidence that the older the officer the more likely the alcoholism, (Crank et al, 2003).

Field Training Officer (FTO) may experience the most stress under the burden of being both

trainer and role model for never-ending stream of recruits. Detectives experience stress from not having secretaries, working odd hours, seeing the criminal justice system being too lenient and pressure for solving cases quickly. Top executive suffer stress from budgeting deadlines, program development, resolving complaints etc. Police chiefs are consistently under more stress than their assistants. Crank et al (2003), laments that the lower the level of education for top executive, the greater the stress.

2.4 Indicators and Levels of Stress among the Police Officers

The actual presence of stress in police work is well documented and evidence by certain statistics. Researchers typically use suicide, alcoholism and infidelity / divorce rates as three key indexes of stress in a group of people. These demonstration signs of significances stress.

According to Niederhoffer (2006) police reaction resemble one stage of full-blown cynicism. Niederhoffer also come with suicide, alcoholism and infidelity as the three key indexes that indicate high levels of stress among police officers.

Suicide: In the US, police officers kill themselves at a rate of six times greater than in the general population and 8-3 times greater than those who die at the hands of criminals Violanti, (2004). Police suicide and psychological autopsies have been linked to diagnosable disorders and drugs abuse. It seems to be a phenomenon restricted largely to urban police officers. In USA for example, there are typically around 300 reported cases of police suicide each year. Usually roughly double the number of police officers that are killed in line of duty. The suicide rates among police officers varies around 29 per 100,000 in the United States nearly two and half times the rate in the overall population typically about 12 in 100,000.

There is some speculation or controversy that this official data may understate the actual rate as

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it is often other police officers that report fact that lead to cause of death determination and death benefits Institutional image and other factors may be incentives to misreport incidence facts, It is speculated that some suicides are reported by fellow officers as accidents or as deaths in the line of duty perpetrated by unknown assailants. Also many jurisdictions simply do not keep suicide statistics. Even though the information is incomplete the numbers are highly compelling that police officers are much more likely to commit suicide than other occupation.

The suicide statistic data for Philadelphia police department that has been verified and certified for release by FBI for example, indicates that police work by its very nature, call for incredible amount of restraint. Continual and draining restraints with recent attention that police suicide have received in the media there have been numbers of reviews on police suicide. According to Philadelphia police department between 1934 and 1960 police suicide rates were half that of the general population. Between 1980 to present, suicide rates in some departments almost approached double. This was however contributed by elimination of street justice, many people owning video cameras and the media getting off on putting down cops. Politicians continue to pander to the public with new laws and restrictions for police officers that further laid their hands. Dan Goldfurb (2008) contends that one of the worst effects of stress on police officers is of course suicide.

"We are becoming all too familiar with the attention the media has given New York City. Twice as many police officers die by their own hands as do in the line of duty"

A study of 2376 Buffalo New York police officers found that compared to the white male population police officers had higher morality rates for cancer, suicide and heart disease. The suggested reason is higher stress level. Police suicide is more directly related to relationship

problems than job stress. Of the last 14 suicide among the police officers in New York 12 or 88% had to deal with divorce or relationship break-up. Police officers going through divorce are 5 times more likely to commit suicide than officers in stable marriages. The relationship problems however are highly related to job stress. The circle is complete if we consider that officers have an important relationship with their department, we can examine the effect of that relationship gone bad. Officers who get in serious trouble on the job, suspended or facing termination are 7 times more likely to commit suicide.

Alcoholism: According to Niederhoffer, (2006) the rates of alcoholism among police officers are possibly high because of stigma associated with illegal drugs. Older officer have the highest rates of drinking on duty that is an indication of alcoholism. In USA alcoholism is considered another aberrant statistic for police officers. Although the statistics are fuzzy, clinically treated alcohol addiction rates are usually calculated to be about twice as high for police officers than for the general population.

In contrast, statistics documenting alcohol abuse are less precise. Rates of arrest for driving under the influence of alcohol are somewhat higher for police officers than for other drivers. Some departments and even some individual officers tend to hold police officers to a higher behavioral and ethical standard while others will recognize a 'blue line' behind which those within the 'brotherhood' is not held to the same standards as the rest of society. It is generally considered evident that police officer are more susceptible to alcohol abuse than other occupations. The same conclusion are usually made regarding the police abuse of other substances even thought the higher rates of substance abuse may be due in part to the more ready access to drugs and the more permissive atmosphere "behind the blue line" rather than to occupational stress.

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Infidelity/Divorce: According to Niederhoffer, (2006) police work leads itself to temptations and opportunities in infidelity which leads to police divorce and is also related to shift work. Blackmore (2008) large sample survey indicates that police officers have high rates of marital disruption due to infidelity and it actually sometimes leads to divorce. In USA in general relationship problems are most dramatically demonstrated by divorce rate among police officers, which is usually reported as being the second highest of all occupation. Divorce statistics for police officers, as profession, are elusive and imprecise but it is typically reported that the rate is 60% to 70% higher than for the general population. The divorce rate for veteran officers or over 15 years of service is actually lower than general population. The propensity to domestic violence is also thought to be higher for police officer than the general population. Police officer also seems to have relationship problems at work typically with superiors or with political overweight. Singer et al, (2003) findings indicate high rates of divorce among police. According to Singer the rate of divorce is correlated with high stress level in police population.

2.4.1 Police Women

The presence of women in the police reveals that much of police activity does not involve physical abilities, but is routine, unexciting and rather requires interpersonal skills. Common within other women workers, policewomen may also suffer problems related to sex discrimination and prejudice, especially because they are a minority group in a male dominated organization. Crank et al, (2008) classifies that both female and minority officers experience unique stress. Female must deal with sexual harassment, public stereotypes and need to gain acceptance from the male officers.

Minority must deal with the racial prejudice and the minority group dislike for police officers

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and by association. This makes the impact of community policing stressful to both women and minority group. According to Knoes, (2003) the delicate balance of work and home is a tight rope that many police- women find difficult to walk. Married women police officers have an adverse effect of non-police friendships, limit one's private life planning, means that work intrudes into the home and family and generates frustrations because of the negative public image of police. In general excessive paper work, time pressure and heavy workload seems to accelerate the worsening of situation in the personal and private life though this may be common to both men and women.

2.4.2 Families

The families of police officers also suffer stress a kind of vicarious occupational stress. The unpredictability shift work (fear of death, injury, kidnapping) isolation and low income all causes family problems. The community holds children of officers to higher standard. Spouses are often at odds in the figuring out how to communicate with one another and both groups must deflect the never ending stream of public inquiry wherever the police department is in the news. Relationships in police families are often distant and alienated (Nil, 1999).

2.5 The Impact of Stress on the Police Officers Performance

Results of the shift work pilot study, involving 115 randomly selected officers showed that suicide thoughts were higher in women working the day shift and in men working the afternoon and night shifts. Data showed that 30% of male and 25% of female officers reported more suicide thoughts than the general population (13.5%). In a previous study suicide rates were three times higher in police than in other municipal workers Violantin found.

So we see that stress has a profound effect on police officers lives especially their home lives.

Studies have called police work a "high risk lifestyle". Not high risk in terms of the physical danger of the job, but a high risk in terms of developing attitudinal problems, behavioral problems and intimacy relationship problems.

So you learn something about the effects of police work in USA if you ask the average cop *"Hey what has been the scariest experience during your police career?"* They will answer *"My first marriage!"* In New York City for example; the nation divorce rate is 50%. All research show police suffer a substantially higher divorce rate with estimate ranging from 60 to 75%. As police officer progress in his/her career there is eroding of attitude. Police work presents a high risk of developing attitudinal problems. As police officers career progress they become more cynical. No one questions this anymore. The only question in the research are how cynical and how soon. The problem with cynicism is that it destroys attitude. All attitudes become negative and thus the cynicism will eventually crash. Cops more than any other profession are in continuous danger of becoming cynical.

2.6 Stress Management Strategies

Stress is an integral part of life. For many individuals stress becomes a dominating factor in their lives, leading to stress-related disorders. These disorders can be reduced if a person understands how stress occurs, how the effects can damage him or her physically and emotionally and how she or he can cope with stress. The awareness of stress and its control is the primary focus of stress management Apgar and Callahan, (2002); Charlesworth and Nathan, (2002); Ghennan, 2001). The responsibility and method chosen for coping is a matter of individual choice Ghennan, (2001); Reese, 2009; Schafer, 2003).

Ghennan (2001) asserted that one of the key principles in managing stress and living a low stress

lifestyle is balance. He encourages people to arrange their lives in such a way that no one area is disproportionate to the other. Kirkcaldy, (2003) found that British police officers who demonstrated low level of stress coped with stress through managed time and home support. Australian police officers use problem-focused direct action coping strategies supplemented by acceptance of responsibility for their actions and social support to address stress (Evans Coman, Stanley, Burrows and Graham, 2003).

Webb and smith, (2000) have stated that stress prevention and alleviation strategies for police officers are either proactive or reactive. The proactive strategies which include training programs, better selection criteria and various administrative methods are designed to prevent the development of stress. Reactive strategies which include counseling or rehabilitation programs attempt to alleviate the damage(s) of stress.

One method for coping with excessive stress is peer counseling. Peer counseling involves one officer talking with a fellow officer about the problems which he or she may be experiencing as a result of police work. Peer counseling which was initiated in 1980s by the Boston police department as stress reduction program focusing mainly on alcohol-related problems was found to be beneficial in several ways. First officers can rely upon each other for understanding and support Klein, (2009). Second, for those police departments not able to provide professional in-house counseling, a peer counseling program is less expensive alternative that can provide similar, if not better services De Pue, (2009). Third, for various reasons many "stressed-out" officers may not seek outside professional counseling (Klein, 2009).

Another stress management technique that is found to be helpful is a proper diet. For convenience and time police officers usually eat "junk food" office of general training, (2007).

This diet, however, is not nutritional thus weakening the body and causing it to function as if in a state of high stress Phillips and Hatch, (2008). Police officers are encouraged to decrease their consumption of processed food high in sugar and fat and to increase consumption of fresh fruits, vegetables and whole grains. In addition to proper diet, physical fitness can serve as a means of coping with stress Kilkla, Cooper, Shepard, Brown, (2004). Hageman et al, (2005) noted that there are three different kinds of physical fitness exercise for the police officer to choose; endurance, flexibility and muscular strength.

Each type of exercise, when used in a balanced fitness program, provides the police officer with an effective way of reducing stress. A third technique used in stress management is mental exercises. These exercises include, transcendental meditation, zen yoga, self hypnosis and bio feedback office of general training, (2007). A final tool that can reduce stress is religion Beehr, Johnson and Nieva, (2005). Charles Worthy and Nathan, (2002) noted that, religious fellowship, spiritual principles and faith in something greater than man, can be major source of strength for daily living and times of crisis (p.369)

2.7 Empirical Perspective and Research Gap

Research in the area of police stress has produced quite an extensive body of literature over the past four decades. Research has adequately examined police perception of stressors. Kirklaldy et al, (2005). He and Lovrich, (2002) classified these stressors in four major categories namely; organizational stress, external stress, task related stress and personal stress. The first of these classifications, organizational stress consists of those factors brought on by the bureaucratic nature of the typical police agency and the conflicts that arise between management and line officers Storch and Panzarella, 2006; Toch, (2002). The second external consists of those factors

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related to things that lie outside of policing that are often beyond their control such as politics and economic constraints Toch, (2002). The third is task that tends to centre on the dangers inherent within police work as related to the daily tasks which police must perform Knoes et al, (2002). Finally, the fourth area, personal stressor included those stressors that affects the individual, such as their self actualization and expression Coman and Evans, (2000); Crank and Caldero, 1991; Violanti and Aron, (2004). The research has continually cited the first two specifically organizational structure and management practice as being the two leading stressors in policing Coman and Evan, 2001; Crank and Caldro, (2001); Hillgreenetal, (2006); Kirkcaldy et al, (2005).

More recently Malach-Pines and Keinan, (2007), tested the earlier work of Stotland and Pendleton, (1989) which theorized police officers working in the rural areas experience some stressors different from their counter-parts in the other parts of the country, namely in the dimensions of security, social factors, working conditions and inactivity. Their findings demonstrated that these officers exhibited high levels of stress because they feel vulnerable and isolated in their work due to limited back-up and the size of the jurisdiction because they have very unlimited peer groups and the amount of activity of their jobs helps generate feeling of inadequacies Malach-Pines and Keinan, (2007). In addition those officers with limited stress training exhibit lower levels of stress than their counter part in towns. Unlike the above study the current study intends to establish the impact of stress on the police officers by focusing the Administration police officers in Nairobi County.

Majority of stress studies have tended to deal with large urban police department serving populations of over 250,000 with over 1,000 police officers on down to medium size police departments serving populations of over 50,000 with over 100 police officers Carlier et al,

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(2000). Very little research has dealt with the administration department serving the urban therefore the current study intends to focus on administration police stress level serving the urban area and to be precise Nairobi County.

Stotland and Pendleton, (1989) developed a critical life events scale to identify stressors for police officers. The scale included 144 events which police officers felt were stressful event. Completing a routine report ranked as the least stressful event in an officer's job. Davey, Obst and Sheehan, (2001), however point out that the vast majority of literature concerning police stress reveals that public opinion, the criminal justice system itself and incidents involving brutality, pain or death are most likely the main stressors with which police officers must learn to cope. If the officer does not learn how to cope with the stress caused by these stressors, serious complications can result Geller and Hobfall (2004). While this study looked at the source of stress among police officer in general the current study will focus on the Administration police and particularly the officers in Nairobi County though across the ranks.

Some research into the urban and rural policing has looked at the psychological characteristics of police officers Dua, (2004). In fact Bartol (2006) with his longitudinal study has done some interesting work in this area, but much of his research has tended to focus on women and gender difference in policing. Another area of this research has analyzed the difference between urban and suburban and rural police agencies with some finding difference in police behavior and attitudes the above study has focused on the women and gender difference by specifically assessing the psychological characteristics as a result of stress while the current study will look at the indicators of stress and will cover both categories (men and women) of the AP in Nairobi county.

2.8 Theoretical Framework

A theory is a statement of fact which is subject to falsification. It is a statement about phenomenon which can be proved either right or wrong. A theoretical framework is important in understanding the factors that are associated or influence the problems under investigation Coely, (2001). The current study is based on the conflict theory of organization by Max Weber (1947) and humanistic theory developed by Carl Rogers (1977). Conflict theory of organization looks at the conflicts which might arise in an organization as result of unclear lines of authorities and ambiguous expectation especially by the principals.

The organization theory states that an organization is "a structured social system consisting of groups of individuals working together to meet some agreed on objectives. Organizational theory is the study of organizations for the benefit of identifying common themes for the purpose of solving problems, maximizing efficiency and productivity, and meeting the needs of stakeholders. Broadly OT can be conceptualized as studying three major subtopics: individual processes, group processes and organizational processes, (Max, 1947).

Max Weber, (1947) stressed the need to reduce diversity and ambiguity in organizations. The focus was on establishing clear lines of authority and control. Weber's bureaucratic theory emphasized the need for a hierarchical structure of power. It recognized the importance of division of labor and specialization. A formal set of rules was bound into the hierarchy structure to insure stability and uniformity. Weber also put forth the notion that organizational behavior is a network of human interactions, where all behavior could be understood by looking at cause and effect.

Eisenberger, et al, (1986) adds that research on perceived organizational support began with the

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observation that if managers are concerned with their employees' commitment to the organization, employees are focused on the organization's commitment to them. The organization serves as an important source of socio emotional resources, such as respect and caring, and tangible benefits, such as wages and medical benefits. These are regarded highly by the organization helps to meet employees' needs for approval, esteem, and affiliation. Positive valuation by the organization also provides an indication that increased effort will be noted and rewarded.

Employees therefore take an active interest in the regard with which they are held by their employer. Shore & Shore, (1995) holds that in order to meet socio emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being known as perceived organizational support (POS). Behavioral outcomes of POS would include increases in role and extra-role performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover.

In the context of this study, the author argues that the administration police officers as individuals are very important to the success of any organization in this case the security situation in the country. The Human Resource Model, proposes that the individual is the most important, indeed the central consideration for maximizing the success of an organization. According to The Human Resource Model each employee as an untapped well of creativity, talent and motivation, and the success of an organization depends on how well human resources are tapped.

As a police officer is placed in an environment where they become the originator and leader of their work, the organization's goals and their individual goals become one. When organization goals are internalized the individual's satisfaction increases, as well as the amount of motivation to be efficient and productive. Therefore the stake holders in the police force needs to appreciate a stress free environment to create a sense of motivation of the employee which is key because talent and creativity flows when the officer is motivated to do so by internalization of organizational goals.

Humanistic theory is based on concepts of Roger personal centered theory. In Carl Rogers (1977) view the aim of the theory is to assist in growth process so that people can better cope with problems they are now facing and in future problems. A person cannot teach another person directly; a person can only facilitate another's learning" (Rogers, 1977). This is a result of his personality theory, which states that everyone exists in a constantly changing world of experience in which he or she is the center. Each person reactions and response is based on perception and experience. The belief is that what the student does is more important than what the teacher does. The focus is on the student (Rogers, 1977). Therefore, the background and experiences of the learner are essential to how and what is learned. Each student will process what he or she learns differently depending on what he or she brings to the classroom.

A person learns significantly only those things that are perceived as being involved in the maintenance of or enhancement of the structure of self, (Rogers, 1977). Therefore, relevancy to the student is essential for learning. The students' experiences become the core of the course. Experience which, if assimilated, would involve a change in the organization of self, tends to be resisted through denial or distortion of symbolism" (Rogers, 1977). If the content or presentation of a course is inconsistent with preconceived information, the student will learn if he or she is

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open to varying concepts. Being open to consider concepts that vary from one's own is vital to learning. Therefore, gently encouraging open-mindedness is helpful in engaging the student in learning. Also, it is important, for this reason, that new information is relevant and related to existing experience, (Rogers, 1977).

Supporters of the theory like Abraham Maslow who coined the term "the Third Force" to describe the Humanistic Approach in his hierarchy of needs theory to emphasizes how it differed from the Psychodynamic and Behaviorist Approaches, which dominated psychology in the 1950's, (Maslow,1998). His theory emphasizes motivation as the key to understanding human behavior. Nonetheless, it becomes the basis of a theory of personality talking about motives which implies a person who experiences those motives, and ends up describing the characteristics of healthy growth in ways that are very similar to Rogers's "fully functioning person". Maslow emphasizes on peak experiences. Peak experiences are moments in life which take us beyond our ordinary perceptions, thoughts, and feelings. Typically, the individual feels energized, more "alive". Peak experiences comes unexpectedly, and transforms the individual's understanding of themselves and the world, (Porter, 1961).

Critics of the field point out that it tends to ignore social change research. Isaac (1989), a self-described radical who champions community and feminist psychology, has argued for years that humanistic psychology inadvertently contributes to systemic injustice. Further, it has been argued that the early incarnations of humanistic psychology lacked a cumulative empirical base, and the architects of the movement endorsed an "unembarrassed denial of human reciprocity and community. However, according to contemporary humanistic thinkers, humanistic psychology need not be understood to promote such ideas as selfishness.

On the basis of this study, humanistic theory rests upon the assumption that the police should understand the factors in their life causing them unhappiness and the means of resolving them. They should have a deep openness to change and courage to forge into unknown territory both as a person and as a professional. Police have inclination towards becoming fully functional in the context of poor organization system and social economic factors. They should actualize potential and move towards managing their own stress. Moreover, stress reaction varies by characteristics of personality, social support structure and use of coping strategies which can be self managed with trust and innate directedness.

The basic concept is that human being has the potential for becoming aware of their problems and the means to resolve them. Based on Carl Rogers's views, there is need for Administration police officers to understand factors in their life that are causing them stress. The work they do is very draining. They sometimes feel tired and lack enthusiasm. For example when the work they are doing is neither appreciated nor effective, or when they give a great deal of their own emotion and personal energy to others while getting very little in return. When there are many competing pressure at the same time or being under constant pressure to produce results under certain time frame which is unrealistic and unreasonable. Stress may also come when there is too much critics leaving the officers in atmosphere of doubt.

2.9 Conceptual Perspective

The study was based on the following concepts. The major causes of stress as independent variable. These causes operate along organization, external, work related and personal. Some of the causes of stress include system of administration, political interference, the risk of sophisticated crime and personal like poverty. This however affects the psychological and

physical well being of the officers. The dependent variables may be seen as indicators such as suicide, alcoholism and infidelity among others. When the levels are significant, the effect will be felt. This can be managed through peer counseling exercises, understanding alcohol related problems and managing the diet. Religious and psychological counseling may also play a role

Figure 2.1: Conceptual Framework

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┌─────────────────────────┐                    ┌─────────────────────────────┐
│ Source of stress        │                    │ Levels and indicators of    │
│                         │                    │ stress                      │
│  • Organizational       │                    │   • Suicide                 │
│  • External             │                    │   • Alcoholism              │
│  • Work related         │                    │   • Infidelity              │
│  • Personal             │                    │                             │
└─────────────────────────┘                    └─────────────────────────────┘
            │                                              │
            └──────────────┐            ┌─────────────────┘
                           ▼            ▼
              ┌──────────────────────────────────┐
              │ Stress among Administration Police│
              │ Officers                          │
              └──────────────────────────────────┘
                           │
                           ▼
              ┌──────────────────────────────────┐
              │ Perception of Stress             │
              │                                  │
              │   • Psychological and physical   │
              └──────────────────────────────────┘
                           │
                           ▼
              ┌──────────────────────────────────┐
              │ Stress management strategies     │
              │                                  │
              │   • Counselling                  │
              │                                  │
              │   • Diet                         │
              │                                  │
              │   • Exercises                    │
              │                                  │
              │   • Religious and psychometric   │
              │     testing                      │
              └──────────────────────────────────┘
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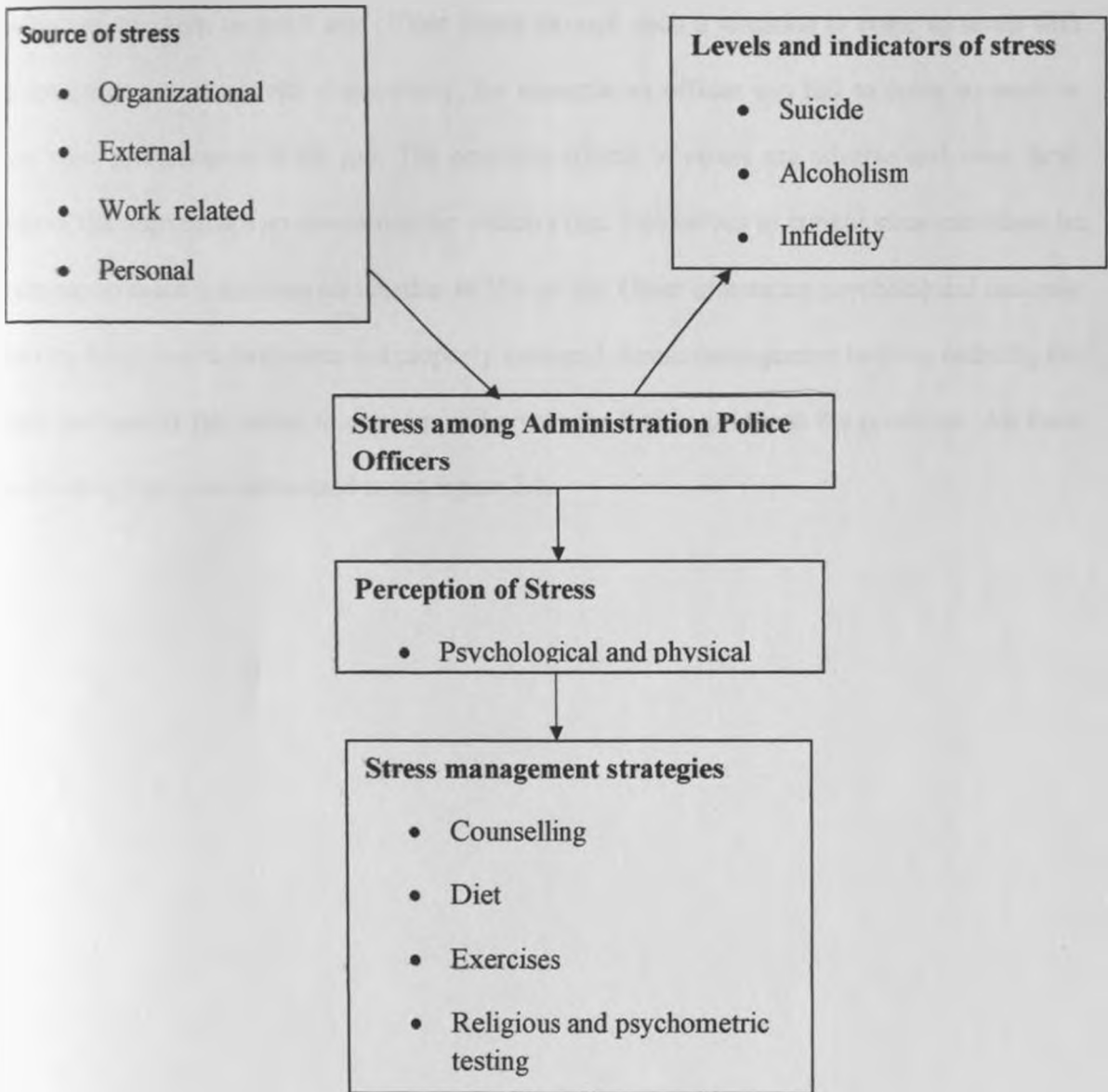
The sources of stress among the police officer are numerous and one cannot point to a single problem as the main source. This puts the police in a very pressing state as they have to find means of coping and managing the stress. It is important that stress management techniques be part of their training before they are deployed in the field as this will prepare them in advance on how to identify and deal with stressors professionally.

Moreover, since they cannot do without stress, there are various indicators of stress which are notable and can help to assist any officer going through such a situation to come to terms with the conditions and deal with it positively, for example an officer can fail to come to work or show poor performance in his job. The resultant effects of stress are adverse and even fatal. Some of the impacts are so severe that the officers find themselves in critical situation where he or she has to make a decision on whether to live or die. Other effects are psychological and may take very long time to heal when not properly managed. Stress management helps in reducing the effects and assists the victim to cope up and positively find solutions to the problems. All these aspects have been conceptualized in the figure 2.1.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents description of the site where the study was carried out, techniques used in obtaining the sample and data and also the method used in analyzing the data collected.

3.1 Research Design

The research design has been defined as the process of creating an empirical test to support or refute knowledge or plan showing how the, problems under investigation will be solved, Borg and Gall, (2009). The study employed a descriptive survey design.   Gas (2001), defines the survey as an attempt to collect data from members of a targeted population in order to determine their attitudes and opinions towards subject of investigation with respect to one or more variables. The survey method was selected because it promised to meet the goals of the study and provide means to contextualize and interpret the respondent's perceptions.

3.2 Study Site

The study was carried out in Nairobi area. This site comprised of 8 districts. The researcher created two more sub-district for ease of data collection.   These include

- AP headquarters and Security of Government Buildings (SGB)

- Administration Police Training College (APTC) and Rapid Deployment Unit (RDU)

- Makadara

- Westlands

- Langata

- Kasarani

- Embakasi

- Starehe

- Dagoretti and

- Kamukunji

3.3 Sampling Selection

A sample is a small portion of a target population. Sampling means selecting a given number of subjects from a defined population as a representative of that population. Wiersma (2005) and Churchill (2001) pointed out that an ideal sample should be large enough to give a reliable result of different sample of the same size. The sample size for this study was 60 respondents representing 20 % of the target population which is in agreement with Mugenda and Mugenda (2003), who recommends a sample size of 10% to 30 % where the target population is large. In this study the subjects were sampled from eight Nairobi districts, the Administration Police Training College (APTC) and Rapid Deployment Unit (RDU) formed the ninth district while the AP headquarters and SGB formed the tenth district respectively..

Stratified random sampling was used, each district producing five officers and one key informant across the ranks. In this type of sampling, subjects are selected in such a way that the existing sub-group in the population is more or less reproduced in the sample. In this research the region was divided into these ten districts for ease of data collection. In-depth interview targeted 10 police bosses who included the District AP commanders and the unit commanders with relevant

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information. The key informants were considered to be personnel who have access to important information. This helped the researcher to understand the issues he was researching on as well as the respondent. The interviewer or researcher posed additional questions to key informants to clarify or expand on particular issues.

This method is ideal for this study because each individual will have equal probability of being selected and the sample being generalized to the larger population. The sample frame is easily accessible and also less expensive. The in-depth interview method was used because it has room for checking any misunderstanding or ambiguities on the questions. It gave the researcher the opportunity to ascertain issues and to observe certain behaviors and facts.

3.4 Research Instruments and Data Collection Methods/Procedures

These are instrument that are used to collect data from the respondents. In this study therefore questionnaires and in-depth interview schedules were used. A questionnaire is a list of standard questions prepared to fit a certain inquiry. The questions asked were mainly on structured, non-disguised manner.

Both closed and open ended questions were used. In closed ended questions, the respondent was asked to select their answers from a fixed list of replies. In open ended questions, the respondents had the opportunity to express their opinions. There was no predetermined set of responses and the respondent was free to answer how he or she chose. By including open format questions in the questionnaire, the researcher got true, insight and even unexpected suggestions. In in-depth interviews the data required at this stage was very intensive and this method had the flexibility of adapting the opportunity to clarify the questions that were not clear to the respondents. The method is not expensive compared to others.

The instrument validity was tested by use of pilot study to ensure the questionnaires and the interview schedules were suitable for the study. The instrument was pre-tested before the actual data collection so as to verify the clarity and accuracy of the questions. The questionnaires were distributed through a *"drop and pick later"* in order to encourage the responders by giving them ample time to respond.

3.5 Data Analysis

Once data collection was completed the researcher cleaned, coded and entered it into the computer. It was then synthesized according to issues, variables and objectives of the study. Indices were processed for the variables being investigated. The study utilized descriptive statistics in analyzing the data. The purpose of descriptive statistics was to enable the researcher generalize results from the sample to the population. Descriptive analysis involved the use of frequency, distribution tables and cross tabulation to generate values between dependent and independent variables used in the study. , Excel and word computer programs were used in the analysis of the data both quantitatively and qualitatively, whereby quantitatively through the used frequency distribution tables, and charts. Qualitatively by used content analysis. The result was interpreted based on the objectives of the study.

3.6 Problems Encountered

- **Reluctance and fear**: Since the research is a senior officer, some of the interviewees were reluctant and feared parting with the information. Despite the assurance of confidentiality, some of them feared that the researcher could use their information to jeopardize their career. It therefore took longer to convince them that the researcher meant well.

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- **Rigidity:** Most of the interviewees were rigid in accepting and answering the questions. Most of them noted that majority of their seniors and the government was aware of their problems, yet very little was being done.

- **Chain of command:** The Administration Police is one of the disciplined forces with strict chain of command. To meet and interview the subject, it was mandatory to seek permission from their superiors through a chain of command system, that is, from one rank to the other in order of seniority.

- **Financial constrain:** The research involved high expenditure in purchase of stationery equipment, typing, printing and binding.

- **Time constrain:** The researcher had to interview officers from all parts of Nairobi County. This involved traveling a lot which not only took a lot of time, but was also tiring.

- **Nature of duty:** The nature of police work dictates that they should be on twenty four hours duty. Those for example who were on night shifts were asleep during the day. Those on escort duties were busy throughout the day; this meant that the researcher had to adjust himself to accommodate their time.

CHAPTER FOUR: DATA PRESENTATIONS AND ANALYSIS

4.0 Introduction

This research was carried out to establish levels and the perceived effects of stress among Administration Police officers. This chapter consists of data presentations and analysis as a result of discussions, interpretations of frequencies and percentages..

4.1 Socio Demographic characteristic of the respondent

This sample consists of 60 police officers across the ranks from junior police officers to the senior management level. All the officers sampled out for the study participated in the study giving a responsive rate of 100%. The socio demographic characteristic covers information on age gender, marital status, ranks and duration of the services. The purpose was to give us a clear picture of whom and what category of people we were dealing with. It also helped in the eventual recommendation plan on managing and subsequently reducing stress among police officers.

Distribution of respondents by age

The first item on demographic distribution was on the respondents' age. The response was presented in table 4.1.

Table 4.1: Age of the respondent

Age in years	Frequency (n)	Percentage (%)
21-30	21	35
31-40	24	40
41-50	12	20
51-60	3	5
Total	60	100

In table 4.1 majority of the respondents, 40%, (24) were in the age group of 31 to 40 years and the lowest 5% (3) were in age bracket of 51-60 years. This means that majority of the respondents were still young and youthful.

Distribution of respondents by gender

Further the respondents were asked to indicate their gender. They responded as presented in figure 4.1.

Figure 4.1: the gender of the respondents
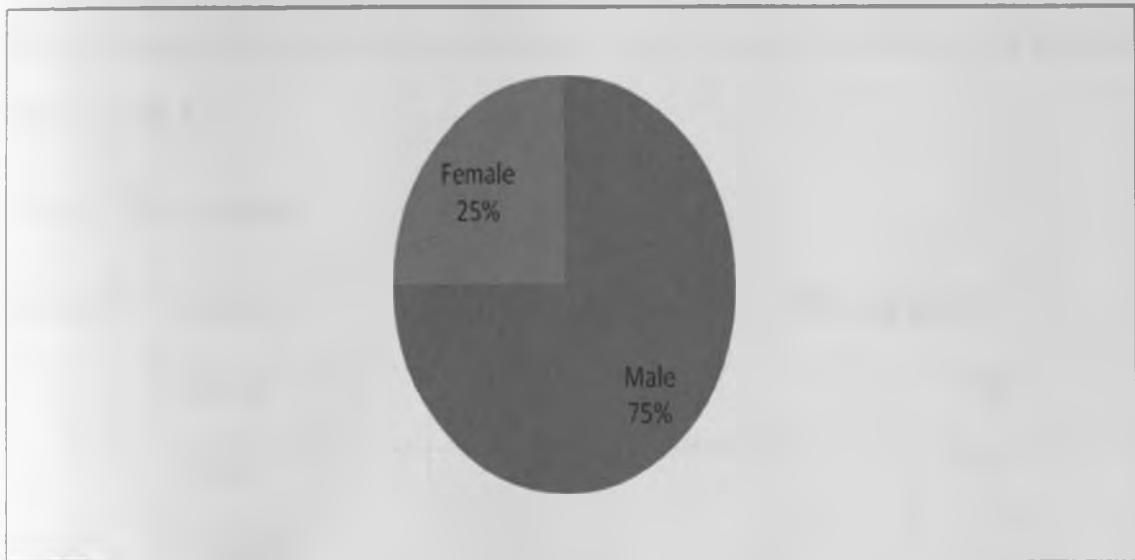
According to the chart above majority of the respondents 45 representing 75% were male officers. The female officers that took part were 25% represented by 15 respondents. This thus confirms the fact the female officers are the minority in this male dominated profession.

Distribution of respondents by marital status

The study sought information on the respondent's marital status. The response was presented as shown in table 4.2.

Table 4.2: Marital status

Variable	Statues	Frequency (n)	Percentage (%)
Marital status	Married	47	78
	Single	9	15
	Separated	1	2
	Divorced	0	0
	Widowed/widower	3	5
	Total	**60**	**100**

Table 4.2 indicates that majority of the respondents 78% (47) are married, 15% (9) are single, 2% (1) are separated while 5% (3) have lost their partners. None indicated divorced. This means that majority of the respondents have families.

Distribution of respondents by duration of service

To assess the respondents experience in the police force the researcher sought information on the respondent's duration of service. They responded as shown in table 4.3.

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Table 4.3: Duration of services

Years	Frequency (n)	Percentage (%)
0-9	25	42
10-19	20	33
20-29	12	20
30-39	3	5
Total	60	100

Table 4.3 indicates that 42% (25) are recently employed officers with less than 10 years old in services. This forms the backbone or majority of the officers in the service while 33 %, (20) are less than 20 years on the services, 20% (12) are below 30 years on and 5% (3) have 30 or more years in the services. This is a clear indication that majority of the respondents had acquired enough experience to manage their duties and cope with challenges which comes up with their responsibility stress being a major one in this respect. As indicated earlier in this study, stress related incidences are mostly common among junior officers both in age and rank.

The distribution of respondent by level of education

The researcher sought information on the respondents' level of education. The response was presented in table 4.4.

Table 4.4: Education Level

Variable	Level	Frequency (n)	Percentage (%)
	Primary	2	3
	Secondary	31	52
Level of education	College	22	37
	University	5	8
	Total	**60**	**100 %**

Finally the researcher sought information on the respondents' level of education. As shown above in table 4.4 majority of the respondents 52 % (n=31) are of secondary or average level of education, 37 % (n=22) are of college level, 8 % (n=5) are of university level of education. As indicated earlier in this research, the lower the levels of education among the managers the higher the levels of stress.

4.2 Source of stress among the AP Officers

During the research the respondents were requested to state their understanding on the concept of stress based on their work / profession. The question that they were responding to was "what do you understand by the term stress based on your profession or work?"

The study revealed that all the respondents had a convincing idea of what stress was all about. Although a few could not give a clear definition based on their work they were , within its meaning.

Work or family related stress

The respondents were asked to state whether they had suffered from either work related or family related stress. The question they were responding to was whether they had suffered from work / family relates stresses' and to explain further. They responded as shown in figure 4.2.

Figure 4.2: Work / Family Related Stress
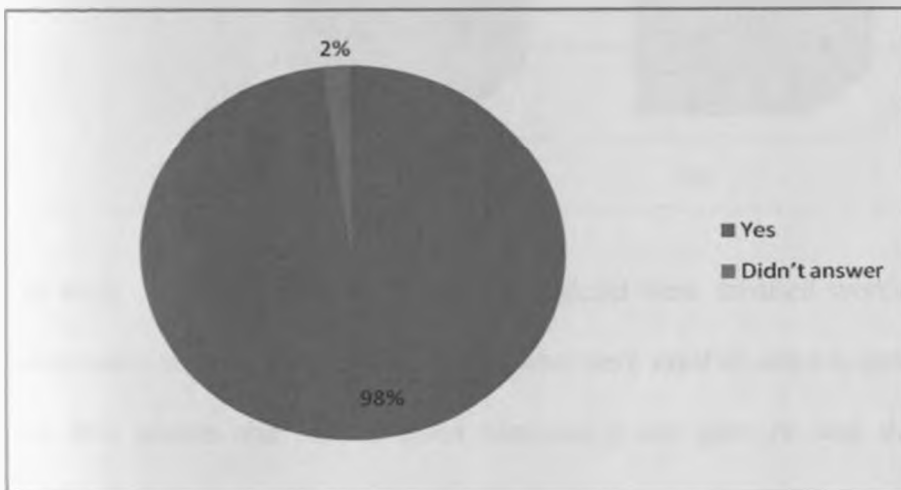
The chart indicates that 98% of the respondents experienced work / family related stress. Specifically the study further revealed that the officers considered their jobs as a major source of personal stress since they perceived it as being dangerous compared to other forms of occupation. One of the respondents did not respond to this question this translates to approximately 2% of the sample size.

Working Environment

In an attempt to explore further on the genesis of stress among the police officers, the respondents were asked to respond to a question on whether they enjoyed working under their

present work environments and to explain. The question they were responding to was, 'Do you enjoy working under you present environment?' The response is presented in figure 4.3.

Figure 4.3: Officers working environment
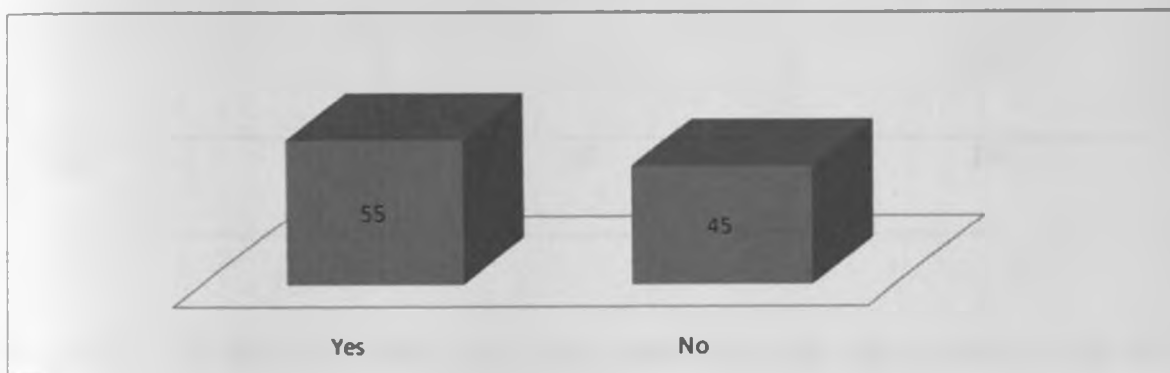
The study revealed that 55% of the respondents were satisfied working under their current environment while 45% were not. Those who were satisfied cited a good working relationship with their seniors and juniors, good relationship and network with the members of public, passion with the cultural diversity and the respect they received from those they offered services to. On the other hand, those who were not satisfied cited working environment like insecurity, lack of adequate facilities, poor remunerations, inadequate office space, poor communication and housing.

Source of stress

The respondents were asked whether they were comfortable working under the present commander. They responded as shown in table 4.5.

Table 4.5: Working under the present commander

Responses	Frequency	Percentage (%)
Yes	36	60
No	24	40
Total	60	100

According to the above data 60% (36) of the respondents were happy working under their present commanders giving reasons such as, the commander listens to them and this made it easy to share their personal problems with them, he or she gives realistic deadlines / commands and goes out of his or her way to make their work easy. 40 % (24) said they were not comfortable working under their current commanders, a situation they attributed to commanders demanding a lot from them, setting unrealistic goals and their unreliability when things are tough at work.

Transfers among the AP officers

The respondents were asked to state whether they were satisfied with the procedures of transfers of personnel in the respective departments. The response was presented in figure 4.4 below.

Figure 4.4: Satisfied with officers transfers
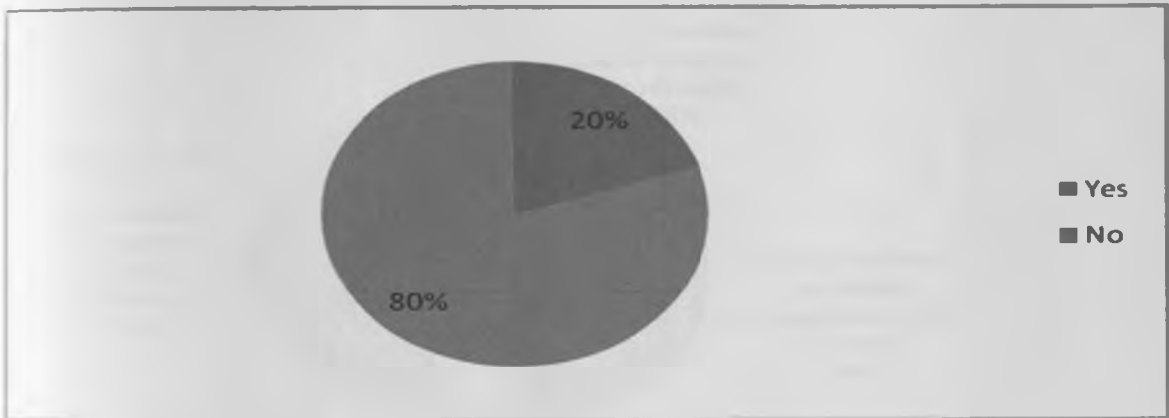
One of the viable concepts in literature review is that transfers and limited promotion opportunities among police officers are the major source of stress and as indicated in the figure 4.4, majority of the respondents 80% (48) were not satisfied with transfers. They argued that most transfers are very frequent hence denying the offices the chance to settle and that transfers are more of punishment than enhancing job performance. However, 20% (12) of the respondents were satisfied with transfer citing reasons such as; they act as a relief to boredom and routine and help officers gain experience and exposure.

The most exciting moment experienced by the officers in course of their duties

Asked of the most exciting moments in their career as police officers, they responded as shown on figure 4.5.

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Figure 4.5: Most exciting moments
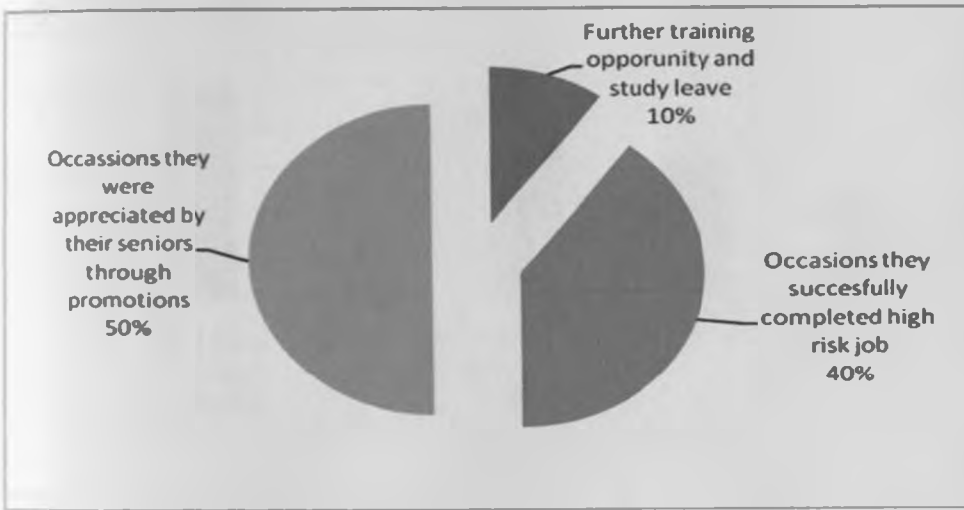
Most of the officers cited occasions they were appreciated by their seniors through promotion rating at 50 % and occasions they successfully completed high risk job taking 40%. Other exciting moments cited by 10 % of the officers' included occasions of sponsorship for further studies and being given leave especially for further studies.

Most stressful moments

Asked to state their most stressful moments in their career as police officers, they responded as given in figure 4. 6.

Figure 4.6: The officers' most stressful moments
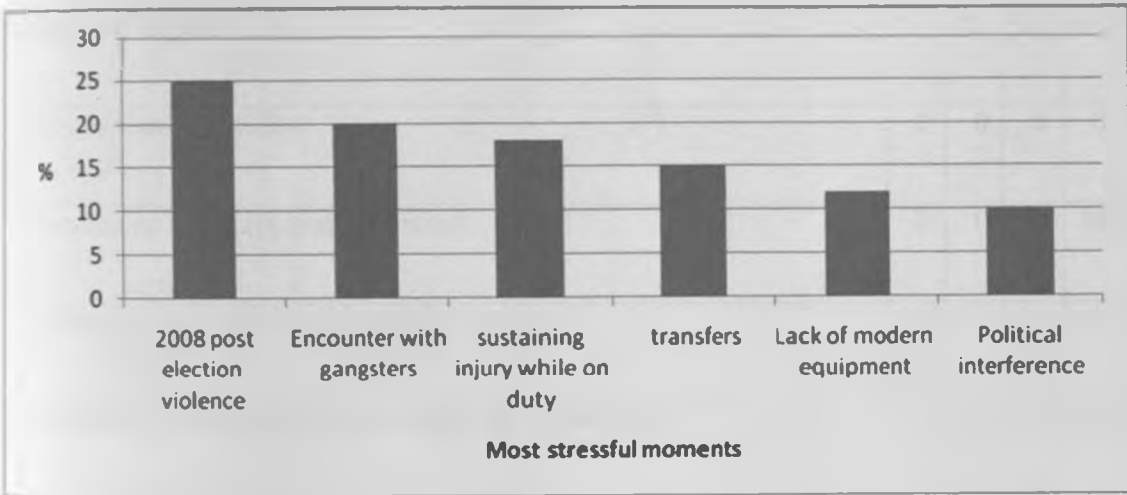
The officer gave the following as the most stressful moments in their career among others. The 2008 post election violence at a rating of 25 %, encounter with gangster at a response rate of 20 % and sustaining injury while on duty at a rate 18 %. Of the officers who responded to the questionnaire 15% indicated that they were frustrated after receiving what majority referred to as punitive transfers. This again point transfer as the major source of police frustrations. Lack of modern equipment 12%,. Political interference is another problem that has been cited to stress the officers most when performing their duties indicated by 10%. The question was exempted to the key informants.

Genesis of Stress

The researcher identified some of the factors that may generate stress to the police officers. These factors range from administrative policies to overworking. Using a likert scale of 1 to 5 to represent, 1- to a very low extent, 2- to a low extent, 3- to moderate extent, 4- to great extent, 5- to a very great extent the respondents were asked to state the extent to which stress from these sources affected them as individuals. They responded as shown in table 4.6.

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Table 4.6: Sources of stress

Source of Stress	1	2	3	4	5
Administrative policies	0	0	0	0	100
Community relations, and shift work	0	0	20	30	50
Inadequate equipment and protective gear	0	0	0	0	100
Criminal justice system practices and characteristics	5	10	10	35	40
The risk of being killed in the line of duty	0	0	80	20	0
Having your partner or somebody else that you feel at least partly killed on line of duty.	0	0	50	30	20
Poor housing/sharing of houses with colleagues hence denying one the chance of stay with the family in the police lines	0	0	0	0	100
Being called to work while off duty or on leave	0	0	70	20	10
The schedule of work and irregular work demand resulting in a disruption of family time or family events or rituals	0	0	0	95	5
Lack of support by the department or superiors.	0	0	5	95	0
Lack of consultation and communication	0	0	30	70	0
Over working	0	0	5	95	0

The respondent pointed out that Administrative policies at a rating of 100 % , inadequate equipment and protective gears, poor housing / sharing of houses with colleagues hence denying officers chance to stay with the family in the police lines as source of stress that affects the officers to a very great extent. The scheduling of work and irregular work demand resulting in disruption of family time , lack of support by the department or superiors and over working affects the officers on a great extent at a rating of 95%. The risk of being killed in the line of duty and having one partner or somebody else that one feel at least partly killed on line of duty, being called to work while off duty or on leave, affected the officer on moderate extent at a response rate of 50%,7o% and 80% respectively.

Stressful working conditions

When asked some of the working conditions that they consider most stressful and affects them most as police officers. The following were identified as presented in table 4.7,   in form of a likert scale of 1 to 5, representing 1- to a very low extent, 2- to a low extent, 3- to moderate extent, 4- to great extent, 5- to a very great extent.

Table 4.7: Stressful conditions for the police officers

Sources of stress	1	2	3	4	5
Poor and inadequate housing, transport and communication gadgets (modern equipments)	0	0	0	0	100
limited promotion guidelines, time pressure – being expect to solve conflict quickly and dealing where some of the superiors/ government or colleagues had conflict of interest	0	0	20	30	50
working for long hours and understaffing leading to overworking of the officers	0	0	0	0	100
bureaucratic procedures and lack involvement in decision making process,	5	5	15	35	40
unpredictable work schedules and canvassing for deployment as well as deployment not based not based on qualifications	15	25	35	20	5
physical threat and fear of revenge from criminals, public apathy and inadequate training especially on disaster preparedness and others	5	5	70	20	0

Poor and inadequate housing, lack of transport and communication gadgets (modern equipments) and working for long hours and understaffing leading to overworking of the officers were seen by majority of the officers as some of the most stressful situations to a very great extent at a response rate of 100 %. Physical threat and fear of revenge from criminals, public apathy and inadequate training especially on disaster preparedness stressed the officers to a moderate extent at a response rate of 70 %. Other factors which had a significant role in stressing the officers included, limited promotion guidelines, time pressure – being expect to solve conflict quickly in

dealing where some of the superiors/ government or colleagues had conflict of interest, bureaucratic procedures and lack involvement in decision making process., Unpredictable work schedules and canvassing for deployment as well as deployment not based on qualifications at 35 % rating, this affected the officers to a moderate and great extent respectively.

The most stressful duties for the officers

The researcher sought information on the most stressful duties in the lives of police officers. The response was presented in table 4.8.

Table 4.8: Most stressful duties

Most stressful duties	Frequency	Percentage (%)
Executing unlawful orders from the administrators and government like demolition of structures without court order	21	35
Participating in high risk police duties like quelling vigilant riot groups, night beats	13	22
Chasing of armed criminals with inadequate personnel, transport and modern equipments	11	18
Attending high risk escort duties with low payments, attending unpredictable high risk emergencies with time pressure	9	15
Being exposed to potentially traumatic events like fire or bomb disasters	4	6
Working outside your area of profession and being assigned night duties which disrupt sleep pattern	2	3
Total	60	100

The identified duties such as, executing unlawful orders from the administrators and government like demolition of structures without court order got a rating of 35 %, participating in high risk police duties like quelling vigilant riot groups, night beats got a response rate of 22 %, while 18% of the respondents felt that chasing of armed criminals with inadequate personnel, transport and modern equipment was among the most stressful duties.. Attending high risk escort duties with low payments, attending unpredictable high risk emergencies with time pressure at a

response rate of 15 % as well as being exposed to potentially traumatic events like fire or bomb disasters at 6 % rating. The other duties that were most stressful among the officers, were, working outside their areas of profession and being assigned night duties which disrupt sleep pattern rating at 3%.

4.3 The levels and indicators of stress among AP officers

The first item that was used to test the indicators of stress among the police officers sought information on whether the officers enjoyed their work. The response was as presented in table 4.9.

Table 4.9: Indicators of Stress

Indicators	Frequency	Percentage (%)
Yes, and Like it	3	5
Yes, since I have no choice	6	10
No, tired of work routine	12	20
No, my senior do not appreciate what I do	6	10
No, our living conditions are poor	15	25
No, obviously police officers are never happy	18	30
Total	60	100

Most of the officers indicated that they are never happy as pointed out by 30 % of the respondents. The poor living conditions as indicated by 25 % of the respondent and another 20 %

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pointed out they were tired of work routines. Other police officers indicated that they had no other choice for their jobs hence continued to work regardless of how stressful it was at a rating of 10%. This is a clear indication that the police officers are always very stressed most of the respondents were not satisfied with their work a situation they attributed to the poor living conditions there were in, lack of appreciation by their seniors, their routine work which was so demanding hence denying them family time and poor remunerations. They were however hopeful that the new constitution and the on-going police reforms would improve things for the better. Just a hand full seemed to be satisfied and they were optimistic that the new constitution and the ongoing police reforms would improve their conditions and make their work easier.

The frequent internal conflict brought about by bureaucratic administrative policies, political interference and shift work schedules were frequently identified as major challenges the officers must deal with when undertaking their core functions.

Appreciation of the officer's work and effort

The study sought information on whether the officers were given any form of appreciation. The response was presented as shown in figure 4.7.

Figure 4.7: Appreciation
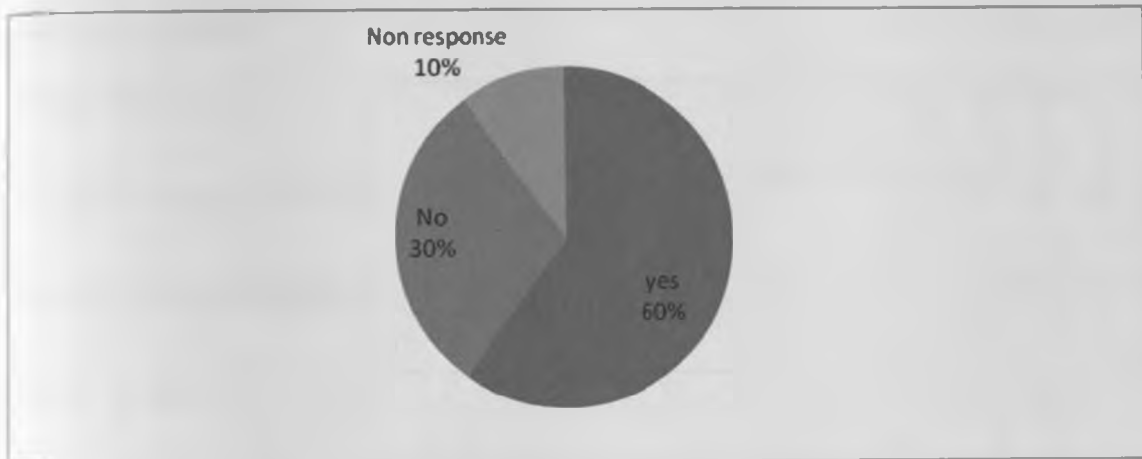
The figure reflects that 60 % (36) had been appreciated in one way or another, 30 % (18) had not been appreciated at all with a non response rate of 10 % (6). Asked to elaborate more on their responses, they cited recommendations for promotion as the main form of appreciation they received in addition to this they received verbal appreciation. Interestingly, a few indicated to have received cash tokes ranging from 5000 to 20,000 from their senior as a result of successful completion of high – risk jobs among others. Information from the interview with the bosses in the police force indicated that they gave appreciation to their juniors through verbal communication, and recommending them for promotions. None however indicated to have given appreciation through cash tokens.

In an effort to further expound on the indicators of stress among the APs the researcher identified a number of stress indicators where the respondents were required to indicate their level of agreement with each of them using a likert scale. A strong agreement against any of the indicators shows presence of a high level of stress among the police officers. The indicators ranged from the misuse of fire arms to withdrawal from family and work. The response was shown in table 4.10.

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Table 4.10: Indicators of stress (likert)

Indicators of Stress	1	2	3	4	5
Misuse of fire arms	0	0	0	30	70
Killing of colleagues and bosses	0	0	0	70	30
Excessive drinking/ alcoholism	0	0	0	46	54
Family wrangles	10	10	30	20	40
Absenteeism from work	0	0	0	95	5
Inefficiency at work	0	0	0	5	95
Lack of concentration and cooperation	0	0	0	5	95
Suicide	0	0	0	0	100
Infidelity/ divorce	0	0	0	46	54
Withdrawal from family and work	0	0	0	5	95

On the basis of the likert scale, the research found out that the suicide thoughts was an outstanding indicator of stress among the police officers at 100 %. The study further established that inefficiency at work, withdrawal from family and work, lack of concentration and cooperation were another set of key indicator of stress among the police officers at 95 %. Misuse of firearms took 70%. It also came out clearly that stressed officers could easily engage in excessive drinking / alcoholism and infidelity represented by 54%.

Similar thoughts were echoed by the key informant who included the commanders ,or the bosses . They observed that cases of depression are common among both female and male officers. Although police officers are thoroughly trained on handling firearms, misuse of fire arms is still rampant since there were a total of about 119 reported cases of misuse of firearms within Nairobi area only which has approximately 5000 police officers in one year. They said that this remains their biggest challenges despite the fact that it is a serious offense which is punishable by law

Suicide cases were also a great concern to the police bosses as they observed that for the last one year there were 16 reported cases of attempted suicide and 2 cases of actual suicide in Nairobi alone. Out of the reported cases of attempted suicide involved an officer who killed his wife and had attempted to kill himself before being rescued at Starehe district. Reported cases of marital conflict and divorce were about 38 for the past one year. This is about 0.76 % of the total police population in Nairobi. However one of the respondents pointed out that the number of marital conflict and divorce which goes unreported could be more than double. Another officer lamented that some of the cases reported as murder among police officers might be suicide. Drugs and substance abuse had taken another toll on the lives of the office with 76 reported cases for the last one year.

Further the respondents were asked to state the level of stress affecting them as an individual. The levels were initially indentified by the researcher from where the respondents were required to answer using a likert scale of 1 to 4 representing 1- low, 2- moderate, 3- high and 4- severe. They were presented in the table 4.11.

Table 4.11: Levels of stress

Levels of Stress	1	2	3	4
Increased threat of violence	0	0	95	5
Being unresponsive to public demand	0	0	70	30
Misuse of the fire arms	0	0	40	60
Infidelity or divorce	0	0	50	50
Contemplating suicide/ murder	0	0	10	90
Reduced productivity, inefficiency, ineffectiveness, drug and substance abuse	0	0	20	80
Early retirement	0	0	40	60
Sickness and retirement on medical grounds	0	0	90	10
Psychological ill-health	0	0	0	100
Committing suicide, murdering a member of my family or killing my colleagues or superiors	10	20	25	45

The study found out that psychological ill-health indicated by 100%, contemplating suicide, murder as well as misuse of fire arms, reduced productivity, inefficiency and ineffectiveness are indicators of severe levels of stress affecting the AP officers. Being unresponsive to public demand, infidelity or divorce and early retirement indicated high levels of stress among the officers.

4.4 Perceived effects of stress on the officers' job performance

In this section the study dealt with performance of the officers from a job performance perspective. The researcher first sought information on how stress affected the officers' work. The response was shown in table 4.12.

Table 4.12: Effects of stress in relation to work

Effects	Frequency	Percentage (%)
Able to work or function normally	0	0
Working ability mildly impaired	24	40
Working ability severely impaired	30	50
Bed rest required	6	10
Total	60	100

The study revealed that 50 % of the respondents' work were severely impaired, 40 % indicated that their working ability was mildly impaired while only 10 % preferred to have bed rest when stressed. .None of the officers is able to function normally when stressed.

Perceived stressful duties

Asked to list some of the most stressful duties which affected their work performance, they indentified the following situations as most stressful and affecting their work performance presented in figure 4.8.

Figure 4.8: Most stressful duties
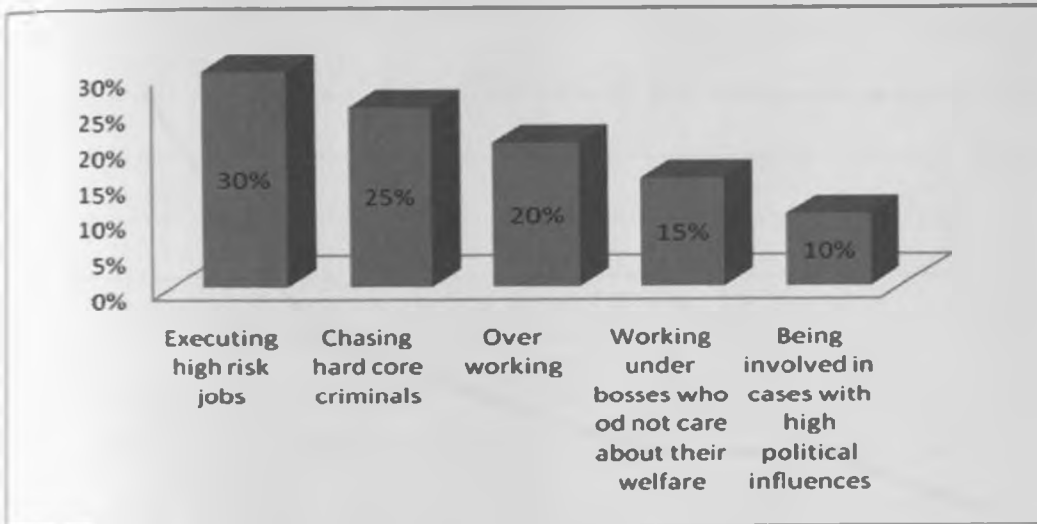
Executing high risk jobs was major stressful indicated by 30%, Chasing hard core criminals, overworking 25%, working under bosses who do not care about their welfare 15% and being involved in cases with high political influence 10% were identified as some of the most stressful duties among others.

4.5 Stress Management Strategies

Finally the study sought the respondent's opinion on the best way to reduce stress among the police officers. They responded as shown on figure 4.9.

Figure 4.9: Strategies of reducing Stress
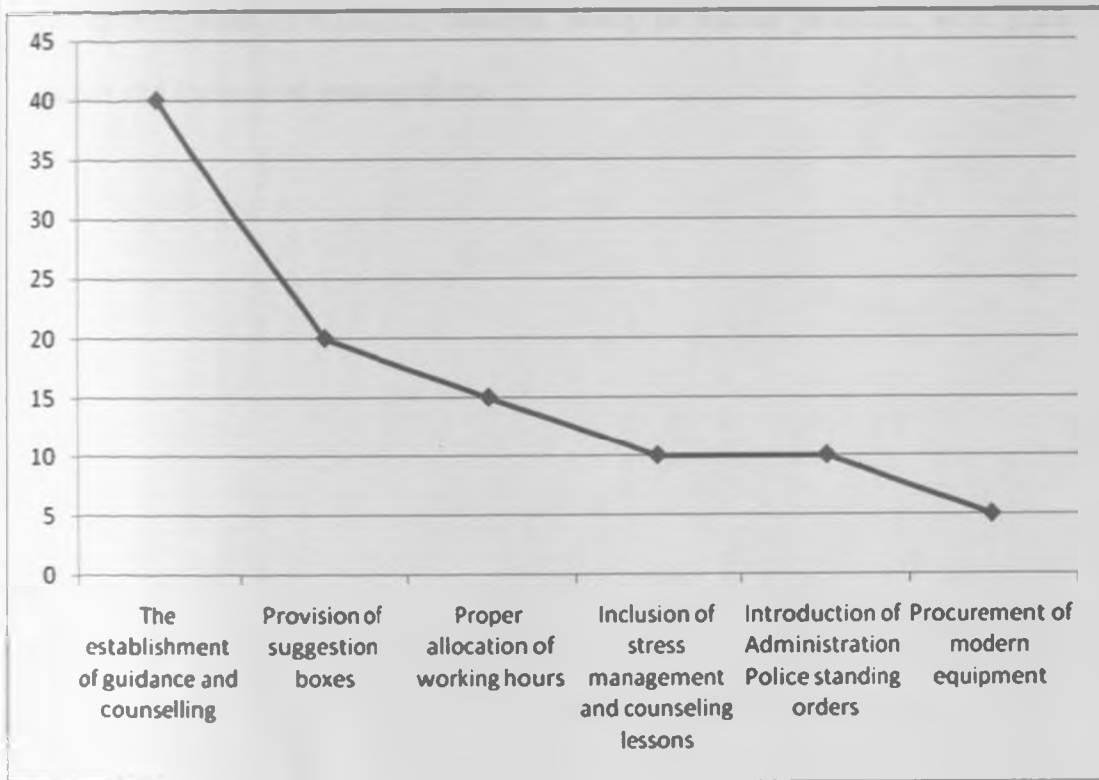
The police officers suggested the establishment of guidance and counseling departments in the force with functional offices in each county and unit centers 40%., Provision of suggestion boxes 20%. Establishment of religious departments with active personnel in every county to cater for prayers / spiritual growth, proper allocation of working hours for example reducing working hours to at least 8 hours per day, provision of exercise and sporting equipments, inclusion of stress management and other psychological programs in the training curriculum, inviting psychologists and counselors to give lectures, introduction of administration police standing orders, open and transparent transfers, promotion guidelines and balance deployment of officers, procurement of modern equipment to combat crime including computers and provision of more vehicles and communication gadgets among others are important attribute in managing stress. According to the senior officers, some of the ways they have used in managing stress within the

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forces are situations like when the junior officers turn to them when they are stressed for advice. They exploring areas of managing finances, family or marital problems, work place disputes resolution and discussions among others.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a summary of key findings obtained during the study. Conclusions have been drawn to explain the current status of the police service and recommendations for further research and issue of policy concerns made based on the research findings collected from the study samples. The project main objective was to determine the level and perceptions of stress among the administration police officers and how it affects their work performance. With the specific objective of establishing the sources of stress, examining the indicators of stress among the officers, the levels of stress and the perceived effect of stress and the officers work as well as exploring the possible strategies aimed at minimizing stress among administration police officers.

5.1 Summary of the findings

Despite the challenges and limitations encountered, the study went on as planned. The following is a summary of the major findings:

The genesis of stress among administration police officers includes; socio-economic factors which have been brought about by high poverty levels due to poor remunerations, poor terms of service, inadequate housing, and lack of leisure time, physical activities and hobbies among others. Such hustles like shift schedules that disrupt sleep patterns, irregular work demands resulting in a disruption of family time or family events or rituals hence, inability to plan ones private life. Poor communication, lack of modern and adequate equipments coupled with the risk involved in the job.

Internal conflict brought about by among other systems of administration which is of para-military structure, bureaucratic chain of command and strict discipline. This encompasses the officers to be forced to execute duties that are not well defined. The authoritarian approach of leadership leaves the juniors with heavy workload, long working hours and failure to be involved in simple decision making process. The organizational pattern of work for example unpredictable work shifts, unclear deployment, transfers and promotions policy among others.

External conflict as a result of poor government policies: This brings about interference from senior government officers, politicians, public apathy, and negative portrayal by the media among others. There is also strained relationship and lack or recognition for work accomplishment hence, lack of autonomy especially in performing duties.

The study also established that signs such as misuse of firearms, drugs and substance abuse like excessive drinking/alcoholism, absenteeism from work, reduced productivity, inefficiency, ineffectiveness, infidelity and sometimes divorce. Being unresponsive to public demand among others which are correlated with relatively high stress levels are common among Administration Police Officers.

Symptoms such as depression increased worrying, helplessness, poor concentration, contemplating suicide/murder/psychological ill-health among others are some of stress related complication associated with high levels of stress that are common among administration police officers.

The study revealed that none of the police officers interviewed are able to work or function normally when under stress. The above partially explains the causes off bizarre behaviors commonly portrayed by administration police officers and further shows that stress is on

emotional state of being which can be so much intense to hinder officers' ability to function normally.

The study established that several factors could be taken into account to minimize or control stress among Administration Police officers, improvement, of social amenities, improving working and living conditions, improvement of officers remuneration, provision of modern equipment to combat sophisticated crimes as well as general review of the structure of administration police service among others will go along way to enhance job performance of the affected. Psychological counseling has a significant role to play in the department.

Conclusion

The study findings indicates that the organizational factors such as system of administration, pattern of work and lack of clear working policy may be damaging to the well being of the officers. The negative public perception and other external conflict can be a great cause of stress.

Social economic factors brought about by high poverty level as a result of poor pay and terms of services adversely affect the social life of any police officer. The study has come out clearly that signs and symptoms such as depression, low work performance, absenteeism among others are correlated to high stress levels. Since stress consequence go beyond the health and well being of individuals, it is a public concern in which proper stress management through improved working and living conditions is necessary. More over stress reaction varies by characteristic of personality, social support structure and use of coping strategies that can be enhance through psychological counseling.

5.2 Recommendations

Knowledge has to be fitted into a framework of some kind in order to be useable. Arising from the study it is evident that both organization and humanistic theories need, to be considered and given more emphasis. The two approaches are important and worth attention because they offer explanations of human thinking and behavior as portrayed in social happening. This study is based on the assumption that the organization structure is the major determinants of how we feel and act depending on the line of authority and control. This would help in understanding and knowledge appraised in order to handle or manage stress.

The basic assumption is to change the way the force carries out its duties in order to develop an environment where the officers can exercise creativity and freedom of thoughts, if it does not meet their needs, in order to acquire more effective behavior. This study adapted to organizational approach because Administration Police need to be given responsibility of their own situation and be able to act at the right time. Moreover, a person thinking and belief system is the cause of emotional problems. Administration police officers should examine the validity of certain thoughts and beliefs. The basic focus in on what they (Administration police) are doing. They should evaluate whether their present ways are working for them. The Administration Police officers should stop taking on more responsibilities own their feelings and thoughts about whatever is happening to them as individuals and not blame systems that takes time to change. They have the potentials for becoming aware of their problems and the means to resolve them. They have the capacity for self-direction and construction personal change. They must be actively involved in ways of avoiding stress. This would enable them to move toward openness, greater trust in self willingness to be a process and increased spontaneity and aliveness.

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As for humanistic theories, Carl Rogers client centered theory argues that human behaviors are as a result of human thinking. The basic assumption is to change their ways of thinking in order to develop the psychological strength to evaluate their present behavior, if it does not meet their needs, in order to acquire more effective behavior. This study adapted humanistic approach because Administration Police need to take control of their own situation and be able to act at the right time. Moreover a person thinking and belief system is the cause of emotional problems. Administration police officers should examine the validity of certain thoughts and beliefs. The basic focus is on what they (Administration police) are doing. They should evaluate whether their present ways are working for them.

The Administration Police officers should stop taking on more responsibilities own their feelings and thoughts about whatever is happening to them as individuals and not blame systems that takes time to change. They have the potentials for becoming aware of their problems and the means to resolve them. They have the capacity for self-direction and construction personal change. They must be actively involved in ways of avoiding stress. This would enable them to move toward openness, greater trust in self willingness to be a process and increased spontaneity and aliveness.

Bengt Arnetz (2007) laments that stress is an inevitable part of human life and it would probably be unhealthy to try to eliminate all of it. For this reason it is also important to cope with Stress effectively by managing its effects on us to promote good health. Arising from the study therefore, there are several factors that could be taken into consideration to minimize the levels and effects of stress among police officers for policy practice. First, the negative effect of stress must be understood, acknowledged, un-stigmatized and treated to promote healthy life-styles and reduce the impact of human physical illness. Increased health problems such as a high stress

levels have been revealed as a challenge to a department struggling with inadequate personnel to achieve a health mind in a healthy body. For officers with post traumatic stress disorders medical compliance is vital.

Social economic factors were cited as a major cause of stress 24% of officers who were not happy with Administration Police work cited high poverty level due to low salary, poor and inadequate housing, and poor terms of services as well as lack of adequate of leisure time. The government should provide adequate funds to police services. On the other hand, the police should give quality services that will portray a good image to restore public confidence this should start from the training instructors who should be qualified and well trained. For example they should be exposed in seminars workshops and courses both locally and internationally. This will enable them produce a well skilled police officer motivated and confident and to effectively perform/undertake assignments/tasks

Internal conflict is another major course of stress. This has been brought about by the structure of administration which is paramilitary and bureaucratic. The decision making process in the force should be devolved by clarifying role expectations and setting, specific goals can enhance the officers perception of control over performance of their duties as well as giving them a greater sense of personal evaluation and career progression. The researcher confirmed earlier from other researchers who cited the shift work, deployment, promotion and transfers have one of the most critical impacts on psychological outcome for policemen 80% of the respondents were not satisfied with transfers.

Majority argued that most transfers are frequent hence denying officers chance to settle. Others argued that transfers were more of punishment than enhancing job performance. This might also

lead to withdrawal from work, profound sense of failure, anger resentment toward anybody which is characteristic of many police officers. As the new constitution is being implemented and the ongoing police reforms the department should come up with a well constituted board which will review promotion, deployment and transfers policy within the service. Punitive transfers should be discouraged culture, age, and health of the officers among others should be considered. When transferred, officers should be given ample time to prepare themselves and their families

The external stressor is another main factor influencing stress among police officers in this study. This includes interference from senior government officers, politicians, and media among others. Here there is need to carry out awareness campaign to sensitize all he stakeholders on important of positive attitude and better relationship. A well structured police department governed by rule of law and clear mandate is vital. Exploring media for example, its perception of police force kind of personalize the whole force. The media should be made to appreciate that complaints against some police officers do not imply that every accused officer is always guilty. This will go a long way to induce the public to change their generalized mentality of accusing the whole police force for sins done by one officer. On the other hand politicians should not be allowed to control the policing. Optimistically, the new constitution should create ways and means for enactment of clear laws to govern the administration police department. A well analyzed force standing orders is a priority to the department. A formidable religious department is vital. The board should be set to review the sport organization. This will improve the sport and also help in devising other fun activities as a form of stress management.

The study confirmed earlier research findings indicating that contemplating suicide, misuse of firearms, reduced productivity and other psychological illness were common indicators of high

and severe levels of stress. This was found to be common among the Administration Police officers across the ranks. This comes with increased health problems. The department should consider introducing psychological testing and screening program. Regular mental as well as physical examination goes a long way in maintaining a health service. The Administration Police service should consider embracing better psychometric test one tailored specifically to police work. Periodical psychological fitness for duty evaluation are important. Needless to say the obvious – a counseling psychologist has a great role to play in the department.

5.3 Suggestions for Further Research

A lot of research is needed in this area researchers are called upon to look further for example the gender most affected by police stress, whether the levels of stress has anything to do with duration of service. The effects of shift work on police officers and their families or the effects of stress on officers' health.

Due to shortage of time and limitation of resource and bureaucracy involved in carrying out this study, the researcher was not able to continue further with the research. Given time and adequate resources, one could go further, for example to study other uniformed officers, use of a larger samples and also research similar institution in different set up and compare with uniformed police officers.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

My name is Buuri Paul Waitheru, a Masters student at the University of Nairobi. As part of the course work, am carrying out a study on the-levels and effects of stress among the Administration Police Officers in Nairobi County. You have been targeted for the study as a respondent and therefore this questionnaire is a request for you to participate in the study. The success of the study will depend on you being as genuine as possible when filling the questionnaire.

The questionnaire is not supposed to bear your name and therefore the information will not only be treated as confidential but will be used on the basis of this study only. Finally I wish to thank you in advance most sincerely for having taken your precious time in filling this questionnaire.

Part A: Demographic Information

1. Age _____

2. Gender Male ( )   Female ( )

3. Marital status _____

4. Duration of service _____

5. Education

   (i) Primary   ( )

   (ii) Secondary   ( )

(iii) College   ( )

(iv) University   ( )

(v)   Date _____

Part B: Genesis of Stress among AP Officers

Please answer the following questions by ticking or writing the correct answer where applicable

1.   What do you understand by the term 'stress' based on your profession or work?

....

....

2.   Have you ever suffered from work or family related stress?   Yes ( ) No. ( )

Explain based on your response above...

....

....

3.   Do you enjoy working under your present environment?   Yes ( )   No ( )

Explain based on your response above...

....

....

4.   Do you enjoy working under your present immediate commander?

☐ Yes he/she gives realistic deadlines / command

☐ Yes he /she gives out of his way to make work life easier

☐ Yes he/she listen to my personal problems and is easily to talk to.

☐ Yes he/she demands a lot form junior officers.

☐ No he/she is corrupt on duty.

☐ No he/she can not be relied upon when things are tough at work

Other please specify..

....

....

....

5. Are you satisfied with the procedures of transfers of personnel in your department?

Yes ☐   No ☐

Please give reasons for your choice of Yes or No above...

....

....

....

6. Which is the most exciting moment in your career as a police officer?

....

....

....

7.   So far what has been your most stressful moment in your career as police officer?

....

....

8.   The following are some of the major sources of stress, using a scale of 1 to 5 to represent,

1- to a very low extent, 2-to a low extent, 3- to moderate extent, 4-to great extent, 5-to a very

great extent state the extent to which stress from these sources affect you as an individual.

Administrative polices					
Community relations, and shift work					
Inadequate equipment and protective gear					
Criminal justice system practices and characteristics					
The risk of being killed in the line of duty					
Having your partner or somebody else that you feel at least partly					
Responsible for killed in the line of duty					
Poor housing/sharing of houses with colleagues hence denying one the chance of stay with the family in the police lines					

Being called to work while off duty or on leave					
The schedule of work and irregular work demand resulting in a disruption of family time or family events or rituals					
Lack of support by the department of superiors and excess workload in general					
Lack of consultation and communication					
Demands from my family					
Over working					

Any other ....

....

....

....

9.   Could you please list some of the working conditions that you perceive as stress full?

(i)..

(ii) ....

(iii) ....

(iv) ....

(v) ....

10. Could you please list some of the duties that you consider stressful and affects your work performance as an officer?

(i) ....

(ii) ....

(iii) ....

(iv) ....

(v) ....

Part C: The level and indicators of Stress among AP officers

11. Do you enjoy your work?

    (a) Yes, and Like it   ☐

    (b) Yes, since I have no choice   ☐

    (c) No, tired of work routine   ☐

    (d) No, my senior do not appreciate what I do   ☐

    (e) No, our living conditions are poor   ☐

    (f) No, obviously police officers are never happy.   ☐

    Give any others ....

12. (i) Have you ever been appreciated / given token reward for job well done?

Yes ☐ No. ☐

(ii) Please explain Yes or No of the above Q11..

....

....

13. The following are some of the indicators of stress, using a Likert scale of 1 to 5 representing 1- strongly disagree, 2-diagree, 3-not sure, 4- agree, 5-srongly agree state your level of agreement with the statement to show the actions that you engage / might engage / have engaged in when your are stressed.

Indicators of Stress	1	2	3	4	5
Misuse of fire arms					
Killings of colleagues and bosses					
Excessive drinking/alcoholism					
Family wrangles					
Absenteeism from work					
Inefficient at work					
Lack of concentration and cooperation					
Contemplated suicide					

Infidelity / divorce					
Withdrawal from family and work					

Any other ....

....

....

14. Using a Likert scale of 1 to 4 representing 1-low, 2 moderate, 3-moderate, 3-high, 4-severe as show the levels of stress in an individual's, indicate by marking in front of each of these indicators to show the level of stress affecting you as an AP officers.

Indicators of Stress	1	2	3	4
Increased threat of violence				
Being unresponsive to public demand				
Misuse of the fire arms				
Infidelity of divorces				
Contemplating suicide / murder, murdering members of family or killing my colleagues / senior				
Reduce productivity, inefficiency, ineffectively				

Contemplating early retirement on medical grounds			
Psychological ill-health			
Excessive drinking of alcohol			

Part D: The Perceived effects of Stress on the Performance of AP officers

15. When you have stress, how does it affect your work?

    (a) Able to work or function normally

    (b) Working ability mildly impaired

    (c) Working ability severely impaired

    (d) Bed rest required

Other (specify) ....

....

16.   Give suggestion on how stress can be reduced among the AP officers

....

....

APPENDIX II: INTERVIEW GUIDE FOR KEY INFORMANTS

1. How many Administration Police Officers are under your control in your district?

2. How many cases of the following issue are reported per year among AP officers in your districts?

   (a) Misuses of firearms

   (b) Marital conflicts

   (c) Divorces / Infidelity

   (d) Drug and substances abuse

3. What do you understand by the term "stress" based on the work of AP officer?

   ....

   ....

   ....

4. Have you ever suffered from stress? Yes ( )   No ( )

5. Are you able to recognize when the officers are stressed Yes ( ) No ( )

   ....

   ....

   ....

6. In your opinion, what are the main sources of stress for Administration Police Officers?

....

....

....

7. Can you describe the levels of stress experience by the officers and the actions they

   engage in? ....

8. How does stress affect AP officers in their work? ....

....

9. What do you understand by the term depression?

....

10. Are there cases of depression among AP officers in your District?

   Male ☐   Female ☐

11. Are there any reported cases of the following in your district among AP's if Yes please

   give the number

   (a) Attempt suicide

   (b) Actual suicide

12. What kind of appreciation have you ever received in your work place?...............................

....

....

13. Have you ever appreciated the work of your officers in your current station or earlier

stations? ....

....

....

14. What are the stress management strategies you have put in place to help the officers

under your control?

15. What measure do you think can be put in place to manage stress among Administration

polices officer?

(a) Short term measure?

....

....

(b) Long terms measures?

....

....