

**EFFECTS OF OCCUPATIONAL HAZARDS ON PERFORMANCE OF POLICE  
OFFICERS IN UASIN GISHU COUNTY, KENYA**

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**A Thesis Submitted in Partial Fulfillment of the Requirement for the Conferment of the  
Degree of Master of Arts in Criminology of Masinde Muliro University of Science and  
Technology**

**November, 2023**

**DECLARATION BY THE CANDIDATE**

I certify that this thesis is my original work and has not been submitted for purposes of granting of a degree in any other University, to the best of my knowledge.

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## **DEDICATIONS**

The work is dedicated to my children Vivian, Valary, Ian, Viola, and Ryan, as well as my wife Winnie, who have been my biggest inspiration, support sources, and rock-solid pillars throughout my life.

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## ABSTRACT

A fully operational police force is essential for law enforcement, maintaining the peace, protecting property, and providing security. Police officers perform best when they have a high degree of psychological well-being at work, which leads to competence in dealing with operational challenges. According to the National Police Service's annual police crime trends report for the year ending 2019, there was an increase in criminal acts such as murder, rape, and robbery in Kenya. The same survey revealed a declining trend in police officer male, which is a crucial indicator of poor effectiveness in reducing these crimes. The purpose of this study was to investigate the effects of occupational hazards on the performance of police officers in Uasin Gishu County Kenya. The study was guided by the following specific objectives; to determine the effect of occupational hazards on the performance of police officers; to investigate the effect of family life on the performance of police officers and to examine the influence of social relations on the performance of police officers. The study area was within the jurisdictions of County Police Headquarters and police stations in Uasin Gishu County. The study was anchored on the Social Exchange Theory by George Homans and Psychoanalytic Theory by Sigmund Freud. The study adopted a descriptive survey research design. The target population for Theory study was 2,225 people out of which a sample of 327 respondents. The study employed purposeful, stratified, and simple random sampling approaches to select respondents. Primary data was collected from respondents in the study utilizing questionnaires and interview guides. Reports and publications were used to gather secondary data. A pilot study was undertaken among police officers at Nandi County Police Headquarters. Validity of data collection instruments was ascertained using expert opinion while reliability was ascertained using the test-retest technique where Cronbach's alpha coefficient of reliability as computed and a coefficient of 0.793. To reach the study's goals, the researchers used both qualitative and quantitative analyses. The quantitative data were analyzed and presented in the form of tables, frequencies, and percentages while qualitative data was analyzed by content analysis and presented as observations and discussions alongside quantitative data. Both descriptive and inferential statistics were used in data analysis and the Statistical Package for the Social Sciences (SPSS) version 28.0 for windows was used. The study findings revealed that there was a significant but negative relationship between occupational hazards and performance of police officers ( $r=-0.679$ ;  $P<0.05$ ); there was a significant but negative relationship between family life and performance of police officers ( $r=-0.618$ ;  $P<0.05$ ) and there was a significant positive relationship between social relations and performance of police officers ( $r=0.413$ ;  $P<0.05$ ) ( $p=0.000$ ). The overall regression coefficient of determination ( $R^2$ ) revealed that occupational hazards accounted for 87.6% of the variance in performance of police officers in Uasin Gishu County, Kenya. The study concluded that working on shift and working overtime influences police officers' job performance. When it comes to work-family conflict and bad coping among themselves, more so male police officers found it difficult to seek professional support from their colleagues because of the fear of being perceived as weak. The recommended that the National Police Service together with all the concerned stakeholders need to establish strategies for decreasing the stress levels of police officers. In addition it was recommended that the National Police Service develops ways to reduce the sources of occupational stress, such as establishing safe working environment and looking into police officers' motivation.

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## **LIST OF ACRONYMS**

<b>NACOSTI</b>	National Commission for Science and Innovation
<b>UN</b>	United Nations
<b>NPSC</b>	National Police Service Commission
<b>IPOA</b>	Independent Policing Oversight Authority
<b>KNHCR</b>	Kenya National Human Rights Commission
<b>SPSS</b>	Statistical Package for Social Sciences

## OPERATIONALIZATION OF TERMS

**Effects:** Means the result of a particular influence. In this study, effects were measured by the magnitude of impact (negative or positive) of occupational stress on the police officers' performance.

**Occupational Stress:** Is there a link between psychological stress and one's job? Occupational stress is frequently caused by demands that are incompatible with one's knowledge, abilities, and expectations. Occupational stress is described in this study as the reaction police officers may have when confronted with job expectations and pressures that are not matched to their knowledge and aptitude, posing a threat to their capacity to cope. It was determined by the amounts and types of stress encountered by police officers while carrying out their responsibilities, as expressed via irritation, rage, uneasiness, and anxiety, which can lead to physical and mental health problems such as illnesses, depression, and drug abuse.

**Performance:** It is used to describe the act of carrying out a task the accomplishment of a goal. The term "performance" is used in the study to refer to the act of carrying out policing tasks, functions, roles as outlined in the police service agreement. It was determined by the amount to which police officers fulfilled failed to fulfill their mandate, which included crime detection and prevention, emergency response, maintaining law and order, investigating cases, public service quality, and capacity to collaborate with colleagues.

**Police officer:** Is a person required by law to work as a police officer? The word "police officer" is used in this study to refer to all personnel of the police force, regardless of rank structure. Although this research will not cover it, administration police are included.

**Stress:** Is a mental bodily state of tension. The experience of feeling upset, furious, or anxious might potentially be triggered by any situation. This study provides a definition of stress as a psychological and emotional state of distress that arises in response to adverse external circumstances, with the capacity to adversely affect one's physical well-being.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the study

Police officers are powerful acts in society given their authority (Kolawole, Olusegun & Wasiu, and 2018). Police officers are the agents of justice and they perform their duties only when they have a high level of psychological well-being at the workplace that fosters competency to face challenges in all spheres of life (Kolawole *et al.*, 2018). Determining the psychological well-being of police officers is important because it leads to understanding and the optimal functioning of police officers. Good health and contentment ensure that police officers can discharge their duties adequately (Magnavita & Sleep, 2017). It is well knowledge that police officers face unpredictable and explosive circumstances on a daily basis, such as investigating crime scenes, participating in high-speed chases, and resolving domestic conflicts (D'Souza, Weitzer, & Brunson, 2018). These difficult job situations have significant psychological implications for police officers, including risks, burnout, decreased occupational well-being, and increased psychological instability. Reduced communication, strict disciplinary processes and regimentation, organizational structure pressure, and atmosphere all contribute to police personnel psychological well-being and quality of life (Afil, Ogaboh & Thompson, 2018). These facts have a variety of effects on the situation of police in Uasin Gishu County.

Police personnel worldwide are confronted with both physical and psychological obstacles (Nisar, Rasheed & Qiang, 2018). In an Australian study examining psychological symptoms, it was found that 42% of participants reported experiencing frequent sleep disturbances that were associated with perilous life events during periods of optimal job performance. Physical hazards were imposed on the body as a result of the sleep issues associated with work performance; this

led to more hazardous experiences due to increased physical strain (Anderson, Litzenberger, & Plecas, 2012). In previous instances, law enforcement personnel have taken their own lives as a result of their inability to manage critical circumstances (Balmorer, 2016). The 2018 National Health Assessment Survey of the United States revealed that more than half (49%) of police recruits had experienced severe anxiety the year prior (Shane, 2016). Untreated anxiety among adolescents can increase the likelihood of developing physical and mental health complications, such as depression, heart disease, and substance misuse (Shane, 2016).

Mental illness typically manifests just prior to college age, as stated by Maran, Varetto, Zedda, and Ieraci (2017). Factors such as the risks and anxieties associated with college life, including the pressure to succeed, social isolation, and the formation of new relationships, can contribute to this development. A confluence of diverse psychological issues is contributing to the decline in the social well-being of police officers, which ultimately has repercussions for the entire policing system (Maran et al., 2017).

In numerous African countries, police personnel encounter societal challenges that have negatively impacted both their performance and social standing. The primary source of peril for law enforcement personnel was their perception of the manner in which administrations treated them (Spector, 2017). Oblique job performance criteria, inadequate management communication, regulations formulated by individuals unaccustomed to the actual work environment, limited participation in decision-making processes, and inadequate administrative support were identified as administrative causes of risks (Spector, 2017). Two prevalent hazards that police officers encounter are financial constraints within their families and inadequate compensation, both of which significantly influence their professional efficacy (Nelson & Smith, 2016). More often than not, the performance of police officers and policing is adversely



affected by transitioning from college to adulthood, training, time commitments, financial issues, familial obligations, social isolation, and the developmental responsibilities of establishing one's identity away from dependence to autonomy (Nelson & Smith, 2016). Constant relocations necessitate substantial modifications to newly acquired workstations by police personnel in Kenya (Jonjo, 2015). Interpersonal relationships and job performance are subject to stress as a result of the stress caused by their limited quantity. The risks encountered are influenced by housing arrangements and changes in lifestyle. Additionally, police personnel are susceptible to risks stemming from their occupation, support networks, and ineffective coping strategies (Ongoro, 2015).

In mysterious circumstances, a number of police officers have been shot and assassinated by their colleagues in recent times. At Parklands Police Station, for instance, a police officer committed suicide after shooting and murdering himself, his immediate supervisor, and a colleague (Andvig & Barasa, 2011). An additional incident transpired in Kanyamkago in 2015 where an administration police officer fatally shot eleven people, including two of his colleagues. Similarly, a General Service Unit officer in Kuria town that same year murdered a colleague and his superior after a disagreement (Masava, 2016). Police officers are confronted with a series of situations that are influenced by the surrounding environment and yield corresponding outcomes across different levels (Jonjo, 2015).

In Kenya, inadequate facilities have ensued as a consequence of the expeditious enlistment of police personnel (Gitonga, 2015). Suicides within the disciplinary services have been ascribed to a multitude of factors, one of which, according to the Independent Police Oversight Authority (IPOA, 2018), is the pervasive harassment of subordinate officers by their superiors. Suicide by police officers alters the workload in numerous ways, which can compromise the overall

efficacy of the position. As reported by K24 News (2019), a policewoman allegedly vanished without a trace during the husband's self-inflicted demise.

There were allegations that the police officer, who was unable to accept his separation from his wife, might have considered suicide as a means to evade legal consequences. Divorce and separation invariably increase the likelihood of suicide. Suicide murder may be resorted to by law enforcement officers who have exhausted all other options in order to alleviate the tension caused by perilous situations that have transpired in an atypical fashion. Seven additional boys and girls were assassinated by police in Mathare on the evenings of April 14 and 17, 2019. According to witnesses, the victims were shot either while kneeling before police on the streets or while in police custody subsequent to their detention in each of the aforementioned incidents (Kego, Otieno, & Akoyo, 2020). Human rights organizations have frequently accused the Kenya Police Service of unlawful murders and the use of excessive force, particularly in impoverished communities across the nation, including Uasin Gishu County. In many cases, police officers have discharged firearms, inflicted injuries, and even committed suicide (IPOA, 2019). This research endeavored to examine the impact of occupational hazards on the performance of police officers in Uasin Gishu County, Kenya, with the ultimate goal of comprehending the correlation between police work and experiences.

## 1.2 Description of the Issue

A fully operational police force is imperative for the enforcement of laws, preservation of public order, safeguarding of property, and provision of security. The optimal performance of police officers is contingent upon their psychological well-being at work, as it fosters the ability to effectively navigate challenges (Nelson & Smith, 2016). Historically, police officers have been associated with societal injustices such as extrajudicial executions, corruption, and other

immoral practices, which have been extensively documented in print and electronic media across the globe (Angira, 2016). This has not only caused extensive damage but has also led to substandard police performance, which has prompted ceaseless public and human rights organization complaints (Karani, 2019). Based on the annual police crime trends report for the period concluding 2019, the Kenyan Police Service documented a rise in criminal activities including rape, homicide, and burglary. The survey also unveiled a downward trajectory in the number of male police officers, an essential indicator of inadequate efficacy in the fight against such offenses (Hope, 2019). Stakeholders and the general public are concerned regarding this subpar performance. Nevertheless, policing has historically been considered one of the most perilous professions due to the constant exposure to personal and generational hazards, prolonged laboratory work, and exposure to various dangers.

The above studies have attempted to explain the causes of work-related hazards in the police force but did not link them to police performance. This study is an attempt to establish whether not occupational hazards play a major part in influencing performance in the police service in Uasin Gishu County. Therefore, the study specifically sought to investigate the effect of occupational hazards, family life and social relations on the performance of police officers in Uasin Gishu County; Kenya. The specific occupational hazards investigated were work load, variations in work shifts and nature of work undertaken by police officers.

### **1.3 Overall Objective of the Study**

The overall objective of the study was to investigate the effects of occupational hazards on the performance of police officers in Uasin Gishu County, Kenya.

#### **1.4 Research Objectives**

- i. To examine the effects of occupational hazards on the performance of police officers in Uasin Gishu County
- ii. To investigate the effect of family life on the performance of police officers in Uasin Gishu County.
- iii. To examine the influence of social relations on the performance of police officers in Uasin Gishu County.

#### **1.5 Research Questions**

- i. What is the effect of occupational hazards on the performance of police officers in Uasin Gishu County?
- ii. To what extent does family life affect the performance of police officers in Uasin Gishu County?
- iii. How do social relations influence the performance of police officers in Uasin Gishu County?

#### **1.6 Significance of the Study**

The study contributes to the body of knowledge in the domain of study and create opportunities for further research. The study contributes to they, literature and act as a source of reference for future scholars and researchers.

The study contributes to policy and practice issues in the area of police work and specifically with regard to occupational hazards facing members of the national Police Service in the course of their duties. The findings of the study provide information to policy implementers so as to inform strategies for improving the overall working environment for police officers for effective service delivery.

Scholars and students intending to pursue research on occupational hazards facing police officers in service delivery in Kenya and beyond may use this study and its findings as a source of literature. As a result, the study has filled a gap in knowledge on the impact of occupational risks on police officer performance.

While occupational hazards may be significant pressures in police officers' personal life, there appears to be much more than meets the eye. It is expected that those employed to serve as cops have the intellect and foresight to cope with potentially dangerous circumstances generated by criminals without destroying evidence murdering suspects. The police are merely one aspect of the judicial system; they are not the entire system. Police mistakes cost a lot of money, not just to individuals but also to society. Nothing appears to have been done to investigate why the police would act in such a way that violated the law that they are sworn to uphold. Police officers confront several increased job-related pressures, while public standards for personal and professional behavior appear to be growing.

### **1.7 Scope of the Study**

The study focused on the effects of occupational hazards of police officers in Uasin Gishu County, Kenya. The study sought to look at family life, occupational hazards, and social relations on the performance of police officers. The study was conducted in Uasin Gishu County.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides an examination of pertinent scholarly works alongside theoretical assessments to identify deficiencies that will be remedied by the present investigation. In accordance with the study objectives and drawing on prior research conducted by a variety of academicians and other scientists, the literature review provides support for the study's goals.

#### **2.2 The Influence of Occupational Hazards on Performance of Police Officers**

The field of law enforcement is well recognized as a job that entails significant emotional and physical risks (Lambert, Qureshi, Frank, Klahm & Smith, 2017). Law enforcement personnel are consistently faced with the ramifications of homicide, acts of aggression, incidents of vehicular mishaps, and occurrences of natural disasters. According to Lambert et al. (2017), police officers and their families experience significant challenges due to the demands of working varied shifts, enduring long shifts, and being exposed to various traumatic events. Lambert et al. (2017) reported a range of concerning findings, including elevated rates of divorce, suicide, domestic violence, heart attacks, cancer, depression, and alcohol consumption. The perception that police personnel are impervious to pain and violence is consistently reinforced by law enforcement agencies, the media, and society at large (Kula, 2017:26).

Police personnel around the nation are experiencing elevated levels of stress, notwithstanding the reluctance of numerous law enforcement agencies to openly address this matter. Every

individual's existence, irrespective of their ethnic or cultural background, is replete with stress, and law enforcement agents are not exempt from this reality (Kula, 2017). If police officers do not acquire the necessary skills to effectively manage stress, it can potentially result in adverse consequences for their physical health, mental well-being, as well as their personal and social development (Kula, 2017).

The occupation of policing is widely recognized as an exceptionally challenging profession, and it has garnered recognition as being among the top five most mentally taxing occupations globally (Reiner, 2018). One rationale for this phenomenon is that during the process of law enforcement, police personnel are mandated to uphold the integrity and distinctiveness of persons (Spector, 2017). The tension inherent in the duty to preserve and support the public lies in its dual objective of both protecting and serving the community.

According to Wang and Zheng (2017), the employment environment in law enforcement is characterized by a higher level of hazard compared to other professions, occasionally posing life-threatening situations. Consequently, the occupation of law enforcement requires a higher level of demand compared to the majority of other service-oriented professions. Furthermore, instead of pursuing financial gain, law enforcement agents are employed by institutions that possess certain objectives, such as the reduction of criminal activity and the enhancement of public safety (Wang & Zheng, 2017). Scholars have conducted investigations into the various elements of police work, including the perilous and distressing features, as well as the routine components, in order to examine the occurrence of work-related stress within the law enforcement profession (Wang & Zheng, 2017).

Encounters with individuals displaying violent behavior, the risk of being subjected to physical harm involving a lethal weapon, and the possibility of experiencing severe injury or even

fatality are commonly acknowledged as highly anxiety-inducing circumstances (Richardson, Burke, & Martinussen, 2017). In the realm of violent encounters, police officers encounter a range of stressors, which including exposure to circumstances akin to those confronted by military personnel and emergency service workers (Richardson et al., 2017). As specialists in the field of emergency services, police officers often encounter deceased individuals and victims of violent incidents. Simultaneously, police officers, akin to military personnel, may encounter life-threatening circumstances, including the risk of death, while carrying out routine law enforcement duties (Richardson et al., 2017). During the course of their duties, police officers encounter situations involving deceased individuals in various stages of decomposition, cases of sexual molestation involving minors, and instances where their colleagues have suffered severe harm, whether as a result of unintended actions or deliberate intent (Andersen, Papazoglou & Collins, 2016).

The American study examines the prevalence of fatigue among police officers, investigates the underlying causes of exhaustion, assesses the detrimental effects of fatigue on law enforcement personnel, and proposes potential strategies to mitigate weariness in this occupational group. Vila et al. (2002) posit that exhaustion is a condition that arises from inadequate sleep of substandard quality, as well as prolonged and intense physical, emotional, and mental activity. This state of tiredness diminishes alertness, hampers performance capabilities, exacerbates mood, and hinders the ability to make sound decisions. According to the definition provided, excessive fatigue has adverse effects on the performance, health, and safety of police officers, as well as their public image and the quality of their discretionary decision-making (Vila et al., 2002).



In their study, Vila et al. (2016) examined the physical indicators of fatigue among a sample of police officers hailing from 12 prominent urban police departments across the nation. The study encompassed a total of over 2,000 officers. The geographical locations of the departments inside the United States were not explicitly indicated by the researchers. The researchers conducted a comparative analysis between ocular performance indicators and ordinary performance in order to assess the extent of fatigue-related impairment in individuals. The participants also provided their insights on subjective data pertaining to the influence of fatigue on law enforcement personnel. This included information obtained from interviews regarding the sleep quality and fatigue-related attitudes of officers, as well as those of their fellow colleagues.

The amalgamation of data from these sources provided significant empirical support for the influence of fatigue on the professional efficacy, physical and mental health, and personal lives of law enforcement personnel. According to the data, police personnel had a significantly higher prevalence of poor sleep quality compared to the general public, with a rate that was twice as frequent on average. According to Vila et al. (2012), in their review study on the topic of fatigue among police officers, many sources of data consistently indicate the presence of elevated levels of exhaustion among patrol officers in the United States. The authors further assert that no contradictory evidence has been found to challenge this conclusion (Vila et al., 2002). Andersen et al. (2016) discuss the many stress assumptions, including the notion that the primary sources of stress for police officers are the immediate risk of physical harm and involvement in violent situations. In addition, the experience of powerlessness and a lack of control in the job can significantly contribute to stress among police personnel (Andersen et al., 2016). The aforementioned findings do not definitively negate the notion that the profession of policing

carries inherent dangers. However, they do demonstrate that the primary sources of stress experienced by police officers are mostly beyond their individual control, such as bureaucratic procedures (Andersen et al., 2016). According to Anshel and Umscheid (2017), police officers perceive policing as a profession that carries a higher potential for hazards rather than inherent danger. The primary sources of stress identified by police officers include experiencing the loss of a fellow officer who was killed in the line of duty, engaging in the use of lethal force earlier in the course of duty, and encountering deceased children who have been subjected to physical abuse.

Anshel and Umscheid (2017) found that police officers tend to regard critical circumstance contacts as the primary sources of stress, despite evidence indicating that normal responsibilities are actually more stressful. Violanti (2017) offers several potential theories, one of which pertains to the infrequent nature of these significant incidents, resulting in their heightened impact and immediate recollection by law enforcement officers. Furthermore, law enforcement personnel perceive significant event encounters as inevitable in the course of their professional duties, while finding numerous routine occupational hazards to be excessively burdensome. Another notable aspect is the perception of enduring risk associated with the occupation of a law enforcement officer (Violanti, 2017).

Police personnel see the daily attributes of the police work environment as the second prominent cause of stress. According to Maran (2017), the routine administrative, bureaucratic, and organizational aspects of police employment can generate levels of stress comparable to the inherent risks associated with the profession. Nelson and Smith (2016) identified several stressors, including courts, administrative policies, limited help, inadequate equipment,

community connections, and variable work schedules. In contrast, organizational variables are found to induce higher levels of stress compared to intrinsic factors (Nelson & Smith, 2016).

The prevalence of shift work and overtime has witnessed a notable increase in the rising nations of Africa, such as Kenya. The current understanding of the relationship between work schedules and stress is limited, as indicated by Kula's (2017) research. According to Spector (2017), engaging in shift work has been identified as a potential source of occupational stress that is associated with many health issues. These include an increased susceptibility to accidents, gastrointestinal disorders, disruptions in familial and social relationships, as well as the development of mental illnesses. Qureshi and Lambert (2016:25) assert that the suboptimal performance of police officers can be attributed to their perpetual on-duty status and limited opportunities for relaxation.

Although police officers are granted time off, they often find themselves obligated to forgo their days off in order to participate in court proceedings, attend meetings during their leisure time, and engage in volunteer activities on weekends (Qureshi & Lambert, 2016). Insufficient allocation of time for recuperation may lead to the occurrence of burnout. In addition, it has been observed that police officers may encounter occupational stress, particularly when they are obligated to work during their designated leisure periods (Qureshi & Lambert, 2016).

The primary concerns reported by individuals include sleep disturbances, fatigue, decreased appetite, and constipation. Additionally, individuals may experience parental and marital difficulties that can significantly influence their work productivity, overall well-being, and interpersonal relationships (Richardsen et al., 2017). Moreover, the redistribution of work schedules is implemented to effectively allocate the workload among police officers, as evidenced by the study conducted by Richardsen et al. (2017). Regardless of whether the police

force implements a weekly or biweekly shift rotation, workers consistently encounter significant health issues (Lo, 2016).

Law enforcement personnel are obligated to adapt to various causes of work stress, including the level of tension experienced by police constables who have irregular sleep patterns, particularly when they are accustomed to a specific bedtime routine. The alteration of sleep patterns may significantly exacerbate the already demanding lifestyle of officers (Lo, 2016). According to Sundaram and Kumaran (2012), the provision of annual in-service training for police officers serves as a means to equip them with the necessary skills and knowledge to effectively handle the challenges associated with policing. However, it is important to note that this training may not adequately address the psychological worries that are inherent to the profession. The absence of a fixed framework in police interactions with individuals leads to emotional, physical, and psychological strain for law enforcement personnel (Sundaram & Kumaran, 2012). Law enforcement personnel frequently respond to a consistent flow of service requests, and this perpetual cognitive engagement can result in emotional strain. Emotional stress, characterized by physiological responses to stressful experiences, is commonly observed among police officers. Police officers encounter several challenges in the course of their duties, which can range from responding to a distress call from an elderly individual in need of assistance with a flat tire, to addressing a domestic violence incident that necessitates medical intervention, or even providing backup to a fellow officer engaged in a high-speed vehicular pursuit. These scenarios exemplify the diverse and unpredictable nature of the situations that law enforcement personnel may confront throughout their daily operations.

In their study, McCarty, Zhou, and Garland (2007) employed multivariate tests to examine the phenomenon of heightened stress experienced by police officers. Their findings revealed that

the occurrence of raised stress levels can be attributed to two primary factors: frequent engagement with suspects and the inherent unpredictability associated with the policing profession. Among the entire population of 2,500 police officers, a convenience sampling method was employed to choose a subset of 1,100 officers who voluntarily agreed to partake in the research. It was determined that law enforcement officers exhibited notable degrees of stress, worry, dread, despair, and anger.

The correlation between job demands and stress among police officers is extensively acknowledged in the literature. However, additional research has indicated that intra-departmental conflicts also contribute to the experience of stress among these individuals (Sundaram et al., 2012). Despite facing significant professional pressures, such as frequent management changes, intense public scrutiny, enormous workloads, and limited access to supportive resources, police personnel are still expected to maintain a high level of performance. Adu-Gyamfi (2014) posits that the demands imposed on police officers may have detrimental effects. According to Adu-Gyamfi (year), the workplace expectations, job problems, and organizational climate in police situations do not foster a conducive environment for the development of healthy work relationships. Due to the significant transformation in the nature of police work, it is imperative to ensure that officers are well-informed regarding the challenges they encounter in their professional duties.

This encompasses training programs aimed at addressing workplace stress and various other hurdles that can impact job performance. It has been recognized by scholars, meanwhile, that there is a lack of comprehensive understanding regarding the mitigation of workplace stress. The phenomenon of stress arises from a multitude of factors, encompassing diverse rationales, occurrences, and conditions, which exert varying effects on individuals. Various factors such

as the environment, upbringing, religious ideas, and overall attitude towards life may contribute to these variations. The experience of stress can be generated by a combination of factors, including fear of unfamiliar circumstances, as well as apprehension around societal, familial, and personal expectations. The potential negative impact of work-related stress on individuals' well-being is a concern across several professions, irrespective of its origins (McCarty & Skogan, 2013). There exists a hypothesis suggesting that police officers experience elevated levels of occupational stress in comparison to individuals in other professions.

Individuals have diverse responses to stress and are influenced by a range of stressors, similar to the multifaceted nature of stress origins. Stress responses can arise from either the experience of dread or the display of courage. When faced with a situation that poses a potential threat to their lives, individuals may exhibit different physiological and emotional responses, with some experiencing fainting while others may feel a sense of elation. According to Violanti (2011), individuals should pursue occupations that align with their stress tolerance profile. A significant number of persons are attracted to careers in law enforcement due to their heightened stress reactivity compared to others, despite their awareness of the psychologically demanding nature of the profession. Nevertheless, it is important to note that this assumption may not universally hold true, and additional investigation is required to validate the existence of discrepancies in stress responses between law enforcement officers and members of the general public.

The National Institute of Occupational Safety and Health (2014) posits that police employment is characterized by adverse physical and emotional responses that manifest when the job expectations fail to align with the abilities, resources, and demands of police officers. This definition offers a nuanced understanding of the interconnections of work performance, an officer's aptitudes, the resources at their disposal, and their personal needs in the assessment of

job requirements for a police officer. The job performance of police officers is closely linked to their capabilities and is influenced by their interpretation of motivation, duty, and danger within the framework of their profession. The officer's mental health exerts influence over all of these areas. According to Parkes (2003), it is crucial to comprehend the differentiation between task control and psychological demands, as these two aspects have diverse impacts on both employees and businesses. Employees who work in shifts are more prone to experiencing stress in the job. The presence of shift work among police officers is a contributing factor to the elevated levels of stress experienced by these individuals (Webster, 2014).

Changes in the social milieu have a significant impact on the psychological and physical well-being of officers. In contrast to the majority of occupations, police officers often engage in consecutive twelve-hour shifts (Lo, 2016). As per Cao's (2018) findings, the human physiology is not inherently adapted to sustained wakefulness during nocturnal hours. Consequently, the adjustment to atypical work schedules has a detrimental impact on the regularity of sleep, eating, and working patterns. Police officers typically work 12-hour shifts, which are informally extended to encompass the transfer of responsibility in accordance with service standing orders. The aforementioned action is seen to be in contravention of laboratory regulations, which stipulate an obligatory duration of an 8-hour work period (Lo, 2016). Police officers are compelled to engage in extended shifts of up to 16 hours due to a dearth of people, demanding crime-related duties, and ambiguous legal and administrative responsibilities (Cao, 2018).

According to Hussain and Alam (2016), law enforcement personnel in the United States often adhere to a work schedule consisting of six consecutive days, with each day comprising eight hours of duty. Moreover, these officers rotate their shifts every eight days, following a counter-clockwise pattern. According to Hussain and Alam (2016), a significant number of officers

experience the adverse effects of chronic sleep deprivation due to the demands of their work schedule. This persistent lack of sleep has been found to have detrimental effects on both their performance and overall safety. Police officers work in their laboratories throughout their weekly holidays and other official holidays, choosing to sacrifice their time off. The prevalence of illness, absenteeism, and suboptimal sleep quality is a significant concern for police personnel who are subjected to rotational work schedules. According to Hussain and Alam (2016), the aforementioned factors can lead to fatigue, hypertension, and inadequate sleep. Monotony and boredom are inevitable during the night shift. Boredom elicits fluctuations in physiological responses, leading to a state of fatigue.

The experience of boredom has the potential to impact cognitive processes such as judgment and can result in a decrease in reaction times. Given the aforementioned circumstances, it is imperative for the police force to thoroughly deliberate the implementation of an optimal work shift schedule, with the primary objective of safeguarding the physical and psychological welfare of its people (Hussain & Alam, 2016). The concept of workload has been acknowledged as a significant source of work-related stress in numerous studies on occupational stress. Specifically, the workload experienced by police officers has been found to be substantial (Sattar & Iqbal, 2017). Based on a study conducted in the Netherlands, it was found that a significant proportion, ranging from 65 to 75 percent, of police officers experienced stress due to the demanding nature of their work responsibilities. A study conducted by Rollinson (2012) in Australia revealed a correlation between workload and burnout, as reported by Sattar and Iqbal (2017).

Individuals who experience a hard workload have been found to express psychological discomfort, job dissatisfaction, and an increased frequency of physical symptoms (Shane,



2016). In a study conducted in South Africa, law enforcement personnel engaged in tasks that fell outside the purview of their conventional job responsibilities. They assumed the responsibilities of their colleagues during periods of inadequate personnel. One of the stressors that was found to have a significant impact on the performance of police officers, according to a study conducted in Israel, is work overload (Suresh & Ganesan, 2016).

According to Shiundu (2017), the current size of Kenya's police force is 98,732 officers, which translates to a personnel-to-population ratio of 1:390, indicating that there is one police officer for every 390 inhabitants. This surpasses the police-to-civilian ratio of 1:450 as suggested by the United Nations. Nevertheless, the current policy framework is burdened by the inclusion of non-essential tasks, such as safeguarding highly significant individuals, including parliament members and high-ranking government officials. According to Shane (2016), the highest level of stress is caused by having too many jobs. The issue of inadequate staffing and its resulting effects have been a significant source of stress for numerous police personnel (Suresh & Ganesan, 2016). The combination of insufficient staffing levels and an elevated workload raises concerns regarding the ability of police personnel to effectively handle their responsibilities and deliver satisfactory service, hence creating a stressful atmosphere within the police force (Suresh & Ganesan, 2016). According to Shane (2016), an increase in the number of responsibilities assigned to police personnel results in the development of job overload. Lambert (2017) asserts that the responsibilities of policing encompass the enforcement of legal statutes, the preservation of societal tranquility, the protection of individuals and their assets, and the investigation and interrogation of perpetrators. During their active service, police officers are required to promptly address any situation that may arise. Moreover, it is imperative for law enforcement personnel to uphold and maintain peace and order, necessitating their

obligation to report to higher authorities (Lambert, 2017). It is well acknowledged that the police force has experienced a significant increase in stress levels due to the demanding nature of meeting numerous challenging deadlines and fulfilling various obligations.

The occupation of a police officer is characterized by inherent challenges and is prone to induce significant levels of stress (Lambert, 2017). Excessive work demands have been associated with heightened levels of stress, which in turn have been found to be correlated with various negative health outcomes such as smoking, alcohol use, elevated cholesterol levels, increased heart rate, and diminished self-esteem (McCreary & Thompson, 2016). The statement provided offers a precise depiction of a well-established framework that encompasses subtle violations within existing systems due to conflicting legislation and societal demands placed on criminal justice practitioners (McCreary & Thompson, 2016).

Police workers see the daily attributes of the police work environment as the second prominent factor contributing to stress. According to Maran (2017), the routine administrative, bureaucratic, and organizational aspects of police employment can generate stress levels comparable to those associated with the intrinsic risks of the profession. Nelson and Smith (2016:42) identified several sources of stress, including courts, administrative policies, limited support, inadequate equipment, community relationships, and variable work schedules. In contrast, organizational variables are found to induce higher levels of stress compared to intrinsic factors (Nelson & Smith, 2016). The prevalence of shift work and overtime has witnessed a notable increase in the growing countries of Africa, such as Kenya. The understanding of the relationship between work schedules and stress is limited to a single perspective (Kula, 2017).

According to Spector (2017), engaging in shift work might potentially lead to occupational stress, which has been associated with many health issues including an increased likelihood of accidents, gastrointestinal disorders, disruptions in familial and social relationships, as well as mental illness. Qureshi and Lambert (2016) assert that the suboptimal performance of police personnel can be attributed to their continuous duty and limited opportunities for recuperation.

Although police officers are granted time off, they often find themselves obligated to forgo their days off in order to participate in court proceedings, attend meetings during their leisure time, and engage in volunteer activities on weekends (Qureshi & Lambert, 2016). Insufficient allocation of time for recuperation may lead to the occurrence of burnout. In addition, it is worth noting that police officers may encounter occupational stress, especially when they are obligated to work during their designated leisure periods (Qureshi & Lambert, 2016).

Among the most common problems are sleep, fatigue, lack of appetite, and constipation. Additionally, individuals may experience parental and marital difficulties that can significantly influence their work productivity, overall well-being, and interpersonal relationships (Richardsen et al., 2017). Moreover, the redistribution of work schedules is implemented to effectively allocate the workload among police officers, hence facilitating the implementation of shift work (Richardsen et al., 2017). Regardless of whether the police force implements a weekly or biweekly shift rotation, workers consistently encounter significant health issues (Lo, 2016). Law enforcement personnel are obligated to adapt to various causes of occupational stress, including the level of stress experienced by police constables who have irregular sleep patterns after being accustomed to a specific sleep schedule. The alteration in sleep patterns could potentially exacerbate the already demanding lifestyle of officers (Lo, 2016).

According to Sundaram and Kumaran (2012), the provision of annual in-service training for police officers serves as a means of equipping them with the necessary skills and knowledge to effectively face the challenges inherent in their profession. However, it is important to note that such training initiatives may not adequately address the psychological worries that are often associated with the demands and pressures of police work. The absence of a predetermined framework in police interactions with persons results in emotional, physical, and psychological strain experienced by law enforcement personnel (Sundaram & Kumaran, 2012). Law enforcement personnel frequently respond to a consistent flow of service calls, and this persistent cognitive engagement might result in emotional strain. In their study, McCarty, Zhou, and Garland (2007) employed multivariate tests to examine the correlation between high stress levels and the occupation of police officers. Their findings revealed that frequent engagement with suspects, coupled with the inherent unpredictability of policing, contribute to heightened levels of stress. Among the entire population of 2,500 police officers, a convenience sampling method was employed to choose a subset of 1,100 officers who voluntarily agreed to partake in the research. It was determined that law enforcement officers exhibited notable levels of stress, worry, dread, despair, and anger.

The existing body of research has firmly established the correlation between job demands and stress among police personnel. However, additional studies have indicated that arguments within police departments also contribute to the experience of stress (Sundaram et al., 2012). Despite facing several professional pressures, including frequent management changes, intense public scrutiny, excessive workloads, and limited access to supportive resources, police personnel are still required to maintain a high level of performance. Adu-Gyamfi (2014) posits that the demands imposed on police officers may have detrimental effects. According to Adu-

Gyamfi (year), the presence of workplace expectations, job problems, and organizational climate in police situations does not foster a conducive environment for the development of healthy work relationships.

Due to the significant transformation in the nature of police work, it is imperative to ensure that officers are well-informed regarding the challenges they encounter in the course of their duties. This encompasses training programs aimed at addressing workplace stress and various other hurdles that can impact job performance. It has been recognized by scholars, meanwhile, that there is a lack of comprehensive understanding and effective measures for addressing workplace stress. The phenomenon of stress arises from a multitude of factors, encompassing diverse rationales, occurrences, and conditions, which exhibit variability between individuals. Various factors such as the environment, upbringing, religious ideas, and overall attitude towards life may contribute to these variations. The experience of stress can be generated by a combination of factors, including fear of the unknown, as well as concerns related to societal, familial, and personal expectations.

The negative impact of work-related stress is evident across all professions, irrespective of its origin (McCarty & Skogan, 2013). There exists a hypothesis suggesting that police officers experience elevated levels of occupational stress in comparison to individuals in other professions. Individuals exhibit diverse responses to stress and encounter distinct stressors, similar to the multifaceted nature of stress origins. Stress responses can arise from either fear or bravery. When faced with a potentially life-threatening situation, some individuals may experience a loss of consciousness, while others may exhibit feelings of extreme joy. According to Violanti (2011), individuals should pursue vocations that align with their stress tolerance profile.

A considerable number of police officers are inclined towards law enforcement due to their heightened susceptibility to stress reactions, notwithstanding their cognizance of the arduous psychological demands inherent in the profession. However, this may not consistently hold true; additional investigation is required to validate the existence of discrepancies in stress responses between law enforcement personnel and the general public. As stated by the National Institute of Occupational Safety and Health (2014), negative physical and emotional reactions characterize police employment when the demands, resources, and skills of the profession fail to align with the job requirements. Evaluation of the job requirements for a police officer may be facilitated by a more nuanced understanding of the connections between work performance, an officer's abilities, the resources at hand, and the officer's personal needs as illustrated by this definition.

Officer interpretations of motivation, duty, and risk within the realm of law enforcement are directly correlated with capability-based job performance. The mental health of the officer exerts an influence on each of these facets. According to Parkes (2003), it is crucial to differentiate between task control and psychological demands due to the distinct impacts that each has on organizations and/or employees. Shift workers are disproportionately susceptible to experiencing tension in the workplace. The elevated levels of tension that police officers encounter are a contributing factor to the widespread practice of shift work (Webster, 2014).

Police officers experience fatigue and discontentment when working under constant tension, according to McCreary and Thompson (2016). The physical and professional health of police officers may be adversely affected by the stressful situations to which they are exposed (McCreary & Thompson, 2016). As one of the consequences of work-related stress, burnout

has been recognized for its exponential impact on professional relationships. This concept exemplifies an environment for a police operation that is subjective as opposed to objective, with a distorted perspective on its excesses (Gershon, Barocas & Canton, 2016).

A moderate degree of tension is a typical circumstance for police officers in order to optimize their job performance (Gershon et al., 2016). The average tension level of police officers with longer tenures was significantly greater. Stress is caused by a variety of life circumstances, including psychosocial and behavioral changes, housing and financial difficulties, work obligations, and the specific requirements of job performance. A state of imbalance and excessive tension ensues when professional and personal obligations converge (Gershon et al., 2016).

The high incidence of suicides in the disciplined services in Kenya has been attributed to various factors, one of which has been the extensive harassment of subordinate officers by their superiors, according to information released by the Independent Police Oversight Authority (IPOA, 2018). The overabundance of police personnel recruitment has led to the establishment of substandard facilities (Terrill & Ingram, 2016). As a consequence of a proliferation of criminals and a reduction in privacy and the ability to spend quality time with one's family, police officers experienced elevated levels of stress and diminished work performance (Terrill & Ingram, 2016).

Thirty years ago, the working environment was significantly different than it is today. Extended work hours and regular alterations in the organizational structure and work environment are prevalent, all of which contribute to heightened levels of tension and presence (Fotinas, Ventouratos & Cooper 2015). The workplace is notably a source of tension due to the significant amount of time that employees spend in the premises (Erkutlu & Chafra, 2016).

Stress is an unavoidable consequence of modern existence, and it exerts a direct influence on an individual's mental faculties, emotional state, overall health, and physical condition. The prevalence of stress is significantly higher among employees occupying lower hierarchical positions, as they have limited control over their working conditions (Beheshtifar & Nazarian 2013). Stress has been defined in an assortment of ways throughout history. At first, its conception occurred due to external pressure; subsequently, it evolved from internal duress (Kazmi, Amjad & Khan, 2018).

Occupational stress influences both the organizations in which employees are employed and the caliber of work they produce (Maslach, 2013). Perez-Rodriguez, Topa, and Belendez (2019) posit that stress does not invariably have detrimental effects on organisms; while it can be advantageous at moderate levels, excessive stress can prove to be detrimental. The fact that stress may contribute to the evolution and development of human potential renders it indispensable to our daily lives. Absolute stresslessness is equivalent to death.

According to Johnson, Cooper, Cartwright, Donald, Tayl, and Millet (2005), prevention of occupational stress is unattainable. However, by comprehending the factors that contribute to stress, there is a greater opportunity to restructure work arrangements and implement stress management techniques. One factor that contributes to elevated levels of tension in the workplace is work overload. Anxiously pressed employees who are required to perform a variety of tasks for extended periods of time are more agitated and their health is compromised. Exemplary are police officers who are consistently present at their posts. Officers are constantly on high alert, even when they are not physically present, which significantly impairs their resilience. Inadequate vocational development has also been associated with the development of mental health problems and illness. Lack of career progression and insecurity are two



additional sources of tension in the workplace. Employees who perceive a lack of progress in their career advancement, uncertainty regarding their future employment opportunities, and hindrance to their goals are more prone to experiencing stress (Davis, 2012).

External controls imposed by superiors are an additional source of workplace tension, according to Erkutlu and Chafra (2006). For instance, a member of a commandant's organization may experience tension due to the fact that he or she is the only one who makes decisions. An additional source of tension, as stated by Greenberg (2010), is job discontentment. Motivational variables, which may have an effect on employment satisfaction, are a category of work-related factors. A number of factors should be taken into account, including the degree of responsibility acceptance, the interaction with colleagues, the degree of recognition for exemplary performance, and the quantity of demanding tasks. For instance, law enforcement is a challenging, monotonous, and perilous profession.

A variety of stressful life circumstances that police officers encounter negatively impact both their health and performance. Police responsibilities include night patrols, inspections, incident response, crime site monitoring, and handling of internal unrest, including riots (Sollie, Kop & Euwema, 2017). Unexpected and violent incidents that transpire during the course of a police officer's duty are frequently cited as the leading cause of mental and physical strain. Notifying a family member of the untimely demise of a loved one, confronting suicidal ideation, and dealing with sexual assaults against children, the elderly, and animals are all instances of emotionally taxing situations. Natural disasters can occasionally induce tension in individuals' lives.

An international community of law enforcement officers is among the entities that are expected to be mobilized in the event of a crisis. Numerous studies demonstrate that such circumstances

are profoundly distressing and stressful. Multiple studies have ranked police work as one of the most mentally taxing and vital occupations globally. Malach-Pines and Keinan (2017) posit that the inherent characteristics of the police profession render it potentially one of the most demanding occupations globally. Mash (2010) identified a variety of employment challenges that police officers of all races, ethnicities, and genders in the United States, including Hispanic and non-Hispanic individuals, encounter.

The most significant predictors of stress, according to a study of 2010 data collected from twenty-four US departments, were lack of control over job activities, ridicule and set-ups by fellow officers, linguistic harassment, inappropriate contact (only on women), and overestimations of physical abilities. Additionally, biases toward one's race, gender, and ethnic group and a lack of control over job duties were found to be significant predictors of stress in a replication of the study involving eleven of the original United States departments (Mash, Haarr, and Kwak, 2016). Sollie, Kop, and Euwema (2017) posit that the fundamental characteristics of the police profession render it potentially one of the most demanding occupations globally.

Risks associated with occupational stress, as stated by Water and Ussery (2017). They attributed the stress to the character of law enforcement. Due to the inherent dangers and pressures of the profession, policing is unlike any other occupation. As stated by Clair (2006), occupational stress can arise from interactions with disruptive and impure individuals, including drug addicts and drunkards, the employment of force by law enforcement, the risks associated with such violence, and animosity directed at officers. As a consequence of extended work shifts, distressing accident scenes, and inadequate seclusion, Ongoro and Oloko (2015) assert that police officers in Migori experience professional stress.

They attributed it to inadequate lodging, ineffectual staff development, and inadequate communication—all of which resulted in disastrous outcomes including anxiety, sadness, and rage. Police personnel in Kenya are experiencing an increase in occupational stress. Inadequate housing, inadequate support systems, the nature of their employment, and inadequate coping mechanisms have all contributed to an increase in police officer stress, according to Hall (2012). The working environment of law enforcement is marked by elevated levels of violence, escalating crime rates, and incidents involving the on-duty and off-duty murdering of officers. Consequently, they perceive the environment as a significant source of pressure.

Professions that involve addressing the concerns of others, including but not limited to health care, education, and law enforcement, may entail a greater degree of tension among their personnel (Finn & Tomz, 2018). Law enforcement is one of the professions in which personnel interact with individuals from various social strata. Constraints regarding safety, lengthy, unpredictable hours, and a hierarchical structure all contribute to the perception that policing is among the most demanding professions. Prolonged occupational stress exposure has been found to have an impact on both the well-being of employees and their perceptions of their employer (Cropanzano, Rupp, & Byrne, 2003). Occupational stress influences both the organizations in which employees are employed and the caliber of work they produce (Maslach, 2013). Shane (2018) asserts that the manner in which administrations treated officers was the direct cause of the elevated level of stress.

Officers with significantly longer tenures experience significantly elevated levels of tension, as stated by Bouteyre, Maurel, and Barnaul (2007). They attributed this to a multitude of factors, encompassing psychosocial and behavioral transformations, housing and financial concerns, occupational constraints, and job performance expectations. High levels of tension among

police officers are correlated with the fact that they must make substantial adjustments to new work stations due to frequent relocations, according to Hall (2012). Second, due to the limited number, interpersonal interactions are strained as a consequence of job pressure. Thirdly, ineffective coping mechanisms, the demands of the job, changes in lifestyle, and support systems all contribute to the anxiety that police officers experience. Housing modifications and lifestyle adjustments are additional factors.

Occupational tension is a prevalent issue among police personnel in South Africa, as stated by Oweke, Muola, and Ngumi (2014). The high incidence rate was attributed to obligations associated with police work, pressures related to crime, and inadequate support from colleagues and superiors. A majority of police personnel, according to a survey conducted in Kenya, are confronted with occupational tension. The research identified organizational and operational factors as prevalent sources of stress (Nyaga, 2006). Oweke, Mwuola, and Ngumi (2014) assert that there is a notable prevalence of occupational stress among police personnel in Kisumu County. Ongoro and Oloko (2015) assert that a significant proportion of police personnel in Migori County experience melancholy, stress, and rage as a consequence of stress. It has been found that stress, which activates the alert mechanism of the nervous system, can also serve as a beneficial energy source (Omorelas and Kleiner, 2013). It increases blood pressure, quickens the heart rate, and generates compounds that aid in goal attainment. Boredom could cause one to suffocate in the absence of tension (Jonjo, 2015).

As stated by Jouriles et al. (2018), stress adds an element of intrigue and difficulty to one's existence. Employees experiencing tension may be compelled to acquire new competencies, develop fresh perspectives, and fortify their personal resilience. Conversely, effectiveness is rendered futile when a state of tension persists. Extended periods of tension are associated with

the development of serious biological and mental disorders. Negative emotional, physical, and behavioral states that result from daily activities constitute stress (Finn & Tomz, 2018). Diverse researchers establish distinct definitions of stress, suggesting that much latitude for interpretation exists with regard to the characterization and definition of stress, as well as its impact on individuals.

Despite variations in definition among scholars, stress is commonly employed to denote adverse physical and mental effects on the human being. One could conceptualize stress as an intervening variable that possesses antecedent sources and behavioral consequences. An individual experiences excessive physical and emotional tension as a result of the adaptive response they have developed in response to perceived stimuli (Mohead & Griffin, 2009). The characterization of occupational stress remains even more enigmatic due to the scarcity of research conducted in this domain. Miller (2006) underscores the fact that the police profession requires perpetual and draining self-control. Police work is the most stressful occupation, followed, in that order, by traffic controllers and dentistry.

Police stress can be defined as a discrepancy between the level of performance expected of a law enforcement officer and the officer's actual capabilities, particularly in situations where failure could have severe consequences (Young, Kotzen, & Oosthuizen, 2012). The potential consequences of police officers' failure to perform could threaten the lives of individuals, other officers, or even themselves. This is a practical consequence of the police profession, which entails daily patrols of hazardous areas, traffic, and interactions with offenders. Numerous occupations, including law enforcement, experience both acute and chronic stress.

Chronic stress can be attributed to a combination of distressing, enduring life circumstances, onerous professional obligations, and familial and social responsibilities (Kula, 2017). Negative

work-family relationships may contribute to this type of tension. Acute stress is characterized as stress that arises from time-constrained, significant occurrences that are detrimental and menacing for a brief duration. This domain encompasses the management of motor vehicle collisions.

Research has established that the professional and personal lives of police officers can be adversely affected by a range of negative physical and psychological consequences stemming from their exposure to acute and chronic stresses (Gutshall, Hampton Jr, Sebetan, Stein & Broxtermann, 2017). Despite scholarly consensus that employee stress is increasing, its precise definition has proved to be challenging (Daly, 2019). Occupational stress poses a significant risk to the majority of businesses; therefore, it is crucial to address the issue by addressing chronic and excessive stress. It is well known that stress negatively impacts employee health, and that chronic, intense job pressure can exacerbate stress.

Stress can manifest in numerous contexts, including the workplace. Numerous individuals regard their place of employment as an indispensable element determining their social and economic status. The degree of tension an individual experiences has a substantial impact on their ability to maintain a balance between job satisfaction and dissatisfaction (McTernan, Dollard, Tuckey, & Vandenberg, 2016). The degree of work discontentment an employee experiences is directly proportional to the level of occupational stress they encounter. Employee discontentment is attributed to one of the following four types of workplace stress—qualitative under-load, quantitative excess, lack of control, or inadequate social support—according to research. Quantitative overload is characterized by an excessive workload, time constraints, repetitive laboratory work, or excessive demands imposed on the individual.

Qualitative underload is exemplified by the absence of staff innovation problem-solving, limited work diversity, inadequate negative social connections, and a lack of substance in employment. Control is absent due to the employee's incapability to regulate work pace procedures. An employee experiences a dearth of social support when they do not have intimate relationships with the family members of their coworkers (McTernan, Dollard, Tuckey, & Vandenberg, 2016). By implementing changes to one or more aspects of the workplace environment that contribute to occupational stress, an employer has the potential to reduce the level of stress experienced by employees. This, in turn, could have positive effects on job satisfaction, performance, and health concerns. Particularly demanding occupations, such as law enforcement, will perpetually subject their personnel to additional occupational tensions. In these positions, managing and regulating employee tension is an option.

Although severe depression is more prevalent in individuals who experience stress, elevated levels of depression are not necessarily associated with stress itself (Mayo et al., 2017). Consistently, numerous studies demonstrate that depressed individuals have compromised immune systems and are in inferior health. Psychological responses frequently accompany physiological reactions to stress. These changes exert an influence on emotions, motivations, and cognitions. Stressed individuals experience anxiety, depression, and irritability; they may also experience fluctuations in appetite and weight gain or loss. Sexual interest often experiences a fluctuating nature; conversely, it may also increase; cognitive alterations, including impaired concentration and a loss of sound reasoning, may manifest; and individuals may discover that their thoughts persistently return to the source of the stress (Mayo et al., 2017). A number of these consequences may lead to health complications, thereby potentially compromising the life of an officer prematurely. Additional societal costs are incurred due to

early retirement, absenteeism, and alcoholism, among others (Karani, 2019). When an officer submits a sick leave request, it is probable that the police department will assign that officer extra time on the day a colleague calls in sick. Early departures of officers from the force on account of health complications induced by work-related stressors will impose a financial burden on the community. Families of police officers are also adversely affected by the tension they experience.

Research has found that officer spouses are additionally exposed to elevated levels of stress due to the profession of their partners. Significant sources of stress for officers' wives include shift work, overtime, difficulty expressing emotions, fear of injury or death to their spouse during the course of duty, and the officer's round-the-clock role as a law enforcement officer (Finn & Tomz, 2018).

The potential repercussions of officer and family stress on the police department include decreased male staff, tardiness, and absenteeism. This could potentially lead to decreased efficiency within the police department and heighten the probability of illicit incidents involving individuals and their property. Officers who are under stress due to a police misconduct incident that is related to stress may generate tensions with lab management, engage in legal action, and face adverse public opinion (Zimmerman, 2018).

In order to manage and regulate their negative emotional reactions, police officers suppress their emotions when interacting with traumatized crime victims who may be gravely injured or killed (Cronje & Vilakazi, 2020). The time required for officers to employ conventional buffering mechanisms is limited in such circumstances. In order to manage the tension associated with being a police officer, personnel utilize a variety of coping mechanisms, some of which are more advantageous than others (Violanti et al., 2018). Engaging in constructive



behaviors such as therapy, socializing with colleagues, and going for walks are all instances of positive behavior. Suicide, alcoholism, and estrangement from loved ones and acquaintances are instances of less adaptive conduct. One must seek alternatives to conventional coping mechanisms, including exercise, relaxation, psychiatric therapy, and social support, when they fail; otherwise, they will be unable to continue living.

Jonyo (2015) examined the effect of occupational hazards on the work performance of Nakuru Police Division officers in Kenya. To preserve tranquility, guarantee safety, and uphold the legislation of a nation, a proficient police force is indispensable. The job performance of police personnel in Nakuru and other divisions of Kenya has been inadequate in recent years, according to public expectations. Performance is influenced by various factors, including training, job satisfaction, career advancement, salary, recognition, the work environment, standard operating procedures, equipment and facilities, management style, and occupational stress. This study aimed to examine the influence of occupational hazards on the job performance of police officers assigned to the Nakuru police division. In this investigation, a descriptive survey research design was utilized.

The t-test was employed to assess the correlation between occupational stress and the job performance of police officers. The report indicates that police officers are subjected to significant levels of occupational stress, and their job performance is rated as average. Additionally, it was found that the work efficacy of police officers was negatively impacted by occupational stress. The report indicates that police personnel do not have access to a welfare support system, despite the arduous nature of their duties. The report recommends that the National Police Service Commission (NPSC) establish regulations and procedures to eradicate the origins of work-related stress. Due to the responsibility of addressing the concerns of others,

medical professionals and police officers, for instance, might experience greater levels of tension than individuals in other occupations (Schaible & Six, 2016). Work-related factors such as overload, conflict, and ambiguity have been identified by Baheshtifar and Nazarian (2013) as contributors to occupational stress. It was once believed that work-related stress primarily affected individuals in senior positions; nevertheless, it is now acknowledged that stress can affect individuals at all hierarchical levels. If not effectively managed, the continuous tension experienced by employees at work can detrimentally affect their physical and mental well-being, the caliber of their output, and the overall performance of the organization (Maslach, 2013).

Additionally, biases toward one's race, gender, and ethnic group and a lack of control over job duties were found to be significant predictors of stress in a replication of the study involving eleven of the original United States departments (Mash, Haarr, and Kwak, 2016). Sollie, Kop, and Euwema (2017) posit that the fundamental characteristics of the police profession render it potentially one of the most demanding occupations globally. Risks associated with occupational stress, as stated by Water and Ussery (2017). They attributed the stress to the character of law enforcement. Due to the inherent dangers and pressures of the profession, policing is unlike any other occupation.

Clair (2006) posits that occupational stress can arise from interactions with disruptive and impure individuals, including drug users and inebriated individuals, the employment of force by law enforcement, the dangers associated with such violence, and animosity directed at officers. As a consequence of extended work shifts, distressing accident scenes, and inadequate seclusion, Ongoro and Oloko (2015) assert that police officers in Migori experience professional stress. They attributed it to inadequate lodging, ineffectual staff development, and

inadequate communication—all of which resulted in disastrous outcomes including anxiety, sadness, and rage. Police personnel in Kenya are experiencing an increase in occupational stress. Inadequate housing, inadequate support systems, the nature of their employment, and inadequate coping mechanisms have all contributed to an increase in police officer stress, according to Hall (2012).

The working environment of law enforcement is marked by elevated levels of violence, escalating crime rates, and incidents involving the on-duty and off-duty murdering of officers. Consequently, they perceive the environment as a significant source of pressure. Professions that involve addressing the concerns of others, including but not limited to health care, education, and law enforcement, may entail a greater degree of tension among their personnel (Finn & Tomz, 2018). Law enforcement is one of the professions in which personnel interact with individuals from various social strata. Constraints regarding safety, lengthy, unpredictable hours, and a hierarchical structure all contribute to the perception that policing is among the most demanding professions.

Prolonged occupational stress exposure has been found to have an impact on both the well-being of employees and their perceptions of their employer (Cropanzano, Rupp, & Byrne, 2003). Occupational stress influences both the organizations in which employees are employed and the caliber of work they produce (Maslach, 2013). Shane (2018) asserts that the manner in which administrations treated officers was the direct cause of the elevated level of stress.

Police officers with more years of service experience significantly elevated levels of tension, as stated by Bouteyre, Maurel, and Bernaud (2007). They attributed this to a multitude of factors, encompassing psychosocial and behavioral transformations, housing and financial concerns, occupational constraints, and job performance expectations. High levels of tension

among police officers are correlated with the fact that they must make substantial adjustments to new work stations due to frequent relocations, according to Hall (2012). Second, due to the limited number, interpersonal interactions are strained as a consequence of job pressure. Thirdly, ineffective coping mechanisms, the demands of the job, changes in lifestyle, and support systems all contribute to the anxiety that police officers experience. Housing modifications and lifestyle adjustments are additional factors. Oweke, Muola, and Ngumi (2014) assert that police personnel in South Africa are susceptible to occupational stress.

The high incidence rate was attributed to obligations associated with police work, pressures related to crime, and inadequate support from colleagues and superiors. A majority of police personnel, according to a survey conducted in Kenya, are confronted with occupational tension. The research identified organizational and operational factors as prevalent sources of stress (Nyaga, 2006). Oweke, Mwuola, and Ngumi (2014) assert that there is a notable prevalence of occupational stress among police personnel in Kisumu County. Ongoro and Oloko (2015) assert that a significant proportion of police personnel in Migori County experience melancholy, stress, and rage as a consequence of stress.

It has been found that stress, which activates the alert mechanism of the nervous system, can also serve as a beneficial energy source (Omorelas and Kleiner, 2013). It increases blood pressure, quickens the heart rate, and generates compounds that aid in goal attainment. Boredom could cause one to suffocate in the absence of tension (Jonjo, 2015). As stated by Jouriles et al. (2018), stress adds an element of intrigue and difficulty to one's existence. Employees experiencing tension may be compelled to acquire new competencies, develop fresh perspectives, and fortify their personal resilience. Conversely, effectiveness is rendered futile

when a state of tension persists. Extended periods of tension are associated with the development of serious biological and mental disorders.

Stress is defined as adverse psychological, physiological, and behavioral conditions that arise as a consequence of routine tasks (Finn & Tomz, 2018). A multitude of scholars establish varied definitions of stress, indicating that its characterization, definition, and effects on individuals are open to considerable interpretive latitude. Although there are scholarly disagreements regarding its precise meaning, stress is frequently used to refer to detrimental physical and mental impacts on individuals. Stress may be conceptualized as an intervening variable with antecedent origins and behavioral effects. As an adaptive reaction to perceived stimuli, an individual may undergo heightened levels of physical or emotional tension (Mohead & Griffin, 2009).

The enigmatic nature of occupational stress is compounded by the paucity of research conducted in this particular field. Miller (2006) emphasizes that the police profession necessitates continuous and exhausting self-control. The profession of law enforcement is the most physically demanding, followed by traffic control and dentistry. Police stress is a condition in which the actual capabilities of a law enforcement officer fall short of the expected level of performance, especially in critical situations where failure could result in significant repercussions (Young, Kotzen, & Oosthuizen, 2012).

Police officers' failure to perform may result in life-threatening consequences that may affect themselves, other officers, or even individuals. This is a pragmatic outcome of the police vocation, which involves routine surveillance of dangerous zones, vehicular flow, and engagements with wrongdoers. A wide range of professions, including law enforcement, are

susceptible to both acute and chronic stress. Chronic stress may arise from a confluence of burdensome professional commitments, familial and social obligations, and distressing, long-lasting life circumstances (Kula, 2017). Work-family conflicts that are detrimental may contribute to this form of tension. Acute stress is defined as stress that is precipitated by transient, consequential, and adverse occurrences that transpire at a specific instant and endure for a short period of time. This field comprises the administration of collisions involving motor vehicles.

Numerous studies have demonstrated that police officers may experience detrimental physical and psychological effects in their personal and professional lives as a result of acute and chronic stress (Gutshall, Hampton Jr, Sebetan, Stein & Broxtermann, 2017). Although there is widespread agreement among scholars that employee stress is on the rise, precisely defining it has proven to be difficult (Daly, 2019). Occupational stress represents a substantial liability for the majority of organizations; thus, it is imperative to tackle the matter by implementing measures to alleviate persistent and excessive stress. Stress has a well-established detrimental effect on the health of employees, and chronic, intensive job pressure can further intensify this effect.

One of the many settings in which stress may materialize is the workplace. A significant number of people consider their location of employment to be an essential factor in determining their economic and social standing. An individual's capacity to sustain a harmonious equilibrium between job satisfaction and dissatisfaction is significantly influenced by the level of tension they encounter (McTernan, Dollard, Tuckey, & Vandenberg, 2016). An employee's level of

occupational stress is positively correlated with the extent of work discontentment they encounter. Job discontentment can be attributed to one or more of the four categories of stress identified in the research literature: quantitative overload, qualitative underload, lack of control, and lack of social support. Quantitative overload is distinguished by an overwhelming caseload, restricted time availability, monotonous laboratory procedures, or excessive expectations placed upon the individual.

Inadequate negative social connections, a lack of employment substance, minimal work diversity, and a dearth of staff innovation and problem-solving are all components of qualitative underload. The absence of control can be attributed to the employee's inability to regulate work tempo procedures. Lack of personal connections with family members or colleagues results in an employee experiencing an inadequate supply of social support (McTernan, Dollard, Tuckey, & Vandenberg, 2016). The potential for an employer to mitigate employee stress can be realized through the implementation of modifications to one or more elements of the work environment that contribute to occupational stress. Consequently, these factors may impact health concerns, job satisfaction, and performance in a positive way. Professions that require a great deal of effort, including law enforcement, inevitably impose one or more occupational stresses on their personnel. It is possible to manage and regulate employee tension in these positions.

While there is a higher incidence of severe depression among those who are under stress, there is no direct correlation between stress and heightened levels of depression (Mayo et al., 2017). A plethora of studies consistently indicate that individuals who suffer from depression exhibit compromised immune systems and suffer from substandard health. Physical reactions to stress

are often accompanied by psychological reactions. These modifications have an impact on cognitive processes, motivations, and emotions. Anxiety, depression, and irritability are symptoms of stress; individuals may also undergo appetite fluctuations and weight gain or loss. Sexual interest is subject to substantial variation; nevertheless, it has the potential to escalate. Cognitive changes, such as compromised concentration and a persistent fixation on the source of stress, may also become apparent; and individuals may observe that their thoughts perpetually circle back to the aforementioned matter (Mayo et al., 2017).

Several of these repercussions have the potential to result in health complications, thus unduly endangering the life of an officer. Among other things, premature retirement, absenteeism, and alcoholism incur additional societal expenses (Karani, 2019). It is likely that in response to a sick leave request, the police department will grant the officer additional work hours on the day that a colleague reports in unwell. The premature demobilization of officers from the force due to health complications brought on by stressors at work will place an economic strain on the community. The stress that police officers endure has a negative impact on their families as well. Officer spouses are additionally subjected to heightened levels of tension as a result of their partners' occupation, according to research. Shift work, overtime, difficulty expressing emotions, dread of harm or death to their spouse in the line of duty, and the officer's perpetual status as a law enforcement officer are notable sources of stress for officers' wives (Finn and Tomz, 2018).

Police department potential consequences of officer and family stress include absenteeism, tardiness, and a decline in the number of male personnel. This has the potential to result in



reduced operational effectiveness among police personnel and increase the likelihood of unlawful occurrences involving persons and their belongings. Officers experiencing stress as a result of a stress-related police misconduct incident may provoke discord with lab administration, initiate legal proceedings, and encounter unfavorable public perception (Zimmerman, 2018).

When interacting with traumatized crime victims who may have suffered severe injuries or fatalities, police officers suppress their emotions as a means of managing and regulating their negative emotional responses (Cronje & Vilakazi, 2020). Under such conditions, the time officers have to implement conventional buffering mechanisms is constrained. Personnel employ a range of coping mechanisms to alleviate the stress associated with the profession of law enforcement, with certain strategies proving more beneficial than others (Violanti et al., 2018). Positive behavior includes engaging in constructive activities such as therapy, socializing with coworkers, and going for walks. Isolation from acquaintances and loved ones, alcoholism, and suicide are all examples of less adaptive behavior. When traditional coping mechanisms prove ineffective, individuals must explore alternative approaches such as relaxation, psychiatric therapy, exercise, and social support; failure to do so would render them incapable of continuing with their lives.

The subject matter examined in Agolla's (2019) study was occupational stress experienced by members of the Botswana police force. The findings of the research suggest that police officers experience work-related stressors such as being injured in the line of duty and resorting to force when the job requires it. Career planning, staff development, exercise, networking, and healthy

nutrition were all mentioned as coping mechanisms. There were indeed some imperfections in this treatise. The study's geographical scope and sample size were limited to the vicinity of Gabone.

As a result, it is imperative to increase the sample size and include additional regions. In light of the study's survey design and exclusive reliance on quantitative methods, it is recommended that the research be replicated using triangulation strategies to substantiate the findings. However, by integrating these discoveries into the current body of research, we may be able to enhance our overall understanding of the attributes of stress encountered by law enforcement personnel. Police operations consist of the following: patrols, investigations, traffic control, accident response, crime site investigation, and management of internal unrest such as riots. Two further studies, Kelwon, Were, and Getuno (2020) and Gomorez (2018), have classified these as external police officer responsibilities. There is clear evidence of geographic variation in the external work environment, as different regions may demonstrate varying levels of illicit activity. The principal source of stress identified in law enforcement positions is the unique and specific nature of the responsibilities involved. This aspect is consistently highlighted in officer surveys and is ranked among the most substantial stressors. Unsurprisingly, the responsibility of removing a life in the line of duty and the loss of a companion are cited by police officers as two of the most significant sources of stress. The literature also identifies encountering horrifying situations and conducting violent arrests as two further sources of tension.

As a rule, officers attribute the majority of physical and mental strain to violent and unpredictable situations that arise in the course of their daily duties. An example of the content

of police work that supports the notion of external environment stress is provided by Sollie, Kop, and Euwema (2017): stressful circumstances encompass a range of emotionally taxing situations, such as informing family members of an unexpected death, confronting suicidal ideation, fatal accidents, and sexual offenses involving children. It entails interactions with untidy, filthy individuals, such as drug offenders and intoxicated individuals, as well as the potential for police violence and research-related dangers, including officer aggression and disease.

Consistently, the physiological, emotional, and behavioral reactions of police officers to occupational stress are identified (Verhage, Noppe, Feys, & Ledegen, 2018). Critical physiological responses are distinguished by an increased risk of death from particular illnesses, such as migraines, hypertension, heart attack, and gastrointestinal disorders, among others. On the contrary, dire circumstances have the potential to provoke emotional responses including despair and even thoughts of self-harm (Violanti et al., 2018). A profound emotional reaction is referred to as "post-traumatic stress disorder" (PTSD) (Violanti & Paton, 2019).

PTSD is consistently associated with protracted and severe symptoms, irrespective of the sequence of traumatic events experienced. Indifference, cynicism, and job disenchantment may result as a consequence of this. Behavioural responses observed at the organisational level may include reduced job performance, irresponsibility, imprudence, complete attrition from the police force, and a lack of male representation. On the other hand, individual-level behavioral responses may take the form of substance abuse, violence, aggression, social isolation, excessive alcohol and tobacco use, or alcoholism (Sigler & Thweatt, 2017).

The work environment constitutes a component of the source of tension among police officers. This may transpire within or without the organization. Internal work environments comprise various components such as the organizational climate and structure, disruptive shift schedules that affect employees' sleep and social lives, authoritarian management approaches that strain relationships between supervisors and employees, politics between departments, insufficient planning and resources, and restricted opportunities for career progression and transfers (Violanti & Aron, 2014; KirkcaLordy et al., 2015; Waters and Ussery, 2017; Stotland & Pendleton, 2019).

A substantial proportion of the constraints that law enforcement officers experience are attributable to a confluence of psychological and environmental elements inherent in their profession (Bartol and Bartol, 2014; Waters and Ussery, 2017). For example, alterations to one's work schedule may lead to significant health complications. In addition to the digestive system, sleep patterns, and circadian cycles, additional bodily systems impact both physical and mental health.

Male police officers encounter specific difficulties when it comes to requesting professional support from their colleagues during difficult times involving work-family conflicts and inadequate coping mechanisms. The fear of being perceived as feeble accounts for this (Moreno-Jiménez et al., 2009). The officer's hesitancy to pursue treatment may be explained by

the belief that doing so would expose their inability to handle the difficulties that are intrinsic to their line of work, thus causing stress (Nadal et al., 2017). In order to safeguard the well-being and security of family members and colleagues, officers may extend support from the organization. Because of this, officers might develop the perception that the difficulty and stress of police work can only be understood by their fellow officers. As a result, significant degrees of perceived peer support and trust among law enforcement personnel should contribute to the reduction of their stress levels.

Waters and Ussery (2017), McCarty et al. (2017), and Malach-Pines and Keinan (2017) assert that in order to develop efficacious prevention initiatives and address the needs of at-risk officers, it is vital to comprehend the predisposing factors, the characteristics of stressful life events encountered by officers, and the temporary and permanent reactions that occur in response to such events. An individual's predisposition is initially determined by their biological condition. Despite the implementation of pre-service physical examinations, which are intended to evaluate the health status of police officers before they are hired, there is evidence to suggest that officers might experience stress-related complications after their enlistment. The second biological component pertains to the present state of health, which encompasses the effects of police officer responsibilities on an individual's physical condition.

According to Waters and Ussery (2017), the length of time an officer has been employed by the force is directly proportional to the decrease in their resistance. However, this begs the inquiry as to why officers are anticipated to exhibit greater resilience as their length of service prolongs. This finding could indicate that recently recruited staff members are more susceptible to

developing stress. Officers' capacity to effectively handle various challenges, encompassing professional obligations, personal concerns, and familial obligations, relies on psychological qualities, emotional states, and self-predictions. Police officers are in a continuous state of vigilance. According to Waters and Ussery (2017), the sustained vigilance demonstrated by law enforcement personnel, even in their leisure time, has an adverse effect on their resilience. Malach-Pines and Keinan (2017) assert that these police work stresses are ubiquitous within the policing profession. There are physical and mental health consequences associated with stress.

As a potential consequence of living alone, depersonalization and withdrawal symptoms may develop. Given the societal significance of law enforcement, it is imperative that the safety of officers be regarded as a universal concern. Officers of the law must maintain peak mental and physical health to carry out their responsibilities efficiently. Police officers are required to interact directly with civilians, including both law-abiding citizens and criminals. Therefore, it is critical that the police officers demonstrate cognitive abilities that cannot be contested.

While law enforcement is inherently a demanding occupation, traditional police departments ought to routinely organize seminars on stress reduction to assist officers in effectively coping with the pressures associated with their responsibilities. Suffering occupational injuries, being forced to use force, contending with an excessive workload, insufficient resources, surviving fatal accidents, and observing horrific sights all contributed to receiving high grades. Undoubtedly, it is imperative for management to promptly confront these pressures so that they can establish efficient buffering mechanisms to alleviate their impacts.

Due to the possibility of encountering hostile suspects, demanding work schedules, and investigating violent crime sites, the American public ranks law enforcement as one of the most stressful professions. A substantial body of research suggests that police agencies and their personnel can be adversely affected by work-related stress (Harpole & Feemster 2012; Newman & Rucker-Reed 2014). The overwhelming body of research concerning police stress has centered on the pressures that arise from the agency's operational environment.

Organizational stresses identified in the study (Noblet & Rodwell 2019) include lengthy hours of work, shift work, an excessive amount of paperwork, a perceived absence of support from superior officers, insufficient training, and limited involvement in decision-making. Handling the death or injury of a fellow officer in the line of duty, internal investigation procedures, responding to the threat of terrorism, firing a weapon, and conducting investigations are all included in these stresses. The relationship between organizational pressures and the mental health of police personnel was investigated by Purba and Demou (2019:102). Occupational demands within the police force exacerbate the mental health mobility of officers. The deterioration of officers' mental health poses a threat to their personal well-being, subsequently impeding their professionalism, organizational performance, and public safety. While extensive literature exists regarding the effects of operational pressures on the mental health of officers, there is a scarcity of comprehensive research that investigates the consequences of stress within organizations.

The purpose of this study was to determine the correlation between organizational pressures and the mental health of police officers through a systematic review. Correlations between organizational stress and the subsequent outcomes—personal achievement, psychological distress or mental symptoms, and emotional exhaustion—are supported by substantial evidence. An absence of concern, extended working hours, pressure, and administrative/organizational stress were among the organizational stresses that exhibited significant and consistent correlations with mental health outcomes.

An assessment of professional stress and exhaustion among male and female police officers was undertaken by McCarty and Garland (2017). Based on the data, it can be concluded that the levels of work-related tension and exhaustion reported by male and female police officers did not differ significantly. The results obtained from the individual multivariate analyses suggest that while the predictors of stress and exhaustion are comparable for male and female officers, inconsistencies in the models indicate that female officers may potentially face distinct types of stress that are specific to the police force. Female police officers experience substantially greater levels of fatigue than their male counterparts, according to multivariate data. The study's findings bear significance for the development of policies and initiatives aimed at mitigating fatigue and tension among law enforcement personnel. Departments may not benefit most from a one-size-fits-all approach to assisting police officers with exhaustion and stress, according to the findings of this study. This disparity may arise from the fact that male and female officers might not confront and respond to these obstacles in an equivalent fashion. In Nairobi County, Kenya, Gatiria (2012) examined the variables that influence the provision of services by the Kenya Police Service. In the current landscape of intense



competition, businesses strive to provide services that fulfill the demands and expectations of their customers. The researcher assessed the service in question while acknowledging the impact of various factors, including employee wellbeing, occupational stress, management style, and training.

These critical service delivery characteristics have been neglected to an even greater extent, according to the findings. It is imperative that the service's training be comprehensive, integrating the perspectives and experiences of the participants. This will enhance their involvement in the educational journey, given their advanced stage of learning. Employee welfare must be addressed, given that the satisfaction of the public is contingent upon the provision of inadequate equipment, transactions, uniforms, and salaries that fail to reflect the magnitude of the population entrusted to their care.

In a study conducted by Adegoke (2014), the impact of occupational hazards on the psychological well-being of police officers in the Ibadan Metropolitan Area of Nigeria was investigated. The findings of this inquiry revealed that police officers stationed in the Ibadan metropolitan area encountered notable adverse impacts on their mental health due to stress, discontentment, and loneliness in the workplace. Based on the findings of the research, it is recommended that governmental and law enforcement agencies develop strategies to efficiently manage psychological factors such as emotional labor, job-related stress, and the social networks of their employers.

Depressed members of the South African police force, according to Mangwani (2012), were incapable of coping with the tension brought on by a variety of work-related issues. The researcher discovered several occupational concerns associated with despondency, including criminal charges, recently concluded disciplinary procedures, and departmental trials involving police officers. Prior to committing suicide, the police officers who received diagnoses of these diverse disorders were at their most desolate; they experienced traumatic stress, hopelessness, tension, disappointment, sorrow, and seclusion. A variety of manifestations of work-related stress syndrome are encountered by police officers. For example, when confronted with work demands and pressures that surpass one's capabilities and knowledge, thus putting one's coping capacity to the test, individuals may encounter job-related stress. Stress may present itself in various professional settings; nevertheless, it is frequently exacerbated when employees perceive a dearth of support from superiors and peers, along with restricted independence in devising strategies to manage the intricacies and demands of their tasks (Lasisi, 2013).

Job-related stress encompasses situations in which an employee is confronted with a dilemma because their skills and knowledge are not entirely utilized, as opposed to situations in which their capacity to manage work pressures is exceeded (Collins & Gibbs, 2014). Undoubtedly, the operational milieu of a law enforcement officer is perilous. Due to the concentration of executive government employees and legislators, as well as the principal administrative and political centers, a number of Bangkok's neighborhoods are among the most dangerous in Thailand in terms of crime rate. As stated by Tengsthn (2016). As stated by Akerale (1991), the performance of police officers is significantly enhanced when employees perceive that their

employer cares about their personal welfare by offering privileges such as paid vacations, medical coverage, and retirement benefits.

Kerubo (2018) investigated the impact of occupational stresses on the job performance of law enforcement personnel stationed in Nairobi County, Kenya. According to her research, employment stress has an effect on work performance; thus, employers ought to make an effort to alleviate stress by cultivating a pleasant work environment. The findings of the study have far-reaching implications, impacting not only academics but also senior policymakers and the National Police Service. Organizations ought to concentrate their efforts on the reduction of workplace stress, given the positive correlation that exists between stress and work performance. Undoubtedly, the operational milieu of a law enforcement officer is perilous. These regions also accommodate a substantial number of legislative staff and executive government employees, in addition to housing the principal offices of government, politics, and economics (Tennngsthn, 2016). A considerable proportion of Bangkok's most dangerous areas in Thailand, as measured by crime rate, are located in these areas. According to Akerale (1991), an effective worker is cognizant of the significance of their employer in providing for their personal well-being by means of paid leave, healthcare, and retirement benefits. This improves the efficacy of a police officer by a substantial margin.

### **2.3 The Influence of Family Life on Performance of Police Officers**

Despite the critical nature of policing as a societal responsibility that guarantees public safety, police personnel are subjected to considerable stress (Li, Cheung & Sun, 2018). Police officers encounter a degree of stress that can be attributed to work-life conflicts (Li et al., 2018). An example of this is job-to-family conflict, which encompasses a range of inter-role conflicts in which the time and stress demands of law enforcement responsibilities hinder the completion of familial responsibilities. Moreover, the term "family-to-work conflict" encompasses a range of inter-role disputes that emerge when the execution of professional obligations is hindered by time limitations and general stress. Consequently, officers may encounter stress as a result of the interference with their personal lives brought about by their police responsibilities; family issues hinder their ability to fulfill their official obligations.

Qureshi and Lambert (2016) posit that there is a possibility that marital status could function as a predictor of stress. Officers who are married may face divisions between their personal and professional lives. On the contrary, unmarried police officers may experience a reduced level of social support from their partners in comparison to their married counterparts (Qureshi & Lambert, 2016). One strategy for managing workplace stress is to rely on the support of one's spouse, as this assists in alleviating the difficulties that arise from work-family conflicts resulting from overworked parents.

On the contrary, family support does not moderate the impact of work-family conflicts on employees' intentions to leave their positions (Qureshi & Lambert, 2016). Work-family conflicts were a significant predictor of work stress and engagement among family-level officers, according to Li et al. (2018). The importance of policies and welfare programs that protect and strengthen familial bonds and connections—which are vital to police personnel—

enables this. Officers encounter difficulties in allocating time for familial reunification throughout the holidays as a result of the demands associated with their profession (Li et al., 2018).

Deschenes, Desjardins, and Dussault (2018) posit that prolonged work hours lead to employee and family dissatisfaction and fatigue. Research has indicated that burnout is correlated with adverse family consequences, such as discord within the marriage, negative family outcomes (Mari, 2018), wrath outbursts, disinterest in family matters, unsatisfactory partnerships, and restricted quality time spent with cherished ones. For instance, abstaining from requesting leave to attend to filial responsibilities and being absent from family gatherings and festivities.

The practice of law enforcement necessitates that officers function within a specific framework, potentially giving rise to conflicts with the broader community (Lord, 2017). Moreover, the police force constitutes a distinct environment distinguished by its own set of principles and convictions (Lord, 2017). The peculiar and secluded existence of the police officer shapes these principles and perspectives. Further characteristics of the subculture encompass the implementation of a police rule of silence and the adoption of a cynical attitude toward the general populace (Lord, 2017).

As a result of the intrinsic attributes of their profession, the safety of police officers is reliant on a limited coalition comprising members of the state, the general public, and their colleagues. In perpetual existence, familial connection continues to be a customary and indispensable source of support for every individual, notwithstanding the time constraints imposed by professional obligations. Nevertheless, their vocation as law enforcement personnel impedes their capacity to cultivate deep emotional bonds with their cherished ones. Furthermore, it is possible that the intrinsic nature of law enforcement may lead to the separation of individuals

from their families (Moreares, 2016). Officers frequently encounter distress as a result of their frequent exposure to traumatic events; this distress can hinder their capacity to develop robust familial connections (Magnavita & Sleep, 2017). The emotional toll on the family is substantial as a result of the traumatized person's inability to obtain a suitable and purposeful job. Potentially distressing psychologically, the process of reestablishing familial ties after retirement may pose challenges (Magnavita & Sleep, 2017). Their ability to participate in regular family activities is permanently hindered by their schedule changes, which necessitate careful preparation. Notwithstanding this, particular occasions like holidays and anniversaries are frequently overlooked (Haque, Aston & Kozlovski, 2016).

Burnout is a prevalent concern within the police department due to job-related stressors such as irregular responsibilities, excessive alertness, insufficient rest, excess work, and schedule changes. Burnout is a psychological condition characterized by emotional exhaustion, depersonalization, and a decline in self-actualization (Yeo & Zainal, 2017). Adverse physical, emotional, behavioral, interpersonal, and attitude symptoms are all associated with burnout. An officer who is not only an effective member of the force but also undergoes personal distress is considered to be experiencing fatigue (Yeo & Zainal, 2017). Furthermore, it is possible that the officer is a spouse, parent, mother, or father who lacks the capacity to adequately carry out these duties (Yeo & Zainal, 2017).

An occupation that induces tension could potentially jeopardize the sustainability of a happy and emotionally fulfilling marriage. Cognitive, emotional, and regulatory resources are depleted during significant, coordinated affective exchanges (Morethot, Morelwani & Rothman, 2017). Subsequent to heightened levels of occupational stress, partners express a decline in emotional well-being and, as a result, a reduced propensity for engaging in physical

and emotional closeness (Umberson et al., 2020). According to partner accounts, it appears that spouses, specifically, exhibit reduced anger and emotional disengagement after enduring stressful workdays. In their research, Timmons, Arbel, and Margolin (2017) sought to investigate the association between authentic emotional expression among couples and occupational stress. This action was taken due to the potential lack of consistency between self-reported behavior and actual marital functioning. This was investigated in a study of male police officers and their non-police spouses.

For decades, there has been a correlation between police employment and marital discord (Purba & Demou, 2019). Physical and emotional exhaustion are characteristics of the law enforcement profession (McCarty, Aldirawi, Dewald, & Palacios, 2019). Effective emotion management is a critical component of the profession, requiring officers to maintain emotional composure and refrain from expressing sentiments that are not even recognized by their colleagues (Kwak, McNeeley, & Kim, 2018). Frequently, officers conceal their actual emotions at home. The most commonly cited approach by police spouses in a comprehensive survey regarding coping mechanisms for work-induced stress was the maintenance of personal conversations. Despite the earnest efforts of law enforcement officers to shield their spouses from the impact of their occupation, it is improbable that their partners will not be adversely affected, considering the intimate correlation between emotional distress and partner stress (Johnson, 2016).

Overprotection within the family is one of the most fundamental consequences that law enforcement officers encounter as a result of occupational stress. The officer's proclivity to protect their family may be interpreted as a disconcerting conduct. According to Bradstreet (2014:145), over the course of years of service, the police profession has developed and

solidified standards and traditions concerning behavior. While attending numerous conventions can certainly enhance one's professional success, they can also have an adverse effect on the character of one's family life. Due to the widespread belief that adherence to these standards is crucial for achievement in the field of law enforcement, a significant proportion of officers inadvertently integrate them into their public personas and demonstrate the expected behavior in their personal lives. The families of police officers are negatively affected by this, as many police standards of conduct contradict the principles and values that promote healthy relationships and families.

When an officer is concerned with safeguarding the well-being of his or her spouse and children, the officer's unwavering demand for the exact location and expected time of the spouse's return could be deemed excessive. The officer spouse is genuinely concerned and experiences wrath as a result of the erroneous belief that the other spouse lacks trust in them. Moreover, an excessive sense of regulation begins to develop within the family (Jarvis, 2018). Law enforcement personnel, by virtue of their exposure to violence, dishonesty, and trauma, cultivate an inclination toward suspicion and mistrust towards individuals in their immediate vicinity. Two characteristics of this overemphasis on family protection are apparent.

An instance of overprotection can be observed in the behavior of a police officer who chooses not to confide in the companion about apprehension associated with work-related challenges. Both the police officer and his or her spouse can protect themselves from the psychological consequences of occupational stress by refraining from discussing work-related matters (Martin et al., 2011). As a result, partners become aware of the withdrawal and form an antipathy



towards it. As a precaution against further calamity, the second type of overprotection involves imposing severe restrictions on both the partner and the children (Honig & White, 2014).

Braga and Weisburd (2012) posit that concentrated deterrence methods are a component of problem-oriented police interventions. As such, it is logical that municipalities should develop distinct strategies to tackle the unique obstacles presented by gang and gun violence in their respective localities. Put simply, it is critical that agencies abstain from simply replicating the occurrences that took place in Boston during the course of Operation Ceasefire (Braga & Weisburd, 2012). Asian youth organizations in Lowell maintained strong affiliations with local wagering establishments that were wholly owned and operated by Asian individuals. The task force may utilize this as an instrument to examine the importance that these wagering establishments have for senior Asians. Instead of relying on the traditional pull-button mechanism, the task force appointed senior Asian males to serve as guardians in charge of younger gang members. The proprietors of gambling establishments were explicitly and unambiguously notified that their operations would be terminated in the event of a surge in juvenile violence. Despite the successful prevention of additional acts of violence, the task force's thorough analysis of the local circumstances was essential in revealing this individualized strategy. When discussing methods of targeted deterrence, it is also essential to emphasize the word focused. These methods, when effectively executed, produced a tangible deterrent threat. A larger degree of success was achieved by redirecting the intervention's attention from particular offenders and geographic regions.

Despite being classified as a citywide intervention in Boston, Operation Ceasefire effectively disseminated its deterrent message to a relatively restricted demographic (namely, all gang-involved youth in Boston), rather than reaching a wider populace. The strategy proved to be successful as it established unambiguous causal relationships between the conduct of the target population and that of the authorities (Braga & Weisburd, 2012).

The initiative was successful because it was believable that the police and their partners could target specific gang members who resided and committed crimes in small geographic areas, as opposed to the less credible and more general claim that the police would eradicate juvenile delinquency from the city. Therefore, as opposed to assessments that examine the entire city (e.g., each youth homicide in Boston), the programs predominantly focus on "offenders and specific geographic regions within these broader contexts." As a result, they exhibit several parallels with other effective law enforcement strategies that are targeted geographically. Analogous to targeted deterrent strategies, directed patrols as a method to mitigate gun violence have garnered encouraging empirical support. Nevertheless, in contrast to problem-oriented policing and hot areas policing, this approach does not possess the same degree of methodological rigor.

Although randomized trials on the effectiveness of directed patrol are not yet available, quasi-experimental evidence suggests that in high-gun-crime areas, intense patrol may reduce gun carrying and gun-related violence. Although there are several parallels between these strategies and hot spots, it is important to emphasize that the intervention regions often encompass much larger areas.

Rydberg, McGarrell, Nris, and Circo (2018) propose that targeted patrol techniques are effective, although they acknowledge that their conclusions are based on a small sample size

consisting of seven comparisons across four quasi-experimental investigations. While six out of the seven comparisons yielded favorable outcomes, the aggregate impacts exhibited considerable variability. Varying between 29% and 71%, reductions in gun-related crime were observed across studies and outcome metrics.

In perpetual existence, familial connection continues to be a customary and indispensable source of support for every individual, notwithstanding the time constraints imposed by professional obligations. Nevertheless, their vocation as law enforcement personnel impedes their capacity to cultivate deep emotional bonds with their cherished ones. Furthermore, it is possible that the intrinsic nature of law enforcement may lead to the separation of individuals from their families (Moreares, 2016).

Officers frequently encounter distress as a result of their frequent exposure to traumatic events; this distress can hinder their capacity to develop robust familial connections (Magnavita & Sleep, 2017). The emotional toll on the family is substantial as a result of the traumatized person's inability to obtain a suitable and purposeful job. Potentially distressing psychologically, the process of reestablishing familial ties after retirement may pose challenges (Magnavita & Sleep, 2017). Their ability to participate in regular family activities is permanently hindered by their schedule changes, which necessitate careful preparation. Notwithstanding this, particular occasions like holidays and anniversaries are frequently overlooked (Haque, Aston & Kozlovski, 2016).

Burnout is a prevalent concern within the police department due to job-related stressors such as irregular responsibilities, excessive alertness, insufficient rest, excess work, and schedule changes. Burnout is a psychological condition characterized by emotional exhaustion, depersonalization, and a decline in self-actualization (Yeo & Zainal, 2017). Adverse physical,

emotional, behavioral, interpersonal, and attitude symptoms are all associated with burnout. An officer who is not only an effective member of the force but also undergoes personal distress is considered to be experiencing fatigue (Yeo & Zainal, 2017). Furthermore, it is possible that the officer is a spouse, parent, mother, or father who lacks the capacity to adequately carry out these duties (Yeo & Zainal, 2017).

An occupation that induces tension could potentially jeopardize the sustainability of a happy and emotionally fulfilling marriage. Cognitive, emotional, and regulatory resources are depleted during significant, coordinated affective exchanges (Morethot, Morelwani & Rothman, 2017). Subsequent to heightened levels of occupational stress, partners express a decline in emotional well-being and, as a result, a reduced propensity for engaging in physical and emotional closeness (Umberson et al., 2020). According to partner accounts, it appears that spouses, specifically, exhibit reduced anger and emotional disengagement after enduring stressful workdays. In their research, Timmons, Arbel, and Margolin (2017) sought to investigate the association between authentic emotional expression among couples and occupational stress. This action was taken due to the potential lack of consistency between self-reported behavior and actual marital functioning. This was investigated in a study of male police officers and their non-police spouses.

For decades, there has been a correlation between police employment and marital discord (Purba & Demou, 2019). Physically and emotionally, law enforcement work is taxing (McCarty, Alodirawi, Dewared, & Palacios, 2019). Effective emotion management is a critical component of the profession, requiring officers to maintain emotional composure and refrain from expressing sentiments that are not even recognized by their colleagues (Kwak, McNeeley, & Kim, 2018). Frequently, officers conceal their actual emotions at home. The most commonly

cited approach by police spouses in a comprehensive survey regarding coping mechanisms for work-induced stress was the maintenance of personal conversations.

Despite the earnest efforts of law enforcement officers to shield their spouses from the impact of their occupation, it is improbable that their partners will not be adversely affected, considering the intimate correlation between emotional distress and partner stress (Johnson, 2016). Overprotection within the family is one of the most fundamental consequences that law enforcement officers encounter as a result of occupational stress. The officer's proclivity to protect their family may be interpreted as a disconcerting conduct. As per Bradstreet (2014), the police profession has developed and solidified its established norms and customs over the course of its lengthy tenure. While attending numerous conventions can certainly enhance one's professional success, they can also have an adverse effect on the character of one's family life.

Due to the widespread belief that adherence to these standards is crucial for achievement in the field of law enforcement, a significant proportion of officers inadvertently integrate them into their public personas and demonstrate the expected behavior in their personal lives. The families of police officers are negatively affected by this, as many police standards of conduct contradict the principles and values that promote healthy relationships and families. When an officer makes an effort to ensure the safety of his or her spouse and children, the person in question may neglect to recognize that the officer's request for the exact location and expected time of the spouse's return is excessive. The officer spouse is genuinely concerned and experiences wrath as a result of the erroneous belief that the other spouse lacks trust in them. Moreover, an excessive sense of regulation begins to develop within the family (Jarvis, 2018).

Law enforcement personnel, by virtue of their exposure to violence, dishonesty, and trauma, cultivate an inclination toward suspicion and mistrust towards individuals in their immediate vicinity. Two characteristics of this overemphasis on family protection are apparent. The concept of overprotection is demonstrated through a police officer's choice to spare the spouse the burden of worries and distress associated with professional challenges. Both the police officer and his or her spouse can protect themselves from the psychological consequences of occupational stress by refraining from discussing work-related matters (Martin et al., 2011). As a result, partners become aware of the withdrawal and form an antipathy towards it. The second type of overprotection involves imposing severe restrictions on the partner and offspring in order to prevent additional misfortune.

McCarty and Nila (2016) conducted an investigation into the impact of the Heart Math self-management skills program on the physiological and behavioral stress experienced by police officers. The researchers investigated the potentially severe physiological, mental, and behavioral consequences of stress among law enforcement personnel. These consequences included distressingly high rates of stress-related ailments such as intoxication, suicide, and cardiovascular disease. According to them, additional common indications of unmanaged long-term stress among police personnel include symptoms of depression, psychological exhaustion, disrupted familial relationships, and persistent anxiety. The authors provided persuasive evidence that practical stress and emotional management techniques can ameliorate the adverse physiological reactions of police officers to acute stress and yield positive outcomes across several significant life domains within a relatively short period of time.

An investigation was carried out by Ahmad and Islam (2019) concerning the domains of family life and law enforcement. Furthermore, he investigated the mitigating strategies utilized by women to navigate the difficulties linked to this way of life and familial configuration. Moreover, the correlations between specific dimensions of family functioning—specifically, interpersonal relationships, personal development, and system upkeep—and the coping strategies employed to build social support, encourage independence, and preserve family cohesion were investigated by the researcher.

A profession in law enforcement presents distinct marital difficulties, according to Karaffa et al. (2014). In addition to shift work, irregular schedules, and long hours, factors such as a divided commitment between work and family obligations, and perceived changes in officer conduct further strain the marriages of police officers. The personal lives of police officers may be adversely affected when they carry their work-related tension and habits over into their familial relationships. Matrimonial unions involving law enforcement personnel posed various obstacles for the spouses, encompassing financial hardships, work-family disputes, and stressors unique to the profession, such as unfavorable public opinions regarding the officers. As per the testimonies of officers and their spouses, they exhibited a greater propensity to solicit aid from acquaintances and family members as opposed to professionals.

According to Fratesi (2016), the correlation between police labor and its repercussions on families is a highly intricate subject. The precise nature of a police officer's duties and responsibilities necessitates the implementation of discretion. The report indicates that officers receive minimal instruction concerning the utilization of discretion and the management of tension. After an individual takes on the official position of a police officer, they are not

furnished with any instructions concerning the appropriate application of discretion in the management of tension. Thus, the officer is subjected to an enormous amount of duress. The tension encountered by law enforcement officers in the course of their duties may be transmitted to or experienced by their families.

The responsibility of being a police officer is identified by Fratesi (2016) as the primary source of tension among personnel. There is no explicit delineation of the functions that they fulfill. A law enforcement officer is entrusted with the responsibility of protecting lives, deterring criminal behavior, ensuring compliance with regulations and laws, and defending individual liberties. The officers' implementation and approach to these responsibilities demonstrate their exercise of discretion. This further exacerbates the existing tension. Police tension emerges when there is a discrepancy between the actions taken by the officer and the public's perception of the most suitable course of action. The daily activities of law enforcement personnel are frequently subject to scrutiny. The subsequent police involvement and the officer's reaction to the situation are substantial causes of concern for the family. Persistent irritation characterizes the officer's residence, and the family is threatened by a parent or guardian who is dangerous and on the verge of disintegrating (Braga & Weisburd, 2014).

While stress does seem to be a contributing factor to the increased prevalence of significant depression, there is no clear association between stress and heightened levels of depression (Bressington et al., 2018). A plethora of studies consistently indicate that individuals who suffer from depression exhibit compromised immune systems and suffer from substandard health. Physical reactions to stress are often accompanied by psychological reactions.

These modifications have an impact on cognitive processes, motivations, and emotions. Anxiety, depression, and irritability are symptoms of stress; individuals may also undergo



appetite fluctuations and weight gain or loss. Sexual interest exhibits considerable variability; nevertheless, it is capable of increasing; cognitive changes, such as compromised concentration or loss of logical reasoning, may become apparent; and individuals may experience a persistent recurrence of thoughts to the stressor (Bressington et al., 2018).

Significantly subdued stress responses were observed in individuals who were provided with adequate social support. The impact of an individual's stress response is significantly influenced by the existence of a support system that offers solace, conversation, and encouragement (Heller, Swindle & Dusenburry, 2016). An elevated level of support diminishes the probability that an individual will incur health complications, anxiety, or depression as a result of unfavorable life events.

According to Kubzansky et al. (2018), psychological well-being comprises positive and negative health conditions (e.g., anxiety, depression, and fatigue), as well as ongoing and transient cognitive processes. Affectivity, both positive and negative, are fundamental elements of psychological well-being (further definitions of these concepts will follow). According to Kubzansky et al. (2018), in order to conduct a thorough assessment of job-related psychological well-being, it is necessary to take into account multiple dimensions of an employee's personal and professional lives. The significance of personal and professional conflicts in relation to an individual's overall welfare has been underscored. The correlation between work-family conflict and psychological well-being, for example, has been the subject of extensive research in recent times. Inter-role conflict arises when specific elements of the role requirements in the professional and personal domains are diametrically opposed. The involvement in the work-family role introduces complexity to the work-family dynamic.

Due to the detrimental effects that job strain has on the well-being of police officers, scholarly investigations into occupational stress and performance have devoted dedicated attention to this particular concept. There are specific concerns associated with family and workplace conflicts. Particularly, police duties produce antagonism, according to Ostapoorvich et al. (2020). He contends that it is the duty of law enforcement personnel to safeguard the lives, property, and legal rights of the public. In the interest of preserving social order, law enforcement officers are occasionally obliged to deprive individuals of their lives, property, and even their freedom.

Police officers encounter social conflict, panic, anxiety, and terror, as a result of their demanding and contradictory duties, as stated by Ostapoorvich et al. (2020). Role conflicts may emerge among professionals from distinct professional backgrounds. According to Kubzansky et al. (2018), job satisfaction can be considered a supplementary and noteworthy indicator of mental well-being. Officer welfare is contingent upon a combination of intrinsic and extrinsic work satisfaction. A negative correlation has been identified between elevated organizational challenges—such as unanticipated additional burden, prolonged work hours, bureaucratic paperwork, and missed meals—and both job performance and well-being (Kubzansky et al., 2018). Further, there exists a correlation between heightened levels of occupational adversity and particular personality traits. A negative affectivity is correlated with decreased levels of work-family conflict, satisfaction, and well-being. On the contrary, positive affectivity operates in opposition to the correlation mentioned earlier.

Work-life balance is an imperative in the present era, according to Kaur (2014). Life is complicated by the fact that individuals in the twenty-first century must coordinate multiple obligations. They are deficient in understanding the comparative significance of the different positions. Under the current circumstances, complicated and burdensome issues in both

personal and professional spheres continue to prevent individuals from operating at their maximum capacity. Rendering a response pertaining to the function they execute is exceedingly challenging. Potential solutions could include an employee, supervisor, subordinate, spouse, parent, friend, brother, or club member, among others. In order to fulfill each of these responsibilities, a remarkably significant allocation of time, energy, and dedication is necessary. Conflict arises when the obligations of various personal and professional life roles become progressively incompatible, hindering the ability to participate in other responsibilities (Sangi, 2011).

Family life is confronted with difficulties in the police profession, according to Shanmughavadivu and Sethuramasubbiah (2018). An investigation was undertaken by Shanmughavadivu and Sethuramasubbiah to explore the mitigating strategies utilized by women to manage the difficulties linked to this way of life. Critical elements of familial operation—namely, interpersonal relationships, individual growth, and system upkeep—were linked to the forty-two women's coping mechanisms, which included fostering self-sufficiency, accepting the challenges of their occupation, cultivating social support networks, and preserving family unity. The significance of resilience as a valuable area of focus for family counselors and prevention-oriented family life education is underscored.

Stress levels are reported to be lower by police officers who implement action-oriented strategies when confronted with obstacles (Gershon et al., 2019). On the contrary, law enforcement personnel who utilize emotion-focused strategies as a means to evade challenges encounter elevated levels of tension. Patterson (2000) found a correlation between the implementation of emotion-focused coping mechanisms and an increase in job experience, which in turn led to negative impacts on well-being, including daily issues, among Australian

police officers. On the contrary, the implementation of uncomplicated coping strategies was correlated with more favorable encounters in law enforcement, such as work-related optimism. As per the research conducted by Gershon et al. (2019), avoidance and negative coping strategies have a higher propensity to exacerbate perceived job stress. Nevertheless, it was discovered that problem-solving coping was negatively correlated with perceived stress, albeit this association did not persist when controlling for multiple variables. According to Patterson (2000), emotion-focused coping provided a buffer against the association between job stress and psychological distress, as opposed to social support, which is widely recognized as a coping mechanism. Furthermore, it was discovered that problem-focused coping failed to mitigate the adverse consequences of work-related stress; in fact, it exacerbated them. This contradicts the intended buffering effect. The findings of this research provide evidence in favor of the claim that the efficacy or inefficacy of different coping mechanisms can differ based on the situation and goal for which they are implemented (Balmorer, Polley, & Cohen, 2011).

Given the rigorous laboratory environment and volatile work schedules that define the police profession, it is not unexpected that officers face difficulties in maintaining a healthy work-life balance. Undoubtedly, police officers perceive a work-home imbalance and time away from their families as the most substantial sources of stress, in addition to various other strategic and managerial limitations (Suresh et al., 2013). According to a study by Howard, Donofrio, and Boles (2004), 67 percent of police officers indicated that stress at work had an impact on their personal lives, while 47 percent claimed that tension within their families had an effect on their professional performance. The aforementioned findings have sparked an increased interest in the relationship between work and personal life, and academic inquiries have unveiled that the

stress brought about by work-family conflict may have negative consequences for police officers. For example, scholarly investigations have established a positive correlation between work-family conflict and job tension among police officers in India.

On the contrary, alternative research suggests that work-family conflict has an adverse effect on job satisfaction in the specific professional domain in question. Similarly, the development of physical and mental health issues is impacted by work-family conflict (Violanti et al., 2017). Furthermore, empirical studies have shown that the ramifications transcend the boundaries of law enforcement personnel. In their investigation of the correlation between police employment and the well-being of police officers and their spouses in the United Kingdom, El Sayed, Sanfd, and Kerley (2019) discovered that occupational stress had an adverse effect on the health of the companions. The influence of personal and demographic characteristics on the initiation of work-related stress and exhaustion is minimal; they predominantly serve as moderating effects rather than causal elements. Yehuala (2017) reviewed the literature on burnout and turnover and found that older workers reported more stress. In contrast, Ke, Zhou, and Zhu (2019) found in their evaluation of research on burnout and turnover the reverse. In the vast majority of research, gender has not been considered a significant determinant. However, empirical data indicates that practitioners' actual levels of psychological well-being are correlated with subsequent experiences of emotional exhaustion and job discontentment.

Keet al. (2019) conducted a study to investigate the correlation between burnout and resilience. The results indicated that employees who demonstrated higher levels of resilience and were supported by their social circles experienced a decrease in burnout. Further personal details indicated that psychological duress was significantly and positively correlated with both trait anxiety and financial anxiety. According to Yehual (2017), employees who exhibit a significant

personal investment in their profession and trade are more likely to exert control over their responsibilities, experience lower levels of stress, achieve higher levels of job satisfaction, and maintain employment with their organization.

Practitioners believe that in regards to work-related stress, commitment could serve as a significant foundation of personal and professional values. Furthermore, research has revealed that among human service workers, spousal support correlates negatively with exhaustion and positively with job satisfaction. There is a correlation between psychological duress and home-work conflict among human service professionals, particularly when work obligations disrupt family life (Santoso et al., 2018). Despite this, this variable did not emerge as a substantial determinant in decisions regarding turnover. Significant non-work variables appear to be conspicuously absent from the results of numerous studies investigating police fatigue and attrition.

Sleep disruptions experienced by the officer, spouse, and other relatives seem to be the most onerous aspect of rotating schedules. According to the findings of a study on police officer shift work, the implementation of permanent schedules as opposed to rotating ones resulted in enhanced sleep quality and sleep hygiene. According to the findings of Razavi, Nasirian, and Afkhami (2015), absenteeism decreased from 1,400 hours in the six months prior to the modification to 883 hours in the six months following the change. Additional studies have found that rotating schedules are correlated with the subsequent health issues: gastrointestinal disorders in 4 to 5% of the general population, depression and mood fluctuations in 5 to 15% of the general population, and chronic sleep problems in as many as 80% of individuals.

## **2.4 The Influence of Social Relations on Performance of Police Officers**

The prevailing perception of police officers is that they are action-oriented, courageous, strong, and resilient, which essentially means they must always maintain complete emotional control, according to research on police behavior (Zhang & Moodle, 2017). A considerable number of law enforcement officers feel obligated to adopt a problematic mindset where they simply endure the consequences and continue performing their duties in order to project an image of masculinity (Zhang & Moodle, 2017). In the face of catastrophic, violent, and difficult situations, police officers are required to maintain an emotional neutrality and distance themselves from the situation. Furthermore, it is their responsibility to effectively handle the emotional conditions of those who are impacted (Zhang & Moodle, 2017).

It is said that by hardening an officer's emotions, this method of emotion processing improves their ability to execute their duties. When this regulation of emotions becomes habitual, they are unable to emotionally interact with others when required, which impacts both their personal lives and their work with victims (Rasheed & Humayon, 2016). The 'John Wayne Syndrome' pertains to the proactive measures taken by law enforcement officers in order to maintain a masculine persona and avert the perception of weakness through the neglect of the personal consequences of traumatic incidents. Officers within this setting tend to suppress their emotions and hide their problems, which may foster an environment that is potentially conducive to the emergence of subsequent emotional and psychological disorders (Rasheed & Humayon, 2016). One of the most commonly observed consequences of the various stresses discussed is stress, and the effects on this particular group of workers have been thoroughly examined in the literature (Rasheed & Humayon, 2016). As supported by a substantial body of evidence, law enforcement work is among the most demanding professions and has been linked to a variety of detrimental stress-related reactions. Officers claim that their experiences have contributed to

their increased cynicism, skepticism, violence, and emotional detachment from the world (Rasheed & Humayon, 2016:8).

Furthermore, they contend that their disillusionment with their vocation is a factor in diminished employee morale and individual inefficiency. Anxiety has been linked to the deterioration of interpersonal relationships, substance abuse, and alcoholism, especially in extreme circumstances (Van der Velden & Rademaker, 2017). The physical well-being of an officer is significantly compromised during the course of duty, according to research (Van der Velden & Rademaker, 2017). The continuous adjustment to a disrupted sleep schedule resulting from shift work negatively impacts both the quantity and quality of their sleep (Van der Velden & Rademaker, 2017).

Furthermore, officers encounter physical exhaustion and fatigue as a result of their inability to fully restore their energy reserves. Research has shown that this phenomenon negatively impacts individuals' leisure time enjoyment as well as their capacity to perform well at work (Yeo & Zainal, 2017). Police duties are described as "six hours of report writing, two minutes of boredom, and three hours of panic," all of which are mentally and physically taxing. As a consequence of these circumstances, the probability that officers will encounter fatigue and absenteeism as a result of illness increases, consequently placing additional strain on the remaining personnel (Yeo & Zainal, 2017). The scholarly literature further underscores the influence that the position has on officers' personal and familial affairs outside of the workplace. More precisely, it underscores the difficulties individuals encounter in preserving a harmonious equilibrium between their professional and personal lives, attributable to the strain and anxieties inherent in their position and the incapability to detach from it (Balmorer, Polley, & Cohen, 2016). It is strictly prohibited for non-police personnel to listen in on officers recount their



experiences, given that the overwhelming majority of such occurrences are unpleasant and classified.

The families of the officers are disappointed with their personnel's failure to establish communication, as this misconception separates them from those they should feel most connected to (Balmorer et al., 2016). It is widely acknowledged that robust professional relationships among police officers are critical in order to attain peak job performance (Haque et al., 2016). Undoubtedly, the degree of solidarity that has been established is unparalleled in the annals of occupation history. Officers rely on the loyalty and assistance of their colleagues, even when confronted with perilous circumstances, which enables them to carry out their duties efficiently (Haque et al., 2016).

Furthermore, police officers possess an unparalleled degree of empathy and comprehension that is incomparable to that which average citizens do not possess, owing to their collective experiences. This shared knowledge, according to Haque et al. (2016), empowers law enforcement personnel to manage difficult and demanding situations. This camaraderie is consistently perceived as both an outcome and a fundamental factor contributing to the police's alienation from the general public. On the other hand, it is highly regarded by law enforcement personnel in terms of its impact on their personal lives, both inside and outside of the workplace (Haque et al., 2016).

Due to their authority to deprive individuals of their rights and liberties, to use justifiable force against them, and to regulate these actions through the exercise of judgment, law enforcement occupies a unique position in the community. Individuals who are resistant to this authority view it as potentially detrimental and inequitable; consequently, they hold a negative perception of law enforcement (Haque et al., 2016). Officers have been subjected to suspicion and animosity as a result of these conflicts. Officers undergo a process of discouragement when

they are scorned by the very individuals who risk their physical and emotional safety on a daily basis; as a result, they develop a stronger sense of determination, a deficiency in empathy, and intolerant conduct, which they subsequently respond to with hostility. There is an unavoidable consequence to witnessing individuals in their most empathetic states endure the devastation their cruel, insensitive, and frequently ineffectual actions cause. Primarily, it affects their comprehension of human nature through inducing doubt regarding the presence of virtue among individuals (Haque et al., 2016). According to research (Haque et al., 2016), police officers' attitudes toward the general public become increasingly antagonistic, apprehensive, and mistrustful over time. Although prior investigations have established a correlation between occupational stress and performance, these studies lack specificity regarding the impact on police performance. The aim of the current investigation is to achieve this.

In the course of performing their routine responsibilities, law enforcement personnel engage in interactions with members of the public with the aim of upholding their jurisdiction and preserving order. Nevertheless, citizens possess their own expectations, which may vary from simply seeking fair treatment to attempting to avoid apprehension. As the objectives of both factions become obstructed, animosity will increase and greater force will be utilized. Law enforcement officers are more likely to use force when one party believes the other will obstruct them from achieving their objective, whereas individuals are more likely to resist physical control measures ordered by officers. As stated by Alpert and Dunham, in opposition to the citizen officer's use of force, goal obstruction elicits an action-reaction sequence that has the potential to escalate or de-escalate.

Social connections and values among law enforcement personnel are considered deeply rooted motivations that influence and justify their conduct, standards, and behaviors (Schwartz, 1999). The evaluations of the significance of specific events and the motivations of individual police

officers to engage in activities at their work stations may be influenced by their personal values. Engaging in employment is a fundamental requirement for survival, as it predominantly ensures one's financial stability. On the contrary, employment serves additional psychological purposes that promote growth and knowledge acquisition, in addition to acting as a means of social interaction. The principles and goals that police officers endeavor to accomplish in their professional capacities are established by their work values (Warr, 2008). Prior to this juncture, academic inquiries have predominantly focused on universal values rather than those specific to the workplace. Moreover, additional emphasis was placed on ensuring that the overarching principles of law enforcement personnel corresponded with the values espoused by the National Police Service. Existence of two dimensions has been established. The first dimension pertains to affective states of delight and vexation, whereas the second dimension concerns an individual's attitude toward and evasion of work. These components are linked to the emotional condition of an individual and the distribution of their personal assets.

The researchers examined the relationship between the work values held by police officers and their levels of job fatigue and work engagement in a study conducted in Scieczyno, Poland. In their (2019) research, Beata, Basinsika, and Anna Daderman analyzed four distinct groups. The initial cohort comprises "burned-out" law enforcement personnel who are actively disinterested in their duties and suffer from severe occupational fatigue. The group's personal resources, such as motivation and energy, are diminished as a consequence of resource scarcity, which may lead to emotions of weariness and fatigue. The second group consists of law enforcement officers who are considered "stressed" and demonstrate heightened levels of job fatigue and reduced levels of work engagement. Due to the depletion of their personal resources, police officers are especially inclined to assume risks with regard to the use of their own assets. It is advisable that they conserve their resources rather than becoming incapacitated by the task.

This possesses the capacity to engender discord. Police officers who are presently employed comprise the third category. These individuals exhibit a high level of work engagement, demonstrate dynamism, and encounter minimal job fatigue. Because of their substantial wealth, they are capable of investing in new personal assets. The officers comprising the fourth category are characterized by their composed demeanor and low levels of job fatigue and work engagement. These law enforcement officers are content with the status quo and do not allocate personal resources to their positions. As per the Hierarchy of Work Values among Experienced Police Officers, police officers ranked supervision, workplace, colleagues, accomplishment, security, and achievement as the most important values in this study. With the exception of achievement, every item was chosen from the extrinsic values category. The aforementioned principles are linked to the five fundamental resources that are imperative for the operation of a business. These resources comprise an appropriate work environment, suitable equipment, adequate financial resources to cover expenditures, and competent personnel. Therefore, they function as the bedrock for a multitude of thriving organizations. Their preference for non-policing, extraneous values could potentially be justified by the fact that eighty percent of their sample consisted of males. Lower-order desires, including but not limited to the need for security and the need to belong, may be defined as extrinsic values according to the hierarchy of needs proposed by Maslow (1987). Previous research has established that work values of this kind significantly bolster intrinsic motivation. Consequently, when individuals voluntarily persevere through a significant obstacle for an extended period of time, they demonstrate increased enthusiasm and engagement in the task at hand, attain a higher level of proficiency in it, and subsequently exhibit greater pleasure and interest in it (Carr & Walton, 2014).

A number of factors were of the uttermost importance to the police officers, including job security, career flexibility, amicable colleagues, and seamless collaboration with others.

Additionally, supportive and courteous management was also highly valued. It is not remarkable, in light of the widespread cooperation observed among police officers, that a fundamental value like the need for belongingness was regarded as of the utmost importance. Wuthichai (2017) conducted a study examining the determinants of police performance effectiveness in the metropolitan police bureau of Thailand. The findings revealed that the work performance of metropolitan police officers was positively correlated with the following motivations: achievement, recognition, the nature of the work, responsibility, and promotion. The motivations linked to performance, recognition, job characteristics, and responsibility were assessed as exceedingly high by the Metropolitan Police. Conversely, promotion, which is recognized as a significant determinant of motivation, was rated as moderate. Insofar as the investigative and traffic divisions of the metropolitan police were concerned, inequitable promotion and award criteria hindered their job performance, according to qualitative promotion research provoked by the correlation between performance and motivational factors. The effectiveness of the work performance of the traffic division of the Metropolitan Police Department was reportedly improved through the incorporation of a fair evaluation procedure for promotions and awards. Concerning the matter of inequity in the assessment of rewards and promotions, the investigation and traffic divisions of the Metropolitan Police reached a consensus that the Royal Thai Police ought to revise and improve their current protocols pertaining to promotion evaluation. This would guarantee the impartiality of the criteria employed in the evaluation of benefits and incentives. The patronage system has traditionally been associated with the evaluation of incentives and benefits for metropolitan police. However, the research findings suggest that utilizing awards to assess promotions was an inequitable approach (Chokprachakchat, 2011).

Furthermore, it was found by the researchers that there existed a positive correlation between the work performance of metropolitan police officers and all sanitation factors, including but not limited to security, work-life balance, relationships with peers and citizens, and work conditions and salary. The motivations pertaining to security, peer relationships, employer relations, and citizen relations were rated highly by the Metropolitan Police Department.

Furthermore, consistent with previous inquiries, the researchers noted that individuals who revealed negative interactions with law enforcement or perceived themselves as being mistreated displayed reduced confidence in the aforementioned organization. In contrast, the opposite effect failed to hold true in a consistent manner. The perceptions of the force held by individuals who had positive interactions with law enforcement were comparable to those who had not encountered the force. Furthermore, it was observed that individuals who participated in "neutral" interactions with law enforcement held more adverse attitudes toward them in comparison to those who avoided all contact. Furthermore, their survey of public opinion examined the vicarious experiences of respondents regarding law enforcement, which they defined as hearing testimonies from family members and acquaintances. This specific category of experience has not been investigated in prior scholarly investigations. The researchers noted that members of the public who observed members of their own family or social circle being subjected to severe police treatment exhibited a reduced degree of confidence in law enforcement. Moreover, individuals who experienced favorable vicarious encounters with law enforcement maintained comparable perceptions of them to those who did not have any such interactions. A greater proportion of those who engaged in indifferent vicarious interactions had an unfavorable perception of the police than those who maintained contact with them. It appeared that direct, personal experience exerted a more substantive influence on the formation of an individual's perception of the police, in contrast to vicarious experience.

While all participants revealed an equivalent number of direct and indirect encounters, adverse vicarious experiences were significantly more common than direct negative encounters. This phenomenon may be ascribed to the propensity of acquaintances, friends, and relatives to engage in more frequent discussions regarding negative experiences rather than positive ones. As a result, these findings suggested that negative interactions with law enforcement may have a limited impact on public opinion through the influence they wield over acquaintances and family members, rather than on the individuals directly responsible for the incidents. The temporal variation in public sentiment and public trust regarding neighborhoods was found to be minimal by the researchers.

Nevertheless, significant inconsistencies were identified within the five areas that were being examined. The precincts exhibited variation with respect to social and demographic attributes, encompassing socioeconomic status as well as racial and ethnic composition. Further than differences in patterns of direct and indirect interaction with law enforcement, it appeared that these inconsistencies accounted for the majority of the variances in public opinion between precincts. A number of factors were of the uttermost importance to the police officers, including job security, career flexibility, amicable colleagues, and seamless collaboration with others. Additionally, supportive and courteous management was also highly valued. Given the pervasive nature of cooperation among law enforcement personnel, it is not unexpected that the most importance was placed on the intrinsic value of belongingness. The motivations linked to performance, recognition, job characteristics, and responsibility were assessed as exceedingly high by the Metropolitan Police. Conversely, promotion, which is recognized as a significant determinant of motivation, was rated as moderate. Insofar as the investigative and traffic divisions of the metropolitan police were concerned, inequitable promotion and award criteria

hindered their job performance, according to qualitative promotion research provoked by the correlation between performance and motivational factors.

The effectiveness of the work performance of the traffic division of the Metropolitan Police Department was reportedly improved through the incorporation of a fair evaluation procedure for promotions and awards. The research results suggested that the assessment of promotions via awards was inequitable, considering the historical association of the patronage system with the determination of incentives and benefits for metropolitan police (Chokpchat, 2011).

Furthermore, it was found by the researchers that there existed a positive correlation between the work performance of metropolitan police officers and all sanitation factors, including but not limited to security, work-life balance, relationships with peers and citizens, and work conditions and salary. The motivations pertaining to security, peer relationships, employer relations, and citizen relations were rated highly by the Metropolitan Police Department. Furthermore, consistent with previous inquiries, the researchers noted that individuals who revealed negative interactions with law enforcement or perceived themselves as being mistreated displayed reduced confidence in the aforementioned organization.

In contrast, the opposite effect failed to hold true in a consistent manner. The perceptions of the force held by individuals who had positive interactions with law enforcement were comparable to those who had not encountered the force. Furthermore, it was observed that individuals who participated in "neutral" interactions with law enforcement held more adverse attitudes toward them in comparison to those who avoided all contact.

As an illustrative case of a district with the most favorable perceptions of law enforcement, the researchers utilized the precinct, which was distinguished by its substantial white population, high proportion of householders, and absence of negative encounter reports with law



enforcement. Despite adjusting for socioeconomic and demographic variables, variations in police interaction patterns, and the aforementioned factors, significant discrepancies in public perception persisted across precincts. Prior research that established a correlation between neighborhood quality and citizens' satisfaction with law enforcement, both subjectively (as measured by quality of life assessments) and objectively (as measured by economic and crime indicators), was emphasized by the researchers. Despite being aware of their limitations in delving deeper into the particulars of neighborhood environments, the researchers' findings reinforced the importance of neighborhood conditions in shaping public opinions regarding local police departments.

## **2.5 Theoretical Framework**

This section presents the theories that were used to anchor the study. The study was based on the social exchange theory and the psychoanalytic theory as discussed below.

### **2.5.1 Social Exchange Theory**

Social exchange theory was formally established by sociologist George Homans with the publication of his book *Social Behavior as Exchange* in 1958 (Ekeh, 1974). Social exchange, as defined by him, is the reciprocal performance of an action by a minimum of two individuals, which may involve something tangible, intangible, or costly. Further theorists, most notably Blau and Richard M. Emerson, who, in addition to Homans, are frequently regarded as the seminal progenitors of the exchange viewpoint in sociology (Ekeh, 1974), continued to publish on the subject after Homans (1974). Homans (1974) emphasized the distinctive conduct exhibited by acts during their exchanges. Although numerous other forms of interaction exist, Homans directed his research efforts towards dyadic exchange. Both John Thibaut and Harold

Kelley have gained recognition for their research focusing on the psychological concepts of the dyad and the small group as they pertain to the theory. According to Ekeh (1974), Lévi-Strauss's anthropological research on extended trade systems, including familial systems and gift exchange, played a significant role in the development of this theoretical paradigm.

Homan provides a three-pronged summary of the system: accomplishment, stimulation, and deprivation–satisfaction. Individuals are more inclined to replicate actions when they receive compensation for their endeavors. Individual response is more probable when a stimulus has been rewarded in the past on a greater number of occasions. According to the deprivation–satiation hypothesis, the value of each additional unit of a reward decreases in proportion to how frequently an individual has received that reward in the recent past.

Early publications by Peter Blau on social exchange exhibited a greater emphasis on economic and utilitarian considerations. In contrast, Homans focused on reinforcement concepts, which posit that individuals determine their subsequent social actions in accordance with their prior experiences. The theorists were exhorted by Blau's utilitarian viewpoint to consider the benefits they anticipated deriving from their subsequent social interaction. He held the belief that an excessive focus on the psychological concepts of the theory would result in a failure to acquire knowledge regarding the dynamic aspects of social exchange. Homans was more concerned with the psychological aspects of manipulative behavior than with economic analysis on a technical level (Ekeh, 1974).

Homans and Blau's ideas were incorporated into the early theoretical work of Richard Emerson. Homans believed that reinforcement was the foundation of social interaction. For the purpose of equating disparate concepts, Emerson compares exchange to structural functionalism as a framework. Both Emerson and Blau shared a common focus on the correlation between power dynamics and the trade process. Social exchange, according to Emerson, is a sociological

methodology that can be succinctly described as an economic analysis of non-economic social phenomena. Exchange provides a quasi-economic form of analysis in specific circumstances (Ekeh, 1974).

Social exchange defines exchange as a form of social action that can yield consequences on both the economic and social levels. By drawing parallels between social interactions and the marketplace, Social Exchange Theory has been the subject of study. The concept was reportedly examined by Blau (2019) from a microeconomics perspective. Everyone, in his opinion, is striving to maximize their own advantages. Once this concept is comprehended, Blau argues that social exchanges can be observed in all social relationships, including friendships and business transactions. Social exchange generates pleasure when individuals receive equitable returns on their investments.

Most significantly differentiating social interaction from commercial interaction is the character of the transaction between the involved parties. Neoclassical economics posits that the act in question is in interaction with environmental conditions, including market price and the market, as opposed to with another act. In contrast to economic exchange, social trade comprises an extensive array of elements that defy reduction to replicas of a solitary exchange rate. Staff asserts that social transactions are characterized by a connection with another individual, rely on trust rather than legal obligations, are more malleable, and typically circumvent overt negotiation.

Social interaction may be utilized extensively in this study to refer to the interpersonal relationships among police personnel. Social exchange is predicated on the idea that exchanging resources to better one's well-being; it manifests itself in a variety of contexts. Officers may be motivated to take actions that are advantageous to their own well-being out of self-interest.

Social activity involves the exchange of tangible and intangible goods, including symbols of prestige and approval. Individuals who reciprocate a great deal feel obligated to give back to those who have given them much. Those who receive much from others strive to acquire much from them. This impact process tends to reach a state of equilibrium, which causes the exchanges to reach equilibrium. What a police officer delivers is an expenditure for him, whereas what he receives is a recompense, and his behavior becomes less variable as the profit margin, which represents the discrepancy between the two, approaches its maximum value.

Given the constraints of the social exchange theory in elucidating the third and fourth objectives, it became imperative to employ an alternative framework—psychoanalytic theory—to support the variables comprising the aforementioned objectives of the research. 2.5.2

#### Psychoanalytic Theory

Sigmund Freud was the originator of this theory. Psychoanalysis, as defined by Nelson-Jones (2015), is a therapeutic approach employed by psychiatrists and a theory of personality development that has influenced other approaches, including humanistic and behavioral approaches. Later experiences are influenced by emotions such as powerlessness, the anticipation of something dreadful occurring, and overwhelming terror, according to this theory (Cey, 2016). The foundation of Freudian thought is the unconscious, which contains everything that is not immediately accessible to awareness, especially emotions associated with trauma. Conspiracy theories hold that the unconscious is the source of human motivations for action. From an early age, uncontrollable desires may contribute to the development of stress. This study will utilize the perspectives, recollections, thoughts, fantasies, and emotions of the officers regarding their work conditions, family circumstances, and additional stress-related experiences and emotions. The objective was to enable participants to retrieve memories that

they had not previously reflected upon but could effortlessly recollect while completing the surveys.

Freud categorized the mental apparatus into three system agencies: the id, ego, and super-ego. The id operates in alignment with the imperative to promptly fulfill biological requirements. When unsatisfied desires of police officers—such as for sustenance, rest, or sexual activity—become increasingly intrusive on their focus, to the point where they are unable to direct their thoughts elsewhere. Due to their diversion of attention from the task at hand, their work performance has suffered. The majority of ids transform into ego.

The ego provides services in the realms of biology, society (represented by the id), and reality (represented by the superego). Officers may experience feelings of fear, being overburdened, and impending collapse due to the competing demands that place stress on their already fragile egos. This emotion serves as a signal to the ego that both its own existence and the body's survival are at risk. It is referred to as anxiety. Regardless of the needs they are endeavoring to address, officers must consider the potential rewards and punishments from their superiors and the larger principles of the United States law. Significant repercussions may ensue from errors committed on the job, including termination, legal repercussions, or interdiction, which causes officers considerable concern.

Three distinct categories of anxieties were identified by Sigmund Freud: realistic, moral, and neurotic. Among the realistic fears that police officers may experience are those of bodily harm, mortality, and other perils inherent to the profession. Fear of retaliation, bodily harm, termination, acquiescence to bribes, and humiliation regarding one's status as a law enforcement officer are all examples of emotions that officers may experience when the general public accuses and criticizes them of laziness and ineffectiveness. Officers experience neurotic anxiety when they fear that they will lose all control, reason, fury, or even their minds. This study aims

to determine whether occupational tension among police officers affects their performance. Psychological distress, apprehension, and psychosomatic illness seem to be induced by an extensive variety of life events among police officers. Society is represented by the superego, which enforces a multitude of regulations. The superego comprises two components: the consciousness, which is formed through the assimilation of punishments and admonitions; and the ego ideal, which is produced through rewards and positive role models presented to the individual (Nelson-Jones, 2015). Officers undergo comprehensive training and participate in drills that require them to exhibit specific knowledge and skills in the field. If the officers fail to meet the expectations of being courteous and effective, their superego will subject them to feelings of remorse, humiliation, and ire.

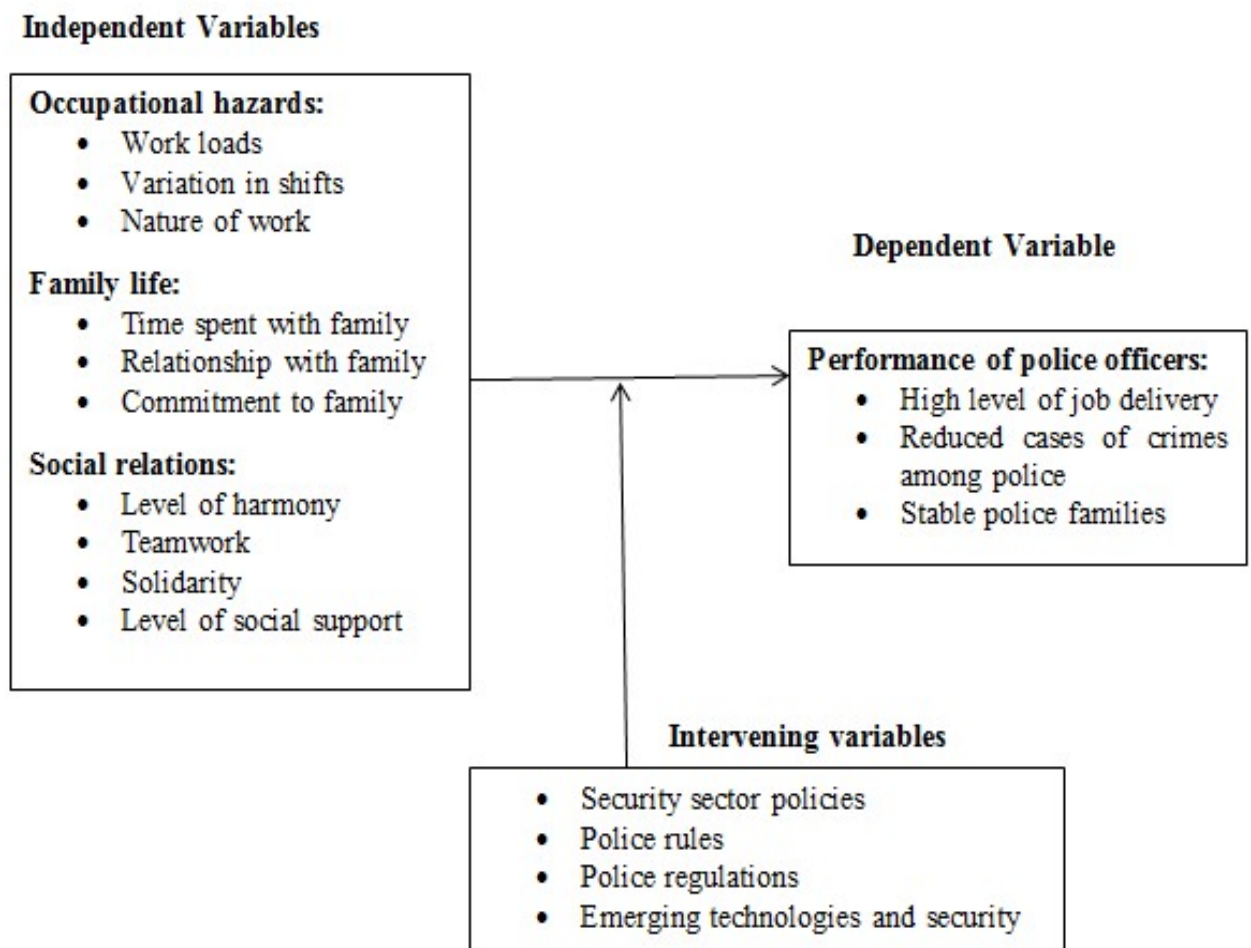
The ego serves as an intermediary between the id and the superego. Obviously, they never reach a consensus. Subconscious manipulations, denial, self-deception, illogical reasoning, and additional strategies may be employed to aid one facet of the individual in deceiving the other two. Moreover, the ego must rationally navigate the world, i.e., what am I capable of accomplishing as a police officer, what resources am I able to utilize in that capacity, how will others react to my actions and how do I respond to their complaints as a police officer, and so forth. Clearly, each police officer's boiling blend of potent, unconscious, and competing services would cause stress.

When wry overwhelms the officer, he or she becomes tense, and the ego is compelled to protect itself. It accomplishes this by automatically suppressing twisting emotions into a more palatable and less hazardous shape. Ego protection mechanisms are the terms for the procedures. All defenses entail reality distinctions; they are strategies for individuals to feel better by deceiving

them. The idea outlines how people's previous experiences, such as professional stress, might influence their subsequent experiences, such as performance changes.

## 2.6 Conceptual Framework Model

The following Conceptual Model served as the foundation for the research. The link between the research variables is depicted in the Model.



**Figure 2.1 Relationship between occupational hazards and performance of police officers**

**Source:** Researcher's Field Data (2019)

The conceptual model describes the relationship between occupational hazards and the performance of police officers. The independent variable of the study is occupational hazards and it is operationalized using work load variations in shifts, nature of work, family life and social relations and they are measured against the dependent variable of the study is performance of police officers. Police performance was measure using job delivery, reduced crime and stable police families. However, the relationship between the independent and dependent variable can be affected by intervening variables (policies, regulations, and favorable working conditions). The Conceptual Model is based on exchange they which is characterized by the exchange of activity.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The techniques used to perform the study are described in this chapter. It goes into the research methods and methodologies employed in the study. It lays out the study concept, population, sample size, and sampling techniques in detail, as well as the foundation for planning, choosing, and constructing research instruments. Finally, it outlines the process for using the equipment and the data analysis techniques used in the research.

#### **3.2 Research Design**

This research investigation employed a descriptive survey methodology. A descriptive survey is the most effective method for characterizing a population that is sufficiently large to be observed in person (Mugenda, 2011). According to Kothari (2014), the descriptive design aims to elucidate, document, and evaluate situations that are present or have been. Data was collected from a representative subset of the population as opposed to the entire population at a single point in time, which could have varied from several days to weeks. As per the police officers, surveys pertain to established relationships, prevailing attitudes, ongoing processes, observable effects, and developing trends. Since the purpose of the research was to ascertain the frequency, characteristics, and varieties of occupational stress that impact the performance of police officers, the methodology was implemented. A descriptive research strategy may employ a variety of research methodologies to examine one or more variables.

### **3.3 Study Area**

The research region was within the authority of Uasin Gishu County's County Police Headquarters and police stations. This research attempted to collect data from a few selected sub-counties in order to obtain useful information. Because of the broad interest in the impact of occupational risks on police officer performance, the sub-counties were purposefully chosen, based primarily on key informant interviews.

### **3.4 Target Population**

The term "target population" is used to denote the broader demographic that the researcher hopes to apply the results of the study to (Mugenda & Mugenda, 2013). Consequently, the research population, comprising all entities, occurrences, and objects that share comparable discernible characteristics, is surveyed (Kothari, 2014). Police statistics indicate that Uasin Gishu County in Kenya has approximately 2,134 officers. The target population comprised 2,225 individuals, as depicted in Table 3.1. This group comprised the County Commander, sub-county police commanders, ward commanders, subordinate police officers, IPOA officials, KNCHR officers, and Nyumba Kumi Community leaders.

**Table 3.1: Target Population**

<b>Group</b>	<b>Target Population</b>
County Commander	1
Sub County Police Commanders	15
Ward Commanders	50
Junior Police officers	2,134
IPOORA Officials	7
KNCHR Officers	5
Nyumba Kumi Community Leaders	13
<b>Total</b>	<b>2,225</b>

**Source:** Research data (2018)

### **3.5 Sample and Sampling Techniques**

Sampling is the act of picking units (such as individuals or organizations) from a population of interest such that we may reasonably generalize our findings back to the population from which they were chosen by analyzing the sample.

Fisher et al. (2018) formula was used to calculate the appropriate sample size.

$n = Z^2pq/d^2$  Where;

n = The desired sample size (if the target population is more than 10,000).

z = The standard normal deviation at the required confidence level of 1.96.

d = The level of statistical significance set.

p = The proportion of the characteristics being measured.

$$q = 1-p$$

According to Fisher *et al.* (2018), if there is no estimate available of the proportion in the target population assumed to have the same characteristics, the researcher may use 50% of the given sample.

The proportion of the target population is 50, and the Z-statistic is 1.96, and researcher desired accuracy at the 0.05 level statistical significance, then the sample was determined as;

$$n = (1.96)^2(0.05)(0.05) = 384$$

The sample size in this study is less than 10,000 therefore the formula for the infinite population was used as recommended by Fisher *et al* (2011):

$$nf = \frac{n}{1 + \frac{n}{N}}$$

Where;

nf = Sample size (when the population is less than 10,000).

n = Sample size (when the population is more than 10,000); 384.

N = Estimate of the population size; 2,225

### **Sample size for the respondents**

$$nf = \frac{384}{1 + 384/2225} = 327$$

The desired sample size thus comprised of 327 respondents.

Simple random and stratified random sampling techniques were utilized for the purpose of the study. A larger sample size reduces the sampling error. In situations where the number of individuals to be selected is restricted, stratified sampling is an alternative method of selecting

individuals based on their unique characteristics (Mugenda & Mugenda, 2011). Table 3 illustrates how officers of different grade levels were selected utilizing a stratified sampling method. 2. In stratified sampling, the target population is partitioned into strata from which the necessary sample is selected. The utilized stratum consisted of County Commanders, Sub-County Police Commanders, Ward Commanders, and Junior Police Officers.

With the exception of subordinate officers, the remaining officers were selected through purposive sampling. Purposive sampling is the sole suitable approach in this case due to the restricted number of senior officers who are capable of providing contributions to the study. The subordinate officers of every police station in Uasin Gishu County were selected using a straightforward random sampling method. A number was affixed to each officer at each station on a folded sheet of paper that was subsequently placed in a receptacle. Subsequently, the papers contained within the box were combed, and a random number of respondents was selected from each station (4). This is determined by dividing 111 officers by 30 police stations, which results in four subordinate police officers.

**Table 3.2: Sample Size**

<b>Group</b>	<b>Sample Size</b>
County Commander	1
Sub County Police Commanders	2
Ward Commanders	7
Junior Police officers	313
IPOA Officials	1
KNCHR Officers	1
Nyumba Kumi Committee leaders	2
<b>Total</b>	<b>327</b>

**Source:** Research data (2018)

### **3.6 Data Collection Instruments**

The study collected and utilized both primary and secondary data. The study's respondents provided primary data via questionnaires and interviews, which were developed as data gathering methods. Reports and publications provided secondary data.

#### **3.6.1 Questionnaires**

A questionnaire, as defined by Brink (2016), is a form of research instrument comprising a sequence of inquiries designed to collect data from the participants. The surveys were utilized in order to provide respondents with an extended duration to complete and respond to inquiries.

Subsequently, surveys guaranteed the privacy of respondents since they were not obligated to disclose their identities. Additionally, the absence of participant names on the questionnaires prohibited the accumulation of skewed data.

The information was gathered from the police officers via questionnaires comprising both closed-ended and open-ended inquiries. There were both open-ended and closed-ended questions in this study. Every inquiry in the survey was formulated with a distinct objective in consideration. With the assistance of the administrators, the questionnaires were designed to be exhaustive and capable of capturing every piece of information required for this study. All of the respondents were individually administered the questions that were developed by the researcher. As a result of their applicability to a broad spectrum of participants, the questionnaires were employed to collect information from both novice police officers and the general public.

### **3.6.2 Structured Interview Schedules**

Interviews were conducted with the County Commander, Sub-County Police Commanders, Ward Commanders, KNCHR Officials, and IPOA Officials in accordance with a schedule. In order to ensure consistent adherence to the study objectives, the research program incorporated pre-planned interview questions that were administered directly by the researcher. By employing the interview method, the researcher was able to exercise more autonomy in eliciting descriptive data from key informants and obtaining clarifications for pertinent responses. This was possible as a result of the unstructured nature of the key informant interview schedule, which permitted participants to provide a diverse array of responses.

**Table 3.3: Summary of Methods and Instruments for Data Collection**

Group	Population Size	Sampling technique	Sampling Size	Data collected	Instrument/Tool
County Commander	1	Purposive sampling	1	Qualitative/ Quantitative	Interview schedule
Sub County Police Commanders	15	Purposive sampling	2	Qualitative/ Quantitative	Interview schedule
Ward Commanders	50	Purposive sampling	7	Qualitative/ Quantitative	Interview schedule
Junior Police officers	2,144	Stratified sampling	313	Qualitative/ Quantitative	Questionnaire
IPOORA Officials	7	Purposive sampling	1	Qualitative/ Quantitative	Interview schedule
KNCHR Officials	5	Purposive sampling	1	Qualitative/ Quantitative	Interview schedule
Nyumba Kumi leaders	13	Simple random sampling	2	Qualitative/ Quantitative	Interview schedule

**Source:** Research data (2019)

### 3.7 Pilot study

According to Hassan, Schattner & Mazza (2016) to establish and identify potential problem areas and deficiencies in the research instruments, a pilot study is necessary. For this study, the pilot study was carried out in Nandi County Police Headquarters pre-test the instruments (questionnaires). The station was selected because it hosted police officers of different ranks and hence provided the study a platform to pretest all the research instruments. This allowed



for the refinement of the study questionnaire make it more detailed and understandable to the respondents. The pilot study was done away from the final study area so as to avoid the research problem of pre-exposure effect of the tools.

### **3.8 Validity and Reliability of Research Instruments**

#### **3.8.1 Reliability**

Reliability is defined as the extent to which an instrument yields consistent results whenever it is utilized in comparable conditions (De Vos, Strydom, Fouche & Delpt, 2011). Orodho (2019) defines dependability of research instruments as the extent to which the outcomes of multiple trials of a measurement procedure are consistent. The reliability of the questionnaire was determined using the test-retest method. Cronbach's alpha coefficient of reliability, which was calculated to be 0.793, indicated that the questionnaire under study was reliable.

#### **3.8.2 Validity**

Validity is the degree to which our measurements correspond to our claims (Colton & Covert, 2017). Through a pilot study, the instrument's validity was assessed in order to determine whether the surveys were valid enough to elicit and collect sufficient and reliable data. Furthermore, the questionnaire that was distributed ensured that the question formats aligned with the primary objectives of the study. In order to ascertain the legitimacy of the study, the researcher enlisted the assistance of supervisors who conducted an expert evaluation of the instruments to determine their validity and ability to measure the intended constructs.

### **3.9 Data Collection Procedures**

The National Commission for Science, Technology, and Innovation (NACOSTI) and the Inspect General's office were approached about getting a research authorization. The duplicates were distributed to the relevant offices and departments in order to facilitate the researcher's

investigation. Additionally, a letter from the university was obtained to aid in the collection of data. In order to obtain study data, the researcher subsequently contacted the designated sampling officers and sought guidance from the leaders of the stations. The participants were requested to finish the survey and submit it on the same day. This achieved a significantly higher return rate for surveys than when they were left with the respondents. In the case of respondents who were absent, questionnaires were delegated to department heads with provisions made for their subsequent collection.

### **3.10 Data Presentation and Analysis**

Qualitative and quantitative methodologies were utilized in the analysis in order to accomplish the study's objectives. Descriptive and inferential statistics (mean, standard error, frequency, and percentages) were employed to quantitatively analyze the data via regression and correlation analysis. For classification purposes, data from questionnaires and interview guides were categorized into themes and patterns prior to being analyzed using content analysis. The statistical package for the social sciences (SPSS) version 28.0 for Windows was utilized to compute descriptive statistics. This version offers an extensive array of statistical analysis methods and data-handling capabilities, accommodating datasets of varying sizes (Muijjs, 2011). For this study's data analysis, multiple regressions were applied.

In statistics, regression modeling represents the relationship between scalar predictor variables and exogenous variables. In this investigation, a multitude of interrelated dependent variables were anticipated, thus the multivariate regression model was implemented. Prediction functions based on regression were utilized to characterize the field data. In order to ascertain the impact of independent factors on the dependent variable and evaluate the relative influence of each

predictor variable according to its correlation with the dependent variable, multiple regression analysis techniques were utilized in the forecasting process.

While social scientists employ regression analysis more frequently on ordinal data, it is typically most applicable when both of the variables under consideration are intervals. Similar to correlation analysis, regression analysis assumes a linear relationship between variables.

Fundamentally, multiple regression analysis consists of identifying the most optimal linear relationship that describes the way in which changes in a predictor variable (which serves as an independent explanatory factor) X affect the variation in an outcome variable (Y). Applying the equation becomes viable after the estimation of the connection has been completed.

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + e$$

Where:

X = the independent variables

$B_0$  = Constant

$X_1$  = Family life

$X_2$  = Occupational hazards

$X_3$  = Social Relations

Y = the dependent variable (Performance of Police Officers)

$B_1, B_2, B_3$  = Independent Variable Coefficients

e = Err margin

The data was presented in form of tables, frequencies and percentages.

### **3.11 Ethical considerations**

The study was conducted with the goal of enhancing the National Police Service and the services provided to Kenyan citizens. It was not tailed toward the researcher's interests, and as a result, it did not aim for unfavorable outcomes from its goal. It was carried out in complete line with the regulations prohibiting the researcher from engaging in unethical activity. The researcher attempted to follow the idea of voluntary consent, in which respondents freely agreed to engage in the study. The identity of the respondents were masked throughout the administration of the questions by coding the questionnaires so that only the researcher knew who they were. It was thought that this would boost the respondents' self-assurance.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

In order to achieve the stated research objectives (namely: to study the effect of occupational hazards on the performance of police officers; investigate the effect of family life of police officers and to examine the influence of social relations on the performance of police officers in Uasin Gishu County); the current study collected data through 301 questionnaires out of the possible 327 administered. This is a response rate of 92.05 %. However; 16 questionnaires were not included in the study as they were not returned from respondents either because they were spoiled, lost or were not traceable in good time in the process of retrieval from the respective respondents. Descriptive statistics was used for their analysis and thereafter the results were presented in tables.

#### 4.2 Background Information

This section presents background information regarding the respondents' sex; age, level of education and their duration of service by the time of the current study. It's a summary of their background information as sought by the researcher.

##### 4.2.1 Respondents' Sex Composition

Table 4.1 (Below) shows the sex composition of the sampled respondents. The proportion of female respondents was 156 (51.8 %) while that of males was 145 (48.2 %). The study almost elicited an equal number of responses; and by extension minimizing bias of possible responses from all the members of the police force in Uasin Gishu County.

**Table 4.1: Respondents' Sex Composition in Uasin Gishu County**

<b>Sex</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	145	48.2
Female	156	51.8
<b>Total</b>	<b>301</b>	<b>100</b>

**Source:** Researchers primary data (2019)

#### **4.2.2 Respondents' Age**

Age is an important fact whenever job performance is under discussion. As per the present study; a predominant proportion of respondents (i.e. 135 (44.9%) were youthful (junior officers) slightly older while the age bracket between 41-50 years were 94 (31.2 %) (Table 4.2). This category of police officers has accumulated considerable experience in their chosen disciplines in the police force. The last group was those of officers aged over 51 years who were 72 (23.9 %), being the most experienced police officers in Uasin Gishu County. This agrees with (Maran *et al*, 2017:9).

**Table 4.2: Respondents' Age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
31-40 years	135	44.9
41-50 years	94	31.2
Over 51 years	72	23.9
<b>Total</b>	<b>301</b>	<b>100</b>

**Source:** Researchers primary data (2019)

#### **4.2.3 Respondents' Level of Education in Uasin Gishu County**

According to the sampled respondents 153 (50.8 %) had attained college education; 75 (24.9 %) secondary level education and 73 (24.3 %) were university graduates (Table 4.3). Therefore, majority of the police officers at Uasin Gishu County were college graduates during the current study. This is quite significant for the current inquiry as the police officers at Uasin Gishu County were able to provide valid responses from an informed view point regarding occupational stress on the performance of police officers.



**Table 4.3: Respondents' Educational Level**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent</b>
College	153	50.8
Secondary	75	24.9
University	73	24.3
<b>Total</b>	<b>301</b>	<b>100</b>

**Source:** Researchers primary data (2019)

#### **4.2.4 Respondents' Length of Service in Uasin Gishu County**

Respondents' were asked to indicate for how long they had served in the national police service and their responses were captured as follows (Table 4.4); 51 (16.9 %) had served three years; 106 (35.2 %) had served 5 years, 119 (39.5 %) had served 8 years while 25 (8.3 %) had done over 9 years. This findings show that majority of police officers interviewed had a working experience of between 5 to 8 years by the time this study was carried out. This level of experience places these police officers at a fairly good position in understanding and coping with occupational stress in the line of duty. This agrees with (Gershon *et al.*, 2016), Bouteyre, Maurel, and Bernaud, (2007).

**Table 4.4: Respondents' Length of Service in Uasin Gishu County**

<b>Length of Service</b>	<b>Frequency</b>	<b>Percent</b>
Below 3 years	51	16.9
3-5 years	106	35.2
5-8 years	119	39.5
Over 9 years	25	8.3
<b>Total</b>	<b>301</b>	<b>100</b>

**Source:** Researcher's primary data (2019)

### **4.3 Specific Objectives**

The foregoing discussion has provided the background information regarding the sampled respondents. In this section, the study attempts an analysis of primary data arranged thematically on the specific objectives of the study. The research objectives were; to assess the contribution of occupational hazards on the performance of police officers; to determine the influence of family life on the performance of police officers and to investigate the influence of social relations on the performance of police officers in Uasin Gishu County. The study employed descriptive statistics to determine the results from these objectives.

#### **4.3.1 Occupational Hazards and Performance of Police Officers in Uasin Gishu County**

The first objective of the study was to assess the contribution of occupational hazards to the performance of police officers. By use of a Likert scale respondents were asked a number of questions to rate the extent to which occupational hazards affected police performance. The responses for each item asked are shown in Table 4.5.

Heavy workload and working for long hours with little rest; poor pay and lack of welfare support responses each scored a mean of 4.46 ( 89.2 %) which agrees with (Sattar & Iqbal, 2017); Rollinson, (2012) and (Sattar & Iqbal, 2017). Exposure to risks at all times and poor medical cover had a mean score of 4.32 (86.4 %). Dealing with traumatic events in the course of duty and inadequate training and equipment each elicited a mean score of 4.31 (86.2 %) of all the responses. This agrees with Tengssth (2016) and Akerale (1991).

Inadequate resources needed for work had response mean score of 4.44 (88.8 %). This agrees with (Terrill & Ingram, 2016), (Gitonga, 2015). Therefore; from the foregone analysis heavy workload and working for long hours with little rest and poor pay and lack of welfare support were highest occupational hazards faced by police officers in Uasin Gishu County.

**Table 4.5: Occupational Hazards Faced by Police Officers in Uasin Gishu County**

Responses		SD	D	U	A	SA	Total	Mean
Heavy workload and working for long hours with little rest	F	0	0	7	150	144	301	4.46
	%	0	0	2.3	49.8	47.8	100	89.2
Exposure to risks at all times and poor medical cover	F	0	7	0	150	144	301	4.32
	%	0	2.3	0.0	49.8	47.8	100	86.4
Dealing with traumatic events in the course of duty	F	0	9	16	148	128	301	4.31
	%	0	3.0	5.3	49.2	42.5	100	86.2
Inadequate resources needed for work	F	0	0	9	151	141	301	4.44
	%	0	0.0	3.0	50.2	46.8	100	88.8
Poor pay and inadequate welfare support	F	0	0	7	150	144	301	4.46
	%	0	0.0	2.3	49.8	47.8	100	89.2
Inadequate training and equipment	F	0	9	16	148	128	301	4.31
	%	0	3.0	5.3	49.2	42.5	100	86.2

**Source:** Researcher's primary data (2019)

Findings from this study were compared with findings from previous studies on occupational hazards and performance of police officers. The American study on tiredness in police officers focuses on the prevalence of exhaustion in police departments, the causes of fatigue, the impact of fatigue on an officer, and solutions for reducing weariness in police officers. According to

*Vila et al.* (2002), tiredness is a mental and/ physical state caused by insufficient quality sleep lengthly severe physical, emotional, mental exertion, which reduces alertness, impairs performance potential, worsens mood, and impairs decision-making. Excess weariness, according to this definition, has a negative impact on police officers' performance, health, and safety, as well as their public relations and the quality of their discretionary judgments (*Vila et al.*, 2002). *Vila et al.* (2016) looked at physical signs of exhaustion in police officers from 12 of the country's major city police agencies, totaling over 2,000 officers.

The researchers did not specify where the Departments were situated in the United States. They compared ocular performance metrics to their regular performance to determine a person's present fatigue-related impairment. They also weighed in on subjective data concerning the impact of fatigue on police, including as information gleaned from interviews about officers' sleep quality, weariness attitudes, and those of their colleagues. The information from these sources, when combined, offered substantial evidence concerning the impact of weariness on police officers' professional performance, physical and emotional well-being, and personal life. Police personnel, on average, had poor sleep quality twice as often as the general public, according to the findings. In a review article on police officer tiredness, *Vila et al.* (2012) state that data from a variety of sources points to high levels of weariness among patrol officers in the United States, and that there is no counter evidence (*Vila et al.*, 2002).

There are contrasts made between stress assumptions, such as the assumption that the imminent threat of bodily injury and engagement in violent circumstances are the key police stress (*Andersen et al.*, 2016). Furthermore, emotions of powerlessness and uncontrollability in the workplace may be a substantial source of stress for police personnel (*Andersen et al.*, 2016). These findings do not rule out the possibility that police is a dangerous profession, but they do

show that the major drivers of stress are issues over which officers have little personal influence, such as bureaucratic processes (Andersen *et al.*, 2016). Police officers consider policing to be more potentially hazardous than dangerous, with the top three stressors being having a fellow cop murdered in the line of duty, murdering sooner in the course of duty, and being exposed to battered, dead children, according to police officers (Anshel & Umscheid, 2017).

Despite research showing that normal duties are more stressful than critical situation encounters, police officers continue to perceive these risky events as the primary sources of stress (Anshel & Umscheid, 2017). Violanti (2017) provides various plausible explanations, including the fact that these key occurrences happen less frequently but are so shocking when they do that cops recall them right away. Second, officers feel that major event encounters are unavoidable in police employment, but that many everyday occupational dangers are too stressful. Another fact is the impression of perpetual risk when working as a cop (Violanti, 2017).

Interviews were conducted with key informants on the influence of occupational hazards on the performance of police officers. Respondents were asked how occupational hazards influenced the performance of police officers. This finding underscores the negative effects of the police officers working environment on their own well-being and the well-being of other people who depend on police officers such as family members or members of the public. The findings explain that the stressful environment of police work predisposes them to stress that makes it difficult to discharge their duties. The study of Sollie, Kop and Euwema (2017) revealed that violent and unexpected situations that occur in the course of police employment are often regarded as a major cause of psychological and physical stress for officers. Emotionally stressful scenarios include alerting a relative of a loved one's abrupt death, dealing with suicide

as well as sexual offenses against kids, the elderly, and animals, to name a few. Natural catastrophes may more sometimes be stressful life situations.

This finding explains the factors that lead to low performance among police officers and lack of adequate equipment, stress and psychological disorientation arising from witnessing traumatic experiences are more so of the facts that hinder optimum performance among police officers. This finding is in line with the finding of Beheshtifar and Nazarian (2013) that police require psychological support to overcome the traumatic experiences that they encounter in the course of their operational duties and this would make officers to perform optimally. Overall, violent and unpredictable situations that occur in the course of police employment are often regarded as the major source of both psychologically and physically stress among officers. For example, Sollie, Kop, and Euwema (2017) support external environment stress in the content of police work as follows: emotionally demanding situations such as informing relatives of an unexpected death, trying to deal with suicide, fatal accidents, criminal sexual offenses with children are all stress that police officers endure which make it difficult for them to perform optimally in their duties.

#### **4.3.2 Family Life and Performance of Police Officers**

The second objective of the study sought to determine the influence of family life on the performance of police officers in Uasin Gishu County. Table 4.6 shows the various responses and their weightage by the sample respondents. A mean proportion of 4.14 (82%) of the respondents reported lack of understanding from family; 4.26 ( 85.2 %) reported problems related to HIV/AIDS, 4.22 ( 84.4 %) reported occurrence of confidential domestic incidences that were unpleasant; 4.21 ( 84.2) cited instances of inability to discuss work experiences with

family members, 4.32 ( 86.4 %) reported family demands for personal time and involvement while 4.31 ( 86.2 %) reported not having the ability to plan personal life of police officers in Uasin Gishu County. From the foregone discussions it is evident that most police officers in Uasin Gishu County are unable to adequately plan their personal life due to heavy work load and unpaid overtime. This situation hampers negatively their performance as police officers. These findings to a large extent agrees with (Li *et al.*, 2018); Qureshi & Lambert (2016) and (Haque, Aston & Kozlovski, 2016).

Similarly, family problems have been blamed often times in Kenya as one of the facts for misuse of firearms by police officers. Stress from poor family relationships has also been blamed for unmanaged anger, lack of self-control and drug and substance use all of which hamper satisfactory police performance. Therefore, personal stress from family related issues significantly affect performance of police officers.

However, it may be deduced that, for fear of being perceived as weak, more so male officers find it difficult to seek professional treatment when they are experiencing work-family conflict and poor coping. As a result, officers may believe that their fellow officers are the only ones who understand the strain and stress of police work. As a result, large levels of perceived peer support and trust among officers may help to alleviate such stress.



**Table 4.6: Family life and Performance of Police Officers in Uasin Gishu County**

Responses		SD	D	U	A	SA	Total	Mean
Lack of understanding from family	F	0	9	3	225	64	301	4.14
	%	0	3	1	74.7	21.3	100	82.8
Problems of divorce and HIV/AIDS	F	0	7	1	199	94	301	4.26
	%	0	2.3	0.3	66.2	31.2	100	85.2
Confidential domestic incidences that are unpleasant	F	0	7	2	210	82	301	4.22
	%	0	2.3	0.7	69.8	27.2	100	84.4
Inability to discuss work experiences with family members	F	0	7	5	207	82	301	4.21
	%	0	2.3	1.7	68.8	27.2	100	84.2
Family demands for personal time and involvement	F	0	7	0	150	144	301	4.32
	%	0	2.3	0.0	49.8	47.8	100	86.4
Not having the ability to plan one's private life	F	0	9	16	148	128	301	4.31
	%	0	3.0	5.3	49.2	42.5	100	86.2

**Source:** Researcher's primary data (2019)

Findings from this study were compared with findings from previous empirical studies on family life and performance of police officers. Long working hours, according to Deschenes, Desjardins, and Dussault (2018), cause tiredness and annoyance to their families. Maria (2018)

discovered that burnout is linked to bad family outcomes such as work-family disputes, marital violence, outbursts of rage, lack of involvement in family problems, unsatisfying marriages, and a lack of time to spend with family. For instance, refusing to take time off for family reasons and being unable to attend family celebrations and gatherings.

Working in the police force necessitates acting within a separate framework, putting the officer at odds with more so of society's inhabitants (Lo, 2017). The police are also part of a distinct subculture with its own set of values and beliefs (Lo, 2017). The peculiar and secluded existence of the police officer shapes these ideals and perspectives. A police rule of silence and the development of a cynical attitude toward members of the public are other characteristics of the subculture (Lo, 2017).

As a result of the nature of their profession, police officers' safety is reliant on the state and their coworkers, as well as a limited number of members of the public. Due to job commitments, there is limited time for family bonding; nonetheless, the family is traditionally the primary source of support for all individuals at all times. Police job, on the other hand, makes it harder for them to form deep bonds with their loved ones. Furthermore, the nature of police service may cause them to be separated from their families (Moreares, 2016).

Officers are frequently disturbed as a result of their exposure to terrible occurrences, which makes it difficult for them to bond with their families (Magnavita & Sleep, 2017). The family suffers emotional expenses as a result of the traumatized person's inability to find suitable and meaningful job. Attempting to form a relationship with family members after retirement might be challenging, resulting in psychological discomfort (Magnavita & Sleep, 2017). Their ability to participate in regular family life is permanently affected by their shift pattern, which necessitates much advance preparation. Even yet, certain occasions throughout the year, such

as holidays and birthdays, are frequently overlooked (Haque, Aston & Kozlovski, 2016). Burnout is also a problem in the police force, which is caused by job-related stresses such as shift work, hypervigilance, poor nutrition, workload, and unpredictability of responsibilities. Burnout is a condition characterized by emotional weariness, depersonalization, and a reduction in personal achievement (Yeo & Zainal, 2017). Adverse physical, emotional, behavioral, interpersonal, and attitude symptoms are all connected to burnout. A burnout cop is not simply a non-productive member of the force, but also a person who is suffering (Yeo & Zainal, 2017). Furthermore, the officer may be a parent, husband, mother, and wife who is unable to adequately fulfill these tasks (Yeo & Zainal, 2017).

Interviews were conducted with key informants on how family life affected the performance of police officers.

This finding demonstrates the challenges that police officers face in getting assistance when they experience horrific challenges. The inability to share such information with close family members for fear of hurting the family members makes the police officers unable to effectively cope or seek assistance.

This finding underscores the fact that police life is full of uncertainties and that a police officer cannot plan with certainty when they will spend time with their loved ones. This experience leaves police officers missing their loved ones and it negatively affects their morale and ultimately their overall job performance goes down. This study agrees with the study of Deschenes, Desjardins, and Dussault (2018), that long working hours, according at work cause tiredness and annoyance to their families and that burnout is linked to bad family outcomes such as work-family disputes, marital violence, outbursts of rage, lack of involvement in family problems, unsatisfying marriages, and a lack of time to spend with family. For instance, refusing

to take time off for family reasons and being unable to attend family celebrations and gatherings.

Working in the police service necessitates acting within a separate framework, putting the officer at odds with more so of their family members. The police are also part of a distinct subculture with its own set of values and beliefs.

### **4.3.3 Social Relations and Performance of Police Officers**

The third objective of the study was to investigate the influence of social relations on performance of police officers in Uasin Gishu County. The study results were analyzed and are presented in Table 4.7.

From a casual check on the mean values of the various responses from the sampled respondents; insufficient solidarity among police officers (4.58 ( 91.6 %)); inadequate of support from the police department administrators (4.57 ( 91.4 %)) and dearth of mutual understanding among police officers to handle stressful difficult incidents (4.55 ( 91.0 %)) were the three leading social relation impediments (in that order) to the performance of police officers in Uasin Gishu County during the current study. This is supported by (Haque *et al.*, 2016).

In real life situations, the workplace is one of the main sources of stress due to the amount of time spent there. Police organizational dynamics are sources of stress just as much as the nature of police works. It can also be concluded that police work is one of the occupations that involves dealing with problems that affect other people which results in more exposure to stress. Policing is also considered to be among the occupations that are most stressful.

The results demonstrate that in more so circles there is a kind of stigma attached to those who are perceived as being too close to police officers and police officers themselves are sometimes suspicious of the motives of non-police who becomes too friendly. The authority provided to police officers also separates them from other citizens.

**Table 4.7: Social Relations and Performance of Police Officers in Uasin Gishu County**

Responses		SD	D	U	A	SA	Total	Mean
Inadequate support from police administration	F	0	0	0	130	171	301	4.57
	%	0	0	0	43.1	56.9	100	91.4
Paucity of teamwork and development of strong working relationships among police officers	F	0	0	0	138	163	301	4.54
	%	0	0	0	46	54	100	90.8
Dearth of mutual understanding among police officers to handle stressful difficult incidents	F	0	0	0	135	166	301	4.55
	%	0	0	0	44.9	55.1	100	91.0
Insufficient solidarity among police officers	F	0	0	0	130	171	301	4.58
	%	0	0	0	43.1	56.9	100	91.6
Rigid official police work procedures	F	0	0	7	150	144	301	4.46
	%	0	0.0	2.3	49.8	47.8	100	89.2
Negative public perception	F	0	0	0	138	163	301	4.54
	%	0	0	0	46	54	100	90.8

**Source:** Researcher's primary data (2019)

The study compared findings from this study with findings from studies on the relationship between social relations and performance of police officers. Stress is a common manifestation of these many stress, and the effects on this particular occupational group has been well documented (Rasheed & Humayon, 2016). The majority of the evidence suggests that police is one of the most stressful jobs out there, and that it has been linked to a variety of negative stress-related reactions. Officers say they've becomes more cynical, skeptical, violent, and emotionally alienated from life as a result of their experiences (Rasheed & Humayon, 2016).

They also claim to be disillusioned with their job, which leads to low workplace morale and personal inefficiencies. Stress has been linked to alcoholism, substance abuse, and the disintegration of personal relationships in more so circumstances (Van der VeLorden & Rademaker, 2017). According to research, doing the duty has a considerable detrimental influence on an officer's physical health including well (Van der VeLorden & Rademaker, 2017). Their constant adjustment to a disrupted sleep cycle as a result of shift employment compromises both the quality and quantity of their sleep (Van der VeLorden & Rademaker, 2017).

Officers also endure weariness and physical depletion as a result of their inability to fully repair their energy levels. This has been discovered to impair their capacity to perform successfully at work as well as the pleasure of their off-duty more (Yeo & Zainal, 2017). Police shifts are described as 'three hours of bedroom, two minutes of panic, and six hours of report writing,' all of which take a physically and mentally toll on the individual. As a result of these circumstances, officers are more likely to grow exhausted and take time off ill, increasing the burden of those who remain (Yeo & Zainal, 2017). The literature also stresses the position's influence on officers' personal and family lives outside of work, specifically their difficulty to

strike a good work-life balance owing to difficulties switching off from both the role and the stress as well as tensions it engenders (Balmorer, Poorly, & Cohen, 2016). Officers are unable to talk or share their experiences with non-police personnel since the majority of instances are unpleasant and confidential. This misunderstanding isolates officers from individuals with whom they should feel closest, and their families are dissatisfied at their inability to bridge the gap (Balmorer et al., 2016). Teamwork and the development of solid working connections among police officers are viewed as critical to job effectiveness (Haque *et al.*, 2016). In fact, what has been built is thought to be the highest level of solidarity ever seen in any occupation. This essential support system enables officers to do their duties efficiently; in tough risky conditions, they can count on their colleagues' loyalty and assistance (Haque *et al.*, 2016). Furthermore, because they have shared experiences, police officers are able to relate to each other on a level that citizens are unable to. This shared knowledge allows police personnel to deal with stressful challenging situations (Haque *et al.*, 2016). This camaraderie is frequently viewed as both a result and a cause of the police's isolation from the rest of community. Officers, on the other hand, consider it to be extremely advantageous to their life, both on and off duty (Haque *et al.*, 2016).

Having the authority to deprive citizens of their rights and freedoms, to use justifiable force against them, and to govern these acts using judgment puts law enforcement in a unique situation within community. Recalcitrant recipients consider this as a danger and as possibly unfair, and hence hold the police in low esteem (Haque *et al.*, 2016). Officers are seen with suspicion and hatred as a result of these conflicts. Being loathed by the very people for whom they risk their physical and emotional well-being on a daily basis is disheartening; as a result, officers grow tougher, less empathetic, and more intolerant, and they return the animosity.

Seeing people at their very worst dealing with the devastation that their harsh, callous, and often pointless deeds cause has an unavoidable effect. Most impotently, it has an impact on their perception of human nature, as they begin to doubt the presence of goodness among others (Haque *et al.*, 2016). According to research, police officers' attitudes about the general people becomes increasingly hostile, distrustful, and suspicious over time (Haque *et al.*, 2016).

These studies describe the link between occupational stress and performance, but they don't go into detail on the impact on police performance, which is what this study aims to do.

In the course of their routine tasks, police officers engage with civilians with the purposes of preserving their authority and regulating the situation, but individuals have their own expectations, which might vary from fair treatment to avoiding arrest. When their objectives are thwarted, both sides will become more hostile and forceful. When each side feels the other will not allow them to achieve their purpose, cops are more inclined to use force, and people are more likely to oppose officers' directives physical control measures. Goal blockage, according to Alpert and Dunham, produces an action-reaction sequence that can increase toward de-escalate away from the citizen using force.

Values, which are seen as deeply ingrained reasons that govern and explain their attitudes, norms, and actions, go hand in hand with police social connections (Schwartz, 1999). Individual police officers' values can impact how they assess certain occurrences and their significance, as well as how they are driven to engage in activities in various situations at their various stations of work. Work is a significant aspect of a person's life, and its primary purpose is to offer economic stability. Work, on the other hand, serves additional psychological purposes that contribute to learning and growth, and it is also a form of social engagement. Work values define what's essential to cops and what they aim to accomplish in their jobs (Warr, 2008). So



far, research has focused on universal values rather than those specific to a particular workplace. In addition, additional emphasis was placed on the consistency of police officers' general ideals and the values faced by the National Police Service.

Interviews were conducted with key informants of the study to determine how social relations affected the performance of police officers. This finding emphasizes the lack of adequate social relations between police officers and their peers and police officers and their seniors with the eventual outcome of undermining work performance particularly in roles that require collective effort. This finding resonates well with the findings from the research of Sciczytno (2019) who looked at police officers' team work, solidarity and work values and how they relate to job burnout and work engagement. The study revealed that lack of team work and genuine support lead to poor performance among police officers.

This finding reveals that team work, empathy and support among junior and senior officers are key to effective work performance. It also shows that lack of understanding by senior police officers stresses and demoralizes junior officers and affects their work performance. Similar to this finding, the study by Beata, Basinsika, and Anna Daderman (2019) looked at four different groups of police officers. The first category consists of 'burned-out' police officers who have a high level of job burnout and poor work engagement. Because resources were scarce, this group's personal resources, both energy and motivational, were drained, they got weary and fatigued. The second category consisted of 'stressed' cops who have high levels of job burnout and low levels of work engagement.

Because their own resources are severely exhausted, more so police officers take more risks in utilizing their personal resources. Instead of utilizing them in their tasks, they should preserve their resources. This might be a source of conflict. The third category is made up of active

police officers. These people are energetic, with a high levels of job involvement and little job burnout. They have substantial personal assets and are able to invest in new ones. The fourth category consists of officers who are calm and have a low level of job burnout and work engagement. These officers do not put their own resources in their jobs and are content with their existing situation. The study sought to establish the relationship between the study variables. The study results on the relationship between occupational stress and performance of police officers were as presented in Table 4.8.

The study results indicates that there is a significant relationship between occupational hazards and performance of police officers in Uasin Gishu County by a Pearson correlation coefficient of -0.679 which shows a strong negative correlation ( $r = -0.679$ ,  $p = 0.000$ ). Therefore; there is a significant but negative relationship between family life and performance of police officers in Uasin Gishu County as shown by a Pearson correlation coefficient of -0.618 showing a significant negative correlation ( $r = -0.618$ ,  $p = 0.000$ ). This agrees with (Nelson & Smith, 2016:5). The relationship between social relations and performance of police officers in Uasin Gishu County was also significant but positive as shown by a Pearson correlation coefficient of 0.413 ( $r = 0.413$ ,  $p = 0.000$ ). During the current study the researcher performed regression analysis to establish the statistical significance of the relationship between the independent variables (occupational hazards, family life and social relations) and the dependent variable (performance of police officers in Uasin Gishu County). Goodness of fit was used to establish the discrepancy between the observed values and those that would be expected of the model in a normal distribution case. The regression analysis results were presented using regression model summary tables; Analysis of Variance (ANOVA) Table and beta coefficients Table as presented in Tables 4.9; 4.10 and 4.11 (Below).

**Table 4.8: Correlational Analysis**

		Correlations			Variable
		Occupational hazards	Family life	Social relations	Performance of police officers
Occupational hazards	Pearson Correlation	1			
	Sig. (2-tailed)				
Family life	Pearson Correlation	0.580**	1		
	Sig. (2-tailed)	0.000			
Social relations	Pearson Correlation	0.407	0.104	1	
	Sig. (2-tailed)	0.642	0.306		
Performance of police officers	Pearson Correlation	-0.679**	-0.618**	0.413**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	301	301	301	301

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

**Source:** Researcher's primary data (2019)

In Table 4.9, the goodness of fit for the model indicates the coefficient of determination (R Square) = 0.876 and R= -0.936. The correlation (R) value of -0.936 is an indication that there

is a significant but negative relationship between occupational stress and performance of police officers in Uasin Gishu County. This shows that occupational stress explains 87.6 percent of the dependent variable. That is, 87.6 percentage points of the variations of the data from the average find explanation in the model. Therefore, the study assumes that the difference of 12.4 percentage points of the variations is a result of other extraneous facts such as; shift work, unexpected overtime, anxiety about safety, and lost holidays; which agrees with Mutai and Kirui (2017).

Findings from this study were compared with findings from previous studies. Police personnel perceive the everyday characteristics of the police work environment as the second significant source of stress. The everyday administrative, bureaucratic, and organizational parts of police employment can be just as stressful as the inherent risks of the job (Maran, 2017). Courts, administrative policies, a lack of assistance, poor equipment, community connections, and fluctuating work schedules were all listed as stresses by Nelson and Smith (2016). Generational variables, on the other hand, are more stressful than intrinsic elements (Nelson & Smith, 2016).

Working on a shift and working overtime have grown increasingly frequent in Africa's emerging countries, including Kenya. Only a portion of the association between work schedules and stress is understood (Kula, 2017). Working on shift, according to Spector (2017), is a possible occupational stress linked to health problems such as higher risk of accidents, gastrointestinal complaints, disturbance of family and social lives, and mental illness. According to Qureshi and Lambert (2016), police officers perform poorly because they are always on duty and have little time to rest.

Despite the fact that police officers are allowed time off, they are frequently compelled to sacrifice their days off in order to attend court procedures, meetings in their spare time, and

weekend volunteerism (Qureshi & Lambert, 2016). If you don't give yourself enough time to recover, you'll burn out. Furthermore, a police officer may experience occupational stress, particularly if they are required to work during their leisure time (Qureshi & Lambert, 2016).

Sleep, weariness, appetite loss, and constipation are among the main complaints. They also have familial and marital problems, which have an impact on their work productivity, wellness, and interpersonal interactions (Richardsen et al., 2017). Furthermore, work schedules are shifted around to distribute the load of working in shifts among police (Richardsen *et al.*, 2017). Whether the police force rotates shifts weekly every other week, personnel continue to face major health problems (Lo, 2016). Officers are compelled to re-adjust to sources of occupational stress about the amount of occupational stress among police constables sleeping at a different hour just as they begin to grow used to going to sleep at a given time. Officers' already hectic life might be made much more unpleasant by changing sleep patterns (Lo, 2016).

As regards family life, Job stress is a possible danger to sustaining a happy, emotionally gratifying marriage. Stress depletes the cognitive, emotional, and regulatory resources needed for meaningful, coordinated emotional exchanges, and stress depletes these resources (Morethot, Morelwani & Rothman, 2017). On days when job stress is high, spouses report a reduced mood and, as a result, a decreased desire for physical and emotional intimacy (Umberson et al., 2020). According to partner accounts, husbands in particular seem to become emotionally disengaged, exhibiting less rage after stressful workdays. Timmons, Arbel, and Margolin (2017) investigated the relationship between occupational stress and couples' real emotional being, given that reports of behavior may not always match actual behavior, particularly when it comes to marital functioning. This was looked at in a study of male police officers and their non-police wives. For decades, police employment has been characterized as

causing marital strife (Purba & Demou, 2019). It is physically and emotionally draining to work in law enforcement (McCarty, Adirawi, DewaLord, & Palacios, 2019). It necessitates emotion management, including the suppression of personal sentiments and the expression of emotions not shared even by other officers (Kwak, McNeeley, & Kim, 2018). Officers may often conceal their actual sentiments at home. Keep things to yourself was listed as officers' most often employed method of addressing work-induced stress in a majority of police wives. Despite officers' best attempts to keep their marriages from being impacted by their profession, their wives are almost certainly affected, as partners' stress and emotions are tightly related (Johnson, 2016).

Overprotection of one's family is one of the most fundamental consequences of an officer's job-related stress. The officer's desire to protect his or her family is a conduct that might be difficult to see. The police profession, as Bradstreet (2014) says, has standards of actions and traditions that have arisen out of police service. While many of these conventions are beneficial to professional success, they are detrimental to a happy family life. Because the standards are thought to be crucial for success in law enforcement, many officers unconsciously adopt them as part of their personalities and carry out the expected behavior in their personal lives when they are not on duty.

This generates a negative effect on the families of officers, as many police norms of behavior conflict with the healthy relationships and healthy families' principles. When an officer tries to safeguard his / her spouse and children, he or she may not recognize that they are going too far by demanding to know the exact location and time when the spouse will return home. The officer spouse feels angry because they believe the officer spouse does not trust them while, in fact, the officer spouse is concerned. In addition, the family begins to feel as though they are

being over-controlled (Jarvis, 2018). As a result of their exposure to violence, dishonesty, and trauma, police personnel grow distrustful and suspicious of those around them. This leads to excessive safeguarding at home, which manifests itself in two ways.

A police officer's decision not to burden the spouse with concerns anxiety linked to job difficulties is an example of overprotection. This avoidance to discuss work protects the police officer's spouse while also preventing the cop from experiencing the emotional effects of job trauma (Martin et al., 2011). As a result, spouses becomes aware of the withdrawal and dislike it. The second type of overprotection involves placing severe restrictions on both the children and the spouse in the event that something bad happens (Honig & White, 2014).

Focused deterrence methods are a subset of problem-oriented police interventions, according to Braga and Weisburd (2012), and as a result, particular strategies should vary by city and be customized to the unique gang and gun violence concerns a jurisdiction confronts. To put it another way, it's critical for agencies to avoid just replicating what happened in Boston during Operation Ceasefire (Braga & Weisburd, 2012).

In relation to social relations and performance of police officers, the values assigned greatest priority by police officers in this study were supervision, workplace, coworkers, security, and accomplishment, according to the Hierarchy of Work Values among Experienced Police Officers. With the exception of accomplishment, all were drawn from the extrinsic values category. These principles are linked to the five most fundamental resources of a business and can be considered a cornerstone too many successful firms (such as a place to work, the right equipment, money to pay the bills, and the right people working there). More extrinsic values and are more monetary and prospect oriented, according to previous studies in healthy and well-educated populations (Furnham & MacRae, 2018); Guo *et al.*, 2018). The fact that their sample was 80 percent male may explain their preference for extrinsic values, independent of the

policing profession. These extrinsic values can also be thought of as lower-order wants, such as the need for security with the need to belong, according to Maslow's (1987) hierarchy of needs. Previous research has shown that such work values significantly increase intrinsic motivation, resulting in people willingly persisting longer with a daunting challenge, reporting higher interest in the work, becoming much more engrossed in it, performing much better on it, and instantaneously expressing greater enjoyment and interest in it (Carr & Walton, 2014). Having an understanding and polite management, having nice coworkers, friction-free teamwork with others, the certainty of their career, and the security of their existing position were all top priorities for the police officers.

Wuthichai (2017) found that all of the motivations (achievement; recognition, work itself, responsibility, and promotion) had a positive relationship with the work performance of the metropolitan police officers in his study on the factors affecting the effectiveness of police performance in Thailand's metropolitan police bureau. The motivations linked with performance, recognition, job itself, and responsibility were assessed as very high by the metropolitan Police, however promotion (one of the determinants of motivation) was ranked as fair. The relationship between motivational elements and performance resulted in qualitative promotion research, which revealed that injustice in the consideration of promotions and awards was a barrier to metropolitan police job performance in the traffic and investigative divisions. Fairness in the evaluation of promotion and awards was able to boost the efficacy of their work performance, according to the traffic division of the Metropolitan Police Department.

Concerning lack of fairness in the considering of promotions and rewards, both the traffic and investigation divisions of the Metropolitan Police agreed that the Royal Thai Police must revise as well as improve the current procedures for considering of promotions so that the criteria for



consideration of benefits and incentives were fairer. Because the usual review of benefits and incentives of metropolitan police has always been tied to the patronage system, the research findings suggested that there was injustice in the process of evaluation of promotions with awards (Chokchat, 2011).

In addition, the researchers discovered that all hygiene facts (company policy; relationship with boss; work conditions; salary; relationship with peers; relationship with citizens; security; and work-life balance) had a positive relationship with the work performance of the metropolitan police officers. The motivations linked with the relationship with the employer, the relationship with peers, the relationship with citizens, and security were rated highly by the Metropolitan Police Department. Furthermore, the researchers discovered that people who reported negative interactions with the police; interactions in which they felt they were treated badly tended to have lower levels of confidence in the said police force, which is consistent with previous research; people who reported negative interactions with the police; contacts in which they felt they were treated badly tended to have lower levels of confidence in the said police force.

The converse effect, on the other hand, was not always true. People who had pleasant interactions with the police had beliefs about the police that were comparable to those who had no contact with the cops. Furthermore, persons who had "neutral" interactions with the police tended to have worse feelings against them than those who had no contact.

**Table 4.9: Model Goodness of Fit**

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**Model Summary**

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Model	R	R Square	Adjusted R Square	Std. Err of the Estimate	F	Sig.
1	-0.936 <sup>a</sup>	0.876	0.868	0.0868	99.676	0.000 <sup>b</sup>

**Source:** Researcher's primary data (2019)

Multiple regression analysis revealed a coefficient of determination of 0.876 implying that 87.6% of the variance witnessed in the performance of police officers in Uasin Gishu County was a result of occupational hazards. Findings from this study were compared with findings from empirical studies on occupational hazards and performance of police officers. Researchers have looked at both the hazardous and traumatic components of police employment, as well as the mundane aspects, while investigating job-related stress in law enforcement (Wang & Zheng, 2017). Meetings with aggressive individuals, the potential of being assaulted with a lethal weapon, and the prospect of being gravely harmed, if not murdered, are often regarded as the most stressful situations (Richardsen, Burke & Martinussen, and 2017). Similarly, when it comes to violent interactions, police officers face a variety of pressures, including being exposed to the impacts of situations similar to those faced by military personnel and emergency service employees (Richardsen et al., 2017). As emergency service professionals, police officers, for example, are confronted with dead corpses and victims of violent actions. At the same time, police officers, like military troops, may confront perilous conditions death while doing normal police responsibilities (Richardsen et al., 2017). During their shifts, police officers come across decomposing bodies, sexually molested youngsters, and coworkers who have been gravely harmed, either unintentionally or purposefully (Andersen, Papazoglou & Collins, 2016).

The American study on tiredness in police officers focuses on the prevalence of exhaustion in police departments, the causes of fatigue, the impact of fatigue on an officer, and solutions for reducing weariness in police officers. According to *Vila et al. (2002)*, tiredness is a mental and physical state caused by insufficient quality sleep lengthy severe physical, emotional, mental exertion, which reduces alertness, impairs performance potential, worsens mood, and impairs decision-making. Excess weariness, according to this definition, has a negative impact on police officers' performance, health, and safety, as well as their public relations and the quality of their discretionary judgments (*Vila et al., 2002*). *Vila et al. (2016)* looked at physical signs of exhaustion in police officers from 12 of the country's major city police agencies, totaling over 2,000 officers.

The researchers did not specify where the departments were situated in the United States. They compared ocular performance metrics to their regular performance to determine a person's present fatigue-related impairment. They also weighed in on subjective data concerning the impact of fatigue on police, including as information from interviews about officers' sleep quality, weariness attitudes, and those of their colleagues. The information from these sources, when combined, offered substantial evidence concerning the impact of weariness on police officers' professional performance, physical and emotional well-being, and personal life. Police personnel, on average, had poor sleep quality twice as often as the general public, according to the findings. In a review article on police officer tiredness, *Vila et al. (2012)* state that data from a variety of sources points to high levels of weariness among patrol officers in the United States, and that there is no counter evidence (*Vila et al., 2002*). In Table 4.10 the analysis of Variance (ANOVA) statistics (Table 4.10) was conducted to determine the difference in the means of the dependent and independent variables to show whether a relationship exists between the two.

Based on the findings of this study, the p-value for the model was determined to be 0.004 which implies that in Uasin Gishu County; Performance of police officers has a significant relationship with Occupational Hazards, Family Life and social relations.

**Table 4.10: Analysis of Variance**

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.851	3	1.283	2.304	.004 <sup>a</sup>
	Residual	15.616	28	.557		
	Total	19.467	31			

a. Predicts: (Constant), Occupational Hazards, Family Life, Social Relations

b. Dependent Variable: Performance of Police Officers

**Source:** Researcher's primary data (2019)

The regression coefficients estimates in Table 4.11 were used to perform the regression equation to describe the relationship between a predict variable and the response to measure the average functional relationship between variables for the performance of police officers in Uasin Gishu County as follows;

Performance of police officers = 0.369 + (- 0.263) Occupational hazards + (-0.170Family life + (-0.231) Social relations + error term.

These results reveal regression coefficient for Occupational hazards as -0.263 which shows that an increase of one unit for this variable decreases performance of police officers by 0.263 units. Regression coefficient for social relations is -0.170 which shows that an increase of one unit for this variable decreases performance of police officers by 0.170 units. Similarly, regression coefficient for family life is -0.231 which shows that an increase of one unit for this variable decreases performance of police officers by 0.231 with the regression analysis done at 95 % confidence interval. This indicated that compared to the other variables of the current study, occupational hazards were more significantly related to performance of police officers followed by social relations and family life in that order.

**Table 4.11: Regression Coefficients**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Err	Beta		
(Constant)	0.369	0.224		1.648	0.105
Occupational hazards	-0.263	0.024	-0.534	-10.744	0.000
Family life	-0.170	0.026	-0.319	-6.604	0.000
Social relations	-0.231	0.024	-0.476	-9.876	0.000

a. Dependent Variable: Performance of police officers

**Source:** Researcher's primary data (2019)

When findings of this study were compared to findings from previous empirical studies on occupational hazards and performance of police officers, it is evident that an increase in occupational hazards results in a decrease in performance of police officers than effect of social relations and family life. The implication of the results is that there is a negative relationship between the dependent and independent variables as the work performance of a police officer deteriorates as he or she is exposed to higher levels of occupational stress. Greenberg and Baron (2000) found the same results whereby occupational stress causes reduction in efficiency, capacity to perform and interest in working and initiative. Occupational stress also increases thought rigidity, a dearth in concern of the organization and decreased responsibility. Therefore, occupational stress has a negative effect on the work performance of police officers in Uasin Gishu County.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of major findings of the study, conclusions and recommendations on the effects of occupational hazards on the performance of police officers in Uasin Gishu County, Kenya. From this overall objective, this study examined the effects of occupational hazards on the performance of police officers in Uasin Gishu County, effect of family life on the performance of police officers in Uasin Gishu County and the influence of social relations on the performance of police officers in Uasin Gishu County.

#### **5.2 Summary of the Findings**

This study was conducted on the premise that occupational hazards had an effect on the performance of police officers in Uasin Gishu County, Kenya. The study reviewed both theoretical and empirical literature on occupational hazards and performance of police officers. From the review of related literature, a conceptual framework was constructed to conceptualize the relationship between occupational hazards and performance of police officers. Guided by the conceptual framework together with objectives of the study, the research used a questionnaire for primary respondents and an interview schedule of key informants of the study to collect data. In summary, the following are the findings of the study;

##### **5.2.1 Occupational Hazards and Performance of Police Officers**

The first objective of the study was to assess the contribution of occupational hazards to the performance of police officers. Results revealed that heavy workload and working for long hours with little rest; poor pay and lack of welfare support responses each scored a mean of 4.46 ( 89.2 %) which agrees with (Sattar & Iqbal, 2017); Rollinson, (2012:8) and (Sattar & Iqbal, 2017). Exposure to risks at all times and inadequate medical cover had a mean score of 4.32 (86.4 %). Dealing with traumatic events in the course of duty and inadequate training and equipment each elicited a mean score of 4.31 (86.2 %) of all the responses.

Inadequate resources needed for work had response mean score of 4.44 (88.8 %). This agrees with (Terrill & Ingram, 2016), (Gitonga, 2015). Therefore; from the foregone analysis heavy workload and working for long hours with little rest and poor pay and lack of welfare support were highest occupational hazards faced by police officers in Uasin Gishu County. Correlation results revealed that a significant relationship between occupational hazards and performance of police officers in Uasin Gishu County by a Pearson correlation coefficient of -0.679 which shows a strong negative correlation ( $r = -0.679$ ,  $p = 0.000$ ).

### **5.2.2 Family Life and Performance of Police Officers**

The second objective of the study sought to determine the influence of family life on the performance of police officers in Uasin Gishu County. Research findings revealed that a mean proportion of 4.14 ( 82 %) of the respondents reported lack of understanding from family; 4.26 ( 85.2 %) reported problems related to HIV/AIDS, 4.22 ( 84.4 %) reported occurrence of confidential domestic incidences that were unpleasant; 4.21 ( 84.2) cited instances of inability to discuss work experiences with family members, 4.32 ( 86.4 %) reported family demands for personal time and involvement while 4.31 ( 86.2 %) reported not having the ability to plan



personal life of police officers in Uasin Gishu County. Correlation coefficients indicated that there was a significant but negative relationship between family life and performance of police officers in Uasin Gishu County as shown by a Pearson correlation coefficient of -0.618 showing a significant negative correlation ( $r = -0.618, p = 0.000$ ).

### **5.2.3 Social Relations and Performance of Police Officers**

The third objective of the study was to investigate the influence of social relations on performance of police officers in Uasin Gishu County. The study results revealed that the mean values of the various responses from the sampled population; insufficient solidarity among police officers (4.58 ( 91.6 %)); inadequate of support from the police Department administrators (4.57 ( 91.4 %)) and dearth of mutual understanding among police officers to handle stressful difficult incidents (4.55 ( 91.0 %)) were the three leading social relation impediments (in that order) to the performance of police officers in Uasin Gishu County during the current study. Correlation results revealed a significant but negative as shown by a Pearson correlation coefficient of 0.413 ( $r = 0.413, p = 0.000$ ). These findings indicate that an increase in social relations leads to an increase in performance of police officers in Uasin Gishu County.

The overall regression results revealed the following equation;

Performance of police officers =  $0.369 + (- 0.263)$  Occupational hazards +  $(-0.170)$  Family life +  $(-0.231)$  Social relations + error term.

From the overall regression equation, coefficient for Occupational hazards is -0.263 which shows that an increase of one unit for this variable decreases performance of police officers by 0.263 units. Regression coefficient for social relations is -0.170 which shows that an increase

of one unit of this variable decreases performance of police officers by 0.170 units. Similarly, regression coefficient for family life is -0.231 which shows that an increase of one unit for this variable decreases performance of police officers by 0.231 with the regression analysis done at 95 % confidence interval.

### **5.3 Conclusions**

The overall conclusion of the study was that occupational hazards had a significant negative effect on the performance of police officers in Uasin Gishu County, Kenya.

#### **5.3.1 Conclusions based on Specific Objectives**

There is a link between occupational dangers and police officer performance in Uasin Gishu County, according to the current study. Occupational stress among police officers in Uasin Gishu County manifests itself in a variety of ways, including stress-related diseases, a high percentage of policemen misusing alcoholic drinks and other narcotics, and a high rate of killings. These occurrences raise worries about the safety of police officers. They reveal that the security sect would be impacted unless enough action is made to address the problem of police officer stress. The provision of security services may deteriorate, allowing for the spread of instability.

Strain at work is recognized as a crucial issue that affects security service effectiveness at both the management and community levels, according to the findings of this study. Furthermore, in Uasin Gishu County, there is a strong link between family life and police officer performance. The majority of the situations are unpleasant. Non-police officers are unable to talk or share their experiences with cops. When more so male police officers face work-family conflict and bad coping among themselves, they are often hesitant to seek professional aid from professionals even their friends, fearing that they would be perceived as weak. This refusal to

seek treatment might be due to the officer's belief that seeking aid will rarely show their deficiencies in dealing with the obstacles that come with their work, causing them to succumb to stress more quickly.

There is a link between police officers' social relationships and their performance. In Uasin Gishu County, police officers' effectiveness is hampered by a lack of administrative support and a bad public reputation. Police personnel are put in a number of dangerous scenarios. Even ordinary traffic stops can escalate into a life--death struggle. Officers come into contact with people that are extremely dangerous. More so of the suspects police officers interact with may be under the influence of other substances. Arresting people who are under the influence of drugs, alcohol can be risky since it is impossible for cops to foresee what the arrestees will do. Because an apparently peaceful person might assault a duty police officer at any time, police officers must never relax while on duty.

#### **5.4 Recommendations**

Based on the findings of the current study the following recommendations are in der.

A recommendation is made that the government, the National Police Service Commission, and other security sect stakeholders should address concerns about police personnel' welfare and resource allocation in order to reduce stress among Kenyan police officers, according to this study. The National Police Service Commission should address job-related sources of stress such as lengthy working hours, nature of work, and transfers.

It is also recommended that allocation of resources for higher compensation, suitable equipment for working with and supporting; coordination among stakeholders such as the NPSC,

government, media, civil society, and the general public. These groups must collaborate in order to help police personnel cope with occupational stress.

With regard to the second objective, although policing is an important duty in society because it guarantees security and order, police officers are subjected to a great deal of stress. This study revealed that conflicts between work and family domains are one of the reasons of stress in the police career. The study recommends that family assistance, especially spouse support, be introduced in the national police service in Uasin Gishu County as a way of combating workplace stress. In addition, there is need for policies and welfare programs that protect and promote family connections and bonds for families of police officers serving in Uasin Gishu County.

Police Officers endure weariness and physical depletion as a result of their inability to fully repair their energy levels due to their ever-busy schedules. The study recommends the establishment of teamwork and the development of solid working connections among police officers as critical components of job effectiveness. Such an essential support system would enable officers to do their duties efficiently. Furthermore, because of the shared experiences, police officers will be able to relate to each other on a level that enhances their productivity at the work place.

## **5.5 Suggestions for Further Research**

This study investigated the effects of occupational hazards on the performance of police officers in Uasin Gishu County, Kenya. In light of the findings of this study, the following suggestions are made for further research;

- i. A study may be conducted on the effect of occupational hazards on performance of police officers in a different county and findings compared to those of this study. This will create more knowledge on exactly how occupational hazards affect performance of police officers generally.
- ii. Another study may be conducted management practices within the police service impact on the well-being and by extension on the performance of police officers.
- iii. Further still, the effect of organizational culture within the police service and its effects on performance of police officers needs to be investigated and documented. Organizational culture relates to the acceptable ways of doing things in an organization. This will create awareness on how restructuring of police work may improve their work environment.

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## **APPENDICES**

### **APPENDIX I: LETTER OF INTRODUCTION**

I am a Postgraduate student at Masinde Muliro University pursuing Master's Degree and I am conducting research on **EFFECTS OF OCCUPTIONL HAZARDS ON PERFORMANCE OF POLICE OFFICERS IN UASIN GISHU COUNTY, KENYA.**

Kindly complete the questionnaire to assist more collect data. Your information alongside others will help more in my research and was used strictly for academic purposes and was treated as confidential, therefore, do not write your name on the questionnaire.

Yours Sincerely;

Hosea Walei Mutai

## APPENDIX II: QUESTIONNAIRE

Please give answers in the spaces provided and tick (✓) in the box that matches your responses to the questions where applicable.

### Part I: Demographic and Respondents profile

1. Sex (Tick as applicable)
  - Male
  - Female
2. What is your age bracket ( Tick as applicable)
  - a) Under 30 years
  - b) 31-40 years
  - c) 41-50 years
  - d) Over 50 years
3. What is your highest level of education qualification? (Tick as applicable)
  - a) Post graduate
  - b) Undergraduate
  - c) Tertiary college
  - d) Secondary
4. Length of continuous service with the police service in Kenya? (Tick as applicable)
  - a) Less than one year
  - b) 1- 3 years
  - c) Over 3 years

**Part II: Effect of Occupational Hazards on Performance of Police Officers**

5. To what extent do you agree that the following occupational hazards influence performance of police officers?

KEY SA: Strongly Agree, A: Agree, U: Undecided; D: Disagree; SD: Strongly Disagree

Occupational hazards	SD	D	U	A	SA
Heavy workload and working for long hours with little rest					
Exposure to risks at all times and poor medical cover					
Dealing with traumatic events in the course of duty					
Inadequate resources needed for work					
Poor pay and lack of welfare support					
Insufficient training and equipment					

**Part III: Effect of Family Life on Performance of Police Officers**

6. To what extent do you agree with the following statements regarding effects of family of service on well-being of police officers?

KEY SA: Strongly Agree, A: Agree, U: Undecided; D: Disagree; SD: Strongly Disagree

Family Life Aspects	SD	D	U	A	SA
Inadequate understanding from family					
Problems of divorce and HIV/AIDS					
Confidential domestic incidences that are unpleasant					

Inability to discuss work experiences with family members					
Family demands for personal time and involvement					
Not having the ability to plan one's private life					

**Part IV: Influence of Social Relations on Performance of Police Officers**

7. To what extent do you agree with the following statements regarding effect of social relations on well-being of police officers?

KEY SA: Strongly Agree, A: Agree, U: Undecided; D: Disagree; SD: Strongly Disagree

	SD	D	U	A	SA
Inadequate support from administration and negative public perception affects performance of police officers					
Paucity of teamwork and developing strong working relationships among police officers is key to job performance					
Dearth of mutual understanding provides enables police officers handle stressful difficult incidents					
Insufficient of solidarity among police officers enhances their job performance					
Rigid official police work procedures					

Negative public perception					
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**Thank you for your responses**



**APPENDIX III: NTERVIEW SCHEDULE**

**I. Questions for Police Officers**

1. How do occupational hazards influence performance of police officers in Uasin Gishu County?
2. Briefly show how each of the following influence performance of police officers in Uasin Gishu County:
  - a) heavy workload:.....
  - b) Exposure to risks:.....
  - c) Inadequate resources:.....
  - d) Poor pay:.....
  - e) Insufficient training:.....
  - f) Inadequate equipment.....
3. How do family life aspects of police officers influence their performance Uasin Gishu County?
4. Discuss how each of the following aspects influence performance of police officers in Uasin Gishu County:
  - a) Poor family relations:.....
  - b) Confidential domestic incidences.....
  - c) Competing family demands for personal time  
.....
5. How do social relations by police officers influence their performance Uasin Gishu County?
6. Write short notes on each the following:
  - a) How lack of administration support influence police performance in Uasin Gishu County.....

- b) How police mutual understanding influence police performance in Uasin Gishu County.....
- c) How solidarity between police officers influence the police performance in Uasin Gishu County.....
- d) How negative public perception influence performance of police officers in Uasin Gishu County.....

**Thank you for your responses.**

APPENDIX IV: MAP OF THE STUDY AREA



## APPENDIX V: LETTER FROM THE UNIVERSITY



MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

Tel: 056-30870  
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E-mail: [directordps@mmust.ac.ke](mailto:directordps@mmust.ac.ke)  
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P.O Box 190  
Kakamega – 50100  
Kenya

Directorate of Postgraduate Studies

Ref: MMU/COR: 509099

25<sup>th</sup> November, 2019

Hosea Walei Mutai  
CCJ/LG/005/2015  
P.O. Box 190-50100,  
KAKAMEGA.

Dear Mr. Mutai ,

**RE: APPROVAL OF PROPOSAL**

I am pleased to inform you that the Directorate of Postgraduate Studies has considered and approved your Masters proposal entitled “*Effects of Occupational Stress on Performance of Police Officers in Uasin Gishu County, Kenya*” and appointed the following as supervisors:

- |                      |               |
|----------------------|---------------|
| 1. Mr. Evans Oruta   | - SASS, MMUST |
| 2. Dr. Erick Onyango | - SASS, MMUST |

You are required to submit through your supervisor(s) progress reports every three months to the Director of Postgraduate Studies. Such reports should be copied to the following: Chairman, School of Arts and Social Science Graduate Studies Committee; Chairman, Criminology & Departmental Graduate Studies Committee. Kindly adhere to research ethics consideration in conducting research.

It is the policy and regulations of the University that you observe a deadline of two years from the date of registration to complete your Master's thesis. Do not hesitate to consult this office in case of any problem encountered in the course of your work.

We wish you the best in your research and hope the study will make original contribution to knowledge.

Yours Sincerely,



Dr. Consolata Ngala  
DEPUTY DIRECTOR, DIRECTORATE OF POSTGRADUATE STUDIES

# APPENDIX VII: RESEARCH PERMIT

 <p><b>REPUBLIC OF KENYA</b></p>	 <p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>
<p>Ref No: <b>322811</b></p>	<p>Date of Issue: <b>12/December/2019</b></p>
<p><b>RESEARCH LICENSE</b></p>	
	
<p><b>This is to Certify that Mr.. Hosea Mutai of Masinde Muliro University of Science and Technology, has been licensed to conduct research in Uasin-Gishu on the topic: EFFECTS OF OCCUPATIONAL STRESS ON PERFORMANCE OF POLICE OFFICERS IN UASIN GISHU COUNTY, KENYA for the period ending : 12/December/2020.</b></p>	
<p>License No: <b>NACOSTI/P/19/3027</b></p>	
<p><b>322811</b> Applicant Identification Number</p>	 <p>Director General <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>
<p>Verification QR Code</p> 	
<p><b>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</b></p>	