

THE EFFECT OF STRESS AMONG POLICE OFFICERS IN TANZANIA

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DECLARATION

"This dissertation is my original work and has not been presented for a Degree of any other academic award in any University or institution of learning"

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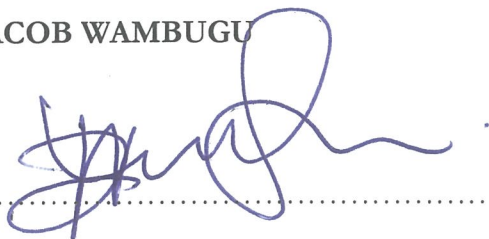
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APPROVAL

“I confirm that the work reported in this dissertation was carried out by the candidate under my supervision”

MR. JACOB WAMBUGU

Signed



Date

9/03/2012

DEDICATION

I would like to dedicate this work to my Loving husband, Victor Mosha and my child Juniour Lucas. I would also like to thank my father, Morrice Mfelo.

AKNOWLEDGEMENT

I would like to acknowledge my supervisor Mr. Jacob Wambugu for his dedication in the supervision of this works. I would also like to thank my friends for their support. I would also like to extend my gratitude to my mediate boss DED, DMO and DNO.

ABSTRACT

Law enforcement is a stressful profession. It is assumed that police work is among the world's most stressful occupations. Policemen and policewomen are some of the most misunderstood people in the world. As crime becomes a major social problem in the world today, the public perception of the "men in khaki" is very low. Crime rates have been increasing in most developing countries. In Tanzania, everybody is concerned about escalating crime rate. Most parts of Kahama are considered unsafe and downgraded to class "C" category. It is the police force, which is responsible of crime management. The public has a notion that policemen are not doing enough. They feel that the policeman shoots at people and intimidate them. To justify this conviction they give simple references such as "after all was it not a bunch of police officers who nailed Jesus Christ on the cross?" The study used several inter-related approaches in data acquisition. Three level of Administration Police Officer and members of their families overall 54 Administration Police Officers and 6 members of their family were interviewed. This research project serves as a vital reference point for any meaningful intervention in this area. The principle assumption behind this study is that the mission of Administration Police exists to contribute to National development through the provision of sustainable peace and tranquility to all people in Tanzanian. For this to be achieved, common sense and sound judgment must prevail. It has however been noted that high level of stress related illness are causing concern across the entire Administration Police department making it hard for the force to achieve this noble goals. Arising from the study, there is a connection between Administration Police Officers stress and job performance. The study indicated that all the officers working abilities are impaired when they are under stress .This partly explains the cause of bizarre behaviours commonly portrayed by Administration Police Officers. To minimize or control stress among Administration Police Officers, the administrative decision making process should be devolved, deployment and transfer streamlined, political interference curbed, counseling intensified and above all improve the welfare of the officers.

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CHAPTER ONE

INTRODUCTION

1.0. Background Information

No one's life is free of stress regardless of how sensible, intelligent or privileged one is, one will be challenged at times by frustration, losses, changes and conflicts according to Benjamin B. Lahey (1995). Stress in one form or another is as inescapable as death and taxes. According to Lazarua and Launier (1978) stress is any event or circumstances that strains or exceed an individuals' ability to cope. It is the body's reaction to demand, a state of severe physiological tension, preparation for fight or flight and of course the beginning of a number of diseases.

According to Melgosa (2001) stress is not necessarily bad since at times it helps the person reach desired goals. Stress is not anxiety or fear, it is not the direct cause of disease, although it frequently contributes to its development. In other words a certain amount of stress is probably healthy; it energizes and challenges us to grow. Stress does not always carry negative connotation. But stress is generally experienced as an uncomfortable, unhealthy force that most of us would be happier without. Unfortunately in our daily usage of the word stress only its negative side tends to be emphasized. You do not hear someone saying. "I am feeling under so much stress isn't it great." Instead, stress is used to indicate an emotional state of being which is so much intense that it hinders our ability to function. Some forms of stress can be good for you, but other types of stress disorders can cause major health problems and even be life threatening. There are several types of stress:

Eustress: Eustress is one of the helpful types of stress. What is the definition for eustress? It is the type of stress you experience right before you have the need to exert physical force. Eustress prepares the muscles, heart, and mind for the strength needed for whatever is about to occur. stress can also apply to creative endeavors. When a person needs to have some extra energy or creativity, eustress kicks in to bring them the inspiration they need. An athlete will experience the strength that comes from eustress right before they play a big game or enter a big competition. Because of the eustress, they immediately receive the strength that they need to perform.

When the body enters the fight or flight response, it will experience eustress. The eustress prepares the body to fight with or flee from an imposing danger. This type of stress will cause the blood to pump to the major muscle groups, and will increase the heart rate and blood pressure to increase. If the event or danger passes, the body will eventually return to its normal state.

Distress: Distress is one of the negative types of stress. This is one of the types of stress that the mind and body undergoes when the normal routine is constantly adjusted and altered. The mind is not comfortable with this routine, and craves the familiarity of a common routine. There are actually two types of distress: acute stress and chronic stress.

Acute Stress: Acute stress is the type of stress that comes immediately with a change of routine. It is an intense type of stress, but it passes quickly. Acute stress is the body's way of getting a person to stand up and take inventory of what is going on, to make sure that everything is OK.

Chronic Stress: Chronic stress will occur if there is a constant change of routine for week after week. Chronic stress affects the body for a long period of time. This is the type of stress experienced by someone who constantly faces moves or job changes.

As for the police officers the external stressors they face according to Brown and Campbell (1994) include disparaging public attitude and negative portrayal by the media. The organization of police system and the nature of the job, which include delivering notices of death or being shot at while on the job are stressful events, unique to being a police officer among others. In Tanzania the police department is a service oriented organization. It is supposed to provide service to the people, to defend their person and property and to enable them live in peace and pursue their lawful activities without hindrance. People pay taxes to the government expecting it to provide them with peace and liberty in order to pursue happiness as guaranteed in national constitution. The police are in the society for the good of the society. The public believes that the police have power, authority and training to help them in their time of need. This work is very stressful and it is easy to get fatigue because it involves working with very distressing and depressing situations. The expectations are so high yet the resources are limited and the environment is not conducive.

Police should never permit feelings, prejudices, animosities or friendship to influence their policing decisions. There should be no compromise for crime. They should enforce the law courteously and

appropriately without fear or favour, malice or ill will, employing unnecessary force or violence and never accepting gratuities. They should recognize the badge of their office as a symbol of public faith and accept it as a public trust to be held so long as one is true to the ethics of the police service. They should constantly strive to achieve these objectives and ideals, dedicating themselves before God and to their chosen profession as police officer.

These are men and women who are never off duty. They are expected to take police action where necessary even if they are out with their families seeking recreation. These are enormous task for any police officer. As one of the great policeman August Volmer Chief of California police between 1927 and 1932 once said. "The Ideal police officer is expected to have the wisdom of Solomon, the courage of David and the strength of Samson, the patience of Job, the leadership of Moses, the kindness of good Samaritan, the strategy of Alexander the Great, the faith of Daniel, the diplomacy of Lincoln, the tolerance of carpenter of Nazareth and finally an intimately knowledge of every branch of natural biological and social science." Since the police officer found themselves dealing with everything no wonder they developed the Motto integrity and justice, (uaminifu na haki) "sa lus pulus" or services for all (utumishi kwa wote) respectively.

The security forces have for many years carried out their operations in closely guarded secrecy, for fear of jeopardizing their operation and security. Secondly, the police force is often reluctant to go public and respond to accusations leveled against them, whether true or not. The effect of the public perception of "*men in kbaki*" is that they are people who ought not to be trusted. Complain abound in many parts of the world over poor performance by the police, but rarely do those who complain take into consideration the circumstances under which police officers work. If the recent killing of two Senior Administration Police officers on June (2009) in Mombasa by their regular police counterpart has anything to go by, then some police departments do not have mission statements, a proper job description and an effective code of conduct. The press on the other hand is sometimes guilty of reporting only the negative situations involving the police, especially amplifying how the police failed to take proper actions: "bad news" is "good news" to them. They also see the police as government key agents of repression who harass journalist or anyone else whom the system may target. The police feel that the media is only interested in exposing the officers' weakness and making false allegations about them. Instead of exposing to the public that they are underpaid in many ways yet expected to do the dirty work, which is done at the risk of their

own lives. They have instead been accused of being the cause of breakdown in criminal justice system.

Members of the public have an obligation of creating an enabling environment for the obedience and maintenance of the law. Thus a police officer operates on the assumptions that members of the public are law abiding and honest. Likewise the public's assumption is that police are there to protect them from those who break the law. Nevertheless, the relationship between the public and the police in Tanzania varies from one individual to another. Some generally have a positive attitude towards police for example, one of the journalists, who accompanied the Administration Police in one of their operations to "flush out" the suspected criminals, commented thus.

"These men and women sacrifice so much for their fellow human beings. They do not mind giving up their warm houses, loving children and families..... and even life..... to ensure that others have these very commodities that they deny themselves. Most of all what they deserve to be assured is the public's fully pledged support in their activities to ensure that peace prevails" The East African Standard (July 2004).

In the same newspaper under the heading "Cops struggle against all odds to keep Law and order it was reported.

"If we were honest with ourselves, if we were kind of people that seriously weighed matters before drawing premature conclusions, then we are doing a great injusticein not supporting the police."

The above comments clearly show how some sections of the public hold the police in high esteem. However, it is evident that some members of the public seem to have a radically different view about the police. This group views the police negatively and would hardly help them in achieving their objectives. Sometimes they engage in confrontations verbally or physically, with the police. In fact, quite a number of police officers have lost their lives or become maimed by members of the public.

In order to understand the history of public attitude toward the police, it is important first to understand colonial legacy. The colonial legacy is the basis upon which the Tanzania Police was formed. Colonialism is a system of rule, which assumes the rights of one people to impose their will upon another. This can inevitably lead to a situation to dominance and dependency, which will

systematically subordinate those governed by it. The colonial ruling class shared “almost without exception assumptions of virtually any form of colonial system that colonized people were not capable of governing themselves.” Hence the European colonizers had to come to terms with the demands imposed upon them by the need to establish and maintain an authoritative system of social control over the governed. To do this they had to create a new set of institutions, which would serve to maintain their authority in the political, economic and social spheres.

When suppressing the *mau-mau* uprising police officers were ruthless. They were inhuman to freedom fighters and their sympathizers. Police officers were protecting unpopular government. Since then the public has never trusted the police. At independence it was everybody's wish that this broad objective of colonialism was suddenly going to change. However, what apparently changed were the mechanisms where Africans themselves took the mantle. Despite the fact that these changes in leadership took place, it was the case that the same officers were still in the forefront policing the independent Tanzania. What was surprising still was that even after the independence, little efforts were made to tender apology to the members of public in reference to the suffering that were encountered at the hands of police before independence. This hatred and resentment has been passed from one generation to another in a manner that has caused a large section of public to have a negative attitude towards the police.

Although it is not in the researcher interest to introduce the cause of public relationship in this project, there may have been other variable other than the historian factors, which also perpetuate this negative attitude. The unique way in which police force find itself demands their workings environment be well improved. In a situation whereby they are poorly equipped remunerated, poorly housed and poorly equipped chances are that they may be corrupt and inefficient in the discharge of their duties hence, stressed. Before thinking of the merger, the government must equip the police well motivate them more and ensure that they have wherewithal to respond to any emergency situations whenever they are called upon. This is because sometimes even when the intentions to respond to distress calls are clear, the police find themselves lacking the means to do it. When it is not the fuel for the cars they are lacking, it is the vehicles, adding more to their stress.

It is now clear that, though it is in order to appreciate the development of police force in Tanzania, little effort has been made to eradicate the image created by the colonial legacy in the force. It is

therefore everybody task in Tanzania to go back to the annals of history and rediscover why we develop negative attitude towards our police force, after which we shall be able to orientate our minds to the present situation in an independent country. We shall then appreciate the fact that even though the colonial system planted a seed of apathy towards the police, it is everybody's obligation to regard members of the police force as brothers and sisters not enemies. On the same note we ought to develop evaluative processes, manifested in our attitudes so that they are in phase with actualities of the present Tanzania, instead of regulating our behavior by attitude that reflect the closed systems and blindness of the past. This would means seeing police force, as a reflection of the society and that it is the way that the society is that the police will be. The police emulate the society behaviour. Now before blaming the police, the whole society ought to receive the same share of blame. If we strictly follow this role then we shall realize the important of a change of attitude in our society.

These are the people who are times required to enforce law that supposedly infringe upon perceived rights of the general public and this isolates them from the people. Yet as victim narrates their ordeal, an officer feels with them. Most of them are not able to empathize. Instead they end up sympathizing and carrying with them strong feeling of anger and to cope with the pressure of the job and the ugly scene they carry with them those images and feelings and many end up being depressed and frustrated. This frustration sometimes causes the officer to turn against their spouse, children, colleagues, prisoners or themselves. It is at this point that the press carries banner headline such as "Administration Police Officer turns gun against his daughter killing her instantly and then attempts to kill himself. Or police officer goes berserk kill his senior and attempts to kill himself." The public on the other hand condemns the incidence and accuses the entire force of being trigger-happy.

1.1. Statement of the Problem

This study is an attempt to investigate, "The effects of stress among AP's. The law enforcement is a stressful professional. It is assumed that police work is among the world's most stressful occupations. Policemen and policewomen are some of the most misunderstood people in the world. As crime becomes a major social problem in the world today, the public perception of the "men in khaki" is very low. Crime rates have been increasing in most developing countries. In

Tanzania, everybody is concerned about escalating crime rate. Most parts of Kahama are considered unsafe and downgraded it to class “C” category. It is the police force, which is responsible of crime management. The public has a notion that policemen are not doing enough. They feel that the policemen shoot at people and intimidate them. To justify this conviction they give simple references such as “after all was it not a bunch of police officers who nailed Jesus Christ on the cross?”

According to study by Brown et al (1994) the public, many officers are said to be involved in corruption, injustice and other forms of human rights abuse. This is inspite of the fact that the services they offer is so crucial that without it there would be anarchy in the world. Sergeant Kibinge Wa Muturi (2001) says that without maintenance of law and order we would not live peacefully. When law and order disappear, people are killed. Many will never know how important law and order is until it is no longer there. The 1994 genocide in Rwanda is a good example.

While members of the police service knows almost everything, the public says and thinks about them, the public knows very little of what happens within the law enforcement agency. This may partially explain the reasons why the members of the public may have had very little to contribute for the much talked merger between the Administration Police and the regular police to the police reforms task force that recently presented its report. To many as long as wananchi are safe; it doesn't matter if it's APs or regular police who get the job done. The Administration Police Officers work under very difficult and stressing situations but the community and the administration are blind to this fact. It is against this background that research on the effects of stress among Administration Police is to be undertaken by this researcher.

1.2. Purpose of the study

To investigate the main causes and explore possible strategies aimed at minimizing stress among the officers.

1.3. Objectives of the study

The objective of the study were:

To critically investigate the main causes of stress on Administration Police Officers.

To relate the impact of stress and job performances of Administration Police Officers.

To explore the possible strategies aimed at minimizing stress and enhancing crime prevention among Administration Police Officers

1.4. Research Questions

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

- 1) What is the genesis of stress among administration Police Officers in Tanzania?
- 2) What are the indicators of stress among Administration Police Officers?
- 3) Which are the strategies of minimizing stress among Administration Police Officers?
- 4) Which is the logical connection if any between stressed officer and presumed ineffective crime control by Administration Police officer?

1.5. Scope of the study

1.5.1. Conceptual scope

The study was focused on causes of stress,(the independent variables) and improved output (the dependent variable) and the relationship between them.

1.5.2. Geographical Scope

The study was concentrated within Kahama Province where the highest concentration of Administration Police Officers is to be found. Its was limited to Administration Police force since other Police services have a different working environment.

1.6. Significance of the study

This research project will serve as a vital reference point for any meaningful intervention in this area. The principle assumption behind this study is that the mission of Administration Police exists to contribute to National development through the provision of sustainable peace and tranquility to all people in Tanzanian. For this to be achieved, common sense and sound judgment must prevail. It has however been noted that high level of stress related illness are causing concern across the entire Administration Police Officers making it had for the force to achieve this noble goals. It is essential

for any system of administration by codified Laws, to have at its disposal some kind of machinery to enforce laws. This makes the police force one of the most important organs of the state. The Police is established under provisions of the Police Act Caps 85 Laws of Tanzania and is headed by Administration Police Commandant.

The laws define the role of police as:

- Assisting all government officers in exercise of their lawful duties, maintenance of law and order as well as preservation of peace, protection of life and property as well as apprehension of offenders and defense of Tanzania in the events of war or emergency.

The police also plays a pivotal role in enforcing law and order by assisting government ministries and departments and to exercise the provisions of their respective acts. For instance Dangerous Drugs Act the children's Act 2007 and the liquor licensing Act among others. These acts are however silent on the ways and means of effecting these roles. Some people argue that this could be the reason for discontent between the police and the public. Given the above role this study is necessary because without proper understanding of the causes of stress, it will be hard for the public to understand the operations of the police as well as visualizing their duties as those which are set for their own benefit. On the other hand, once the police fraternity comprehends the root cause of stress it will then be better placed to adjust itself. One strategy to decrease officer turnover is to identify the factors that lead to increase stress. Once these factors are identified policy changes to eliminate the most troublesome aspect of policing can be implemented.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

Stress in work place has become a popular target for research. The extent to which stress is related to some of our most serious medical conditions is greatly under estimated to the peril of our own health. The leading cause of death and disability such as heart disease and stroke are almost certainly linked to stress.

2.1. Review of Related Literature

Frank Njenga (2004) demonstrates a number of interrelated causes of stress, and laments that stress is predetermined by a healthy mind in a healthy body. According to him (Frank Njenga – 2004) directly or indirectly mental stress contributes to;

- Heart diseases
- Stroke
- Asthma
- Ulcers
- Migraine and
- Many other diseases

Like Lahey (1950) and Melgosa (2001) Njenga has established that some depressions arise from complex chemical changes within the brain, affecting substances called neurotransmitters. In a concluding remarks he asserts that the greatest gift to human being is overall physical and mental health, for the latter is a requisite to the physical and mental activities that provides meaning to human life. There are several theoretical positions devised for examining and understanding stress and stress-related disorders. Brantley and Thomason (1995) categorized them into three groups: response theories, stimulus theories, and interaction (or transaction) theories. Given the distinction made earlier between stress as a stimulus and as a response, this system serves as a useful way to present the various theories and associated research.

Response Theories and Research

Because chronic stress responses involve actual physiological changes to body systems and organs, a good bit of attention has been paid to acute physiological stress responses and how they might possibly lead to subsequent chronic stress responses (McEwen and Stellar, 1993). Historically, both Walter Cannon (1929) and Hans Selye (1956) provided the foundation for the current interest in this physiological process.

The Work of Walter Cannon

Cannon was a physiologist at Harvard University who was the first to use the term 'homeostasis.' According to Cannon (1929), the body possesses an internal mechanism to maintain stable bodily functioning or equilibrium. As the environment presents the organism with various challenges, the body must respond to each new situation by adjusting various physiological systems to compensate for the resources being taxed. A classic example of this type of compensation involves fluid regulation.

When an organism ingests a large amount of water, the kidney releases more waste fluid into the bladder for eventual disposal in an effort to maintain bodily equilibrium. Many of the feedback mechanisms that regulate blood pressure presented in **Error! Hyperlink reference not valid.** share similar characteristics with bodily systems that maintain homeostasis. According to Cannon (1935), failure of the body to respond to environmental challenges by maintaining bodily homeostasis results in damage to target organs and eventually death.

Translating his work with physical challenges associated with eating, drinking, and physical activity into those of a psychological nature, Cannon hypothesized that common homeostatic mechanisms were involved. Accordingly, if an organism's response to threat involves significant sympathetic nervous system arousal so that respiration and heart rate increase significantly, the body's compensatory response should involve either reducing sympathetic nervous system activity or increasing parasympathetic nervous system counter-activity. If the compensatory response is inadequate, tissue damage can result, placing the organism at a greater risk for subsequent medical problems associated with the damaged tissue. In brief, the concept of homeostasis introduced by Cannon has proved to be very valuable in explaining how acute physiological stress responses to threats of survival lead toward chronic stress responses.

The Work of Hans Selye

Selye (1956) was the first investigator to use the term 'stress' to describe the problems associated with homeostasis identified by Cannon decades earlier. Although he borrowed the term from physics, he used it to describe the effects on the organism rather than the environmental stressors he examined in his empirical work. According to Selye, the 'stress' response of the organism represented a common set of generalized physiological responses that were experienced by all organisms exposed to a variety of environmental challenges like temperature change or exposure to noise. From his perspective, the stress response was nonspecific; that is, the type of stressor experienced did not affect the pattern of response. In other words, a wide variety of stressors elicited an identical or general stress response. He termed this nonspecific response the General Adaptation Syndrome, which consisted of three stages: Alarm Reaction, Resistance, and Exhaustion.

Selye reasoned that the first stage, Alarm Reaction, involved the classic 'fight-flight' response described above. As a result, the body's physiological system dropped below optimal functioning. As the body attempted to compensate for the physiological reactions observed in the Alarm Reaction stage, the organism entered the Resistance stage. Physiological compensatory systems began working at peak capacity to resist the challenges the entire system was confronting, and according to Selye, actually raised the body's resistance to stress above homeostatic levels.

However, because this response consumed so much energy, a body could not sustain it forever. Once energy had been depleted, the organism entered the stage of Exhaustion. In this stage, resistance to environmental stressors broke down and the body became susceptible to tissue damage and perhaps even death. In Selye's terminology, the Alarm Reaction Stage was comparable to the acute stress response described above and the Exhaustion Stage was comparable to a chronic stress response.

The Work of Bruce McEwen

More recently, the historic works of Cannon and Selye that have attempted to explain how acute physiological stress responses evolved into chronic stress responses have been revisited by Bruce McEwen and colleagues (McEwen and Stellar, 1993; McEwen, 1998) at Rockefeller University. In contrast to the state of physiological equilibrium of homeostasis essential for survival that Cannon discussed, McEwen used the term 'allostasis,' referring to the body's ability to adapt to a changing environment in situations that did not challenge survival.

From his perspective, an organism that maintained a perfectly stable physiological equilibrium during a stressful encounter (a non response) might be just as problematic as an organism that exhibited an exaggerated physiological response. Allostasis referred to the body's ability to adjust to a 'new steady state' in response to the environmental challenge (McEwen and Stellar, 1993). To clarify the distinction between homeostasis and allostasis, consider two physiological parameters: body temperature and heart rate. For an organism to survive in a changing environment, there exists a very narrow window of acceptable body temperatures. Even though the temperature of the environment can change 50 degrees over the course of a single day, body temperature remains constant.

Deviations from a normal temperature are met with a range of symptoms (sweating, chills) that occur as part of our body's attempt to regain homeostasis. For body temperature, homeostasis is a very important mechanism of survival. Now, let's consider heart rate. In contrast to body temperature, our body can tolerate a wide range of heart rates. When we are asleep, our heart rate drops to basal levels. When we are awake, heart rates increase substantially, and when we are engaged in aerobic exercise, heart rates climb even higher.

Rather than maintaining stability in the face of a changing environment, as body temperature does, heart rate adjusts to a changing environment to optimize functioning. In this case, the ability of the body to adjust to aerobic exercise by resetting heart rate at a higher level is called allostasis, not homeostasis. McEwen argues that most acute stress responses represent challenges to the body's allostasis, not challenges to its homeostasis.

According to the work of McEwen and colleagues, 'allostatic load' is a term that refers to the price the body pays for being challenged repeatedly by a variety of environmental stressors. Increased allostatic load, or what McEwen and Wingfield (2003) called 'allostatic overload,' occurs with increased frequency of exposure to stressors, increased intensities of these stressors, or decreased efficiency in coordinating the onset and termination of the physiological response.

McEwen (1998) outlined four distinct types of allostatic overload. In the first type, the organism is exposed to multiple environmental stressors during a short period of time. <http://severehypertension.net/images/uploads/figure3.1.gif> Figure 3.1. The various types of allostatic overload. Reprinted from B. S. McEwen (1998), Protective and damaging effects of stress mediators, The New England Journal of Medicine, 338, 171

For example, imagine chasing a pesky salesperson off your front porch, running to get the phone only to realize it is a telemarketer, then finding your three-year-old coloring on the kitchen wall with permanent markers, and the family dog urinating on the floor. In a case like this, the physiological response associated with the first stressor was just starting to lessen when the second stressor hit, and likewise, recovery from the second stressor was interrupted by the onset of the third stressor. In this type of allostatic overload, the problem is associated with the frequency of the stressors encountered.

In the second form of allostatic overload, repeated stressors elicit responses that fail to habituate. Consider an example in which you are dealing with five consecutive irate customers who are demanding their money back for a defective product that you sold them. Normally, one's physiological response to this series of encounters would decrease, or habituate, with each subsequent encounter. When the body fails to exhibit the normal habituation response, this type of allostatic overload occurs.

A third form of allostatic overload involves delayed physiological recovery from a given environmental stressor. In this case, the frequency or magnitude of the physiological response may be entirely normal; however, it is the length of time that the response is sustained that leads to allostatic overload. For example, imagine having an argument with a family member and experiencing some physiological arousal associated with the argument. Rather than the arousal gradually declining after the argument, in this type of allostatic overload the physiological recovery is delayed and the arousal is still apparent hours or days later.

The final form of allostatic overload involves an inadequate physiological response. In this case, the organism encounters a stressful circumstance or environmental change, but the physiological response is either very weak or entirely absent. Imagine walking through the woods and encountering a black bear, only to find that your body's fight-flight response failed to occur and therefore did not provide the necessary energy and altered blood flow to run away from the threat.

According to McEwen and Stellar (1993), allostatic overload, whatever its source, is the mechanism through which acute physiological responses result in permanent tissue damage. Research using animals documents not only changes in peripheral tissues associated with increased allostatic load, but also altered functioning in the cerebral cortex (McEwen, 1998). This altered brain functioning has included atrophy of dendrites on neurons, suppression of neurogenesis (creation and

proliferation of new neurons), and permanent loss of pyramidal neurons. Obviously, McEwen and other contemporary stress researchers have extended the theories and empirical work of Cannon and Selye to further our understanding of how stress results in actual tissue damage in the brain and peripheral body systems.

Selye's (1956) General Adaptation Syndrome described above is a classic representation of a theoretical perspective that focuses upon stress as a response. In fact, Selye went so far as to state that the nature of the stimulus was irrelevant to the stress response. To support his view, he subjected animals to a wide variety of experimental conditions that elicited very similar physiologic stress responses including temperature change, pain stimulation, and exposure to infection. Likewise, although acknowledging the importance of the stress stimulus in their theoretical models, McEwen and colleagues have also focused on the physiological stress response, paying less attention to the type or nature of the eliciting stimulus (McEwen and Stellar, 1993; McEwen, 1998).

Although response theories have contributed greatly to our understanding of the physiological response systems that mediate the relation between environmental stressors and chronic stress responses, they have typically neglected a detailed exploration of types of environmental stressors and how they might influence the disease process. The cause of stress can be best summarized as:

Life events for example bereavement, divorce and serious illness, Conflict of interest, for example a person forced to look after sick person, internal conflict-This may be common among police officers especially when a junior administrative officer is forced to execute some duties that at times are relatively biased or illegal , Unrealistic deadlines or workload that is either too difficult or impossible to meet will result to stress , Frustration when we are not able to satisfy a motive. A good example is a person who has been denied a deserving promotion or when individuals living in poverty can not obtain proper food or medical care, Life events for example changes in our life requiring adjustment and coping whether they are negative changes such as divorce or positive such as marriage, Environmental conditions for example temperature, air pollution, noise and humidity among other can be source of stress.

It has been observed that urban riots have occurred much more frequently on hot (mid-80 degrees Fahrenheit) than cool days, although they have been more on extremely hot days. Perhaps because extreme heat lead to lethargic lack of energy (Baron and Ramsberger 1978) similarly visits to

psychiatric emergency room of California's Sacramento Medical Centre, were found to be related to environmental conditions. (Briere, Downes and Spensley, 1983).

2.2. Effects of stress

Stress not only brings anxiety, anger, depression, but also bodily changes such as increased appetite, headaches, and difficult sleeping. Under some circumstances stress leads to high blood pressure, increased blood cholesterol and decreases in the efficiency of the body's immune system. The body tends to react to all stressors, psychological and physical ones in much the same way. This none specific responses to stress have been called the general adaptation syndrome (Gas) by Canadian Medical Research Hans Selye (1976).

Selye goes further to suggest that stress is the great equalizer of biological activities. If we use the same part of our bodies or mind over and over again, nature has only stress with which to force us out and continue to grow primarily because of the link between the experience of occupational stress and adverse psychological and physical health of individuals and workplace performance difficulties. The term stressor covers some environmental circumstances directly or indirectly affecting the individuals.

The degree to which we react to stress varies according to our personal characteristics. Different people react differently to stress partly because of cognitive factors. According to Benjamin & Lahey (1995) some people actively seek information about stress whereas other avoid such information and block them even from their minds. These and other cognitive styles are important in determining stress reaction.

2.2.1. Coping with stress

Coping according to Lahey (1950) is attempts by individuals to deal with the source.

2.2.2. Ineffective coping

This provides temporary relief from the discomfort produced to stress but does little to provide a long-terms solution and may even make matters worse. Among the common but ineffective coping strategies include:

- Withdrawal
- Aggression
- Defense mechanism – according to Freud this is unrealistic strategy used by the ego to discharge tension. Defense mechanism can be effective in short run in helping us feel better, but inhibit long solution to stress if they distort reality to a great extent.

2.2.3. Effective coping

Effective methods of coping either remove the source of stress or control our reaction to it.

- Removing stress: this is removing the sources of stress from our life.
- Cognitive coping: this is by changing how we think about – or interpret the events
- that push and shape our lives.

Managing stress reaction: when the source of stress can not realistically be removed or changed, another effective option is to manage the reaction to the stress. One strategy might be to schedule as much time as possible for relating activities, such as aerobic exercise, hobbies or time with friends. Another would be to seek special training from psychologist in controlling the bodily reactions to stress by learning to deeply relax the large body muscles, improving eating habits and medical compliance among others.

2.2.4. Police and Stress

The causes and impact of stress have raised many important issues. According to O'tool et al (2001), sometimes chief corporate officers are said to suffer stress related to work pressure and deadlines, while police officers experiences daily vindictiveness and non-appreciation of their roles in society. Some of the factors cited to cause stress among police officers include:-

- Transfers
- Early retirements and
- Career changes (I bid 1994: 1993)

O'tool et al (2001) had documented the rising significance of research concerning officers stress. Most of these researchers indicate that the occupation creates and contributes to psychological and physical ailments. The most cited results or symptoms are cynicism, absenteeism, alcoholism, post traumatic stress disorder, burn out, early retirement, resignation from the force and tragical suicide. These views are similarly echoed by Anshel (2000), Ayers and Elanagan (1994).

It is argued in Administration Police Strategic Plan (2004 - 2009) that amid many opportunities that the Administration Police force have undergone through, most of these officers are still faced with numerous personal and work related challenges. Some of the challenges have continued to impact on the officers work performance, and have yielded stressful living conditions.

Some of these include:

- Poor housing
- Insufficient training facilities
- Inadequate office accommodation
- Interference and abuse of command
- Weak succession planning
- Poor terms of service
- Constraining government bureaucracy and inadequacy to combat increasing
- Sophisticated crime, which they are commanded to face daily.

Researchers have categorized general stressors considered common to the profession as

- External stressors
- Organization stressors and
- Task related stressors.

The above – cited causes of stress are said to negatively affect the performance and job satisfaction of police officers (Violants and Aaron 1993). Commenting on personal control and social support that are associated with police stress, Thomas and Ganister (1995) says that although some aspect of personal control are determined by broader organization policies an individual's immediate supervisor is hypothesized to have significant impact on this construct. Participating in decision-making is one way that supervisor can enhance the personal control that officers experience over how they do their work.

In middle management stress comes from all sides, from unsupportive superiors above and from subordinates below who need to be disciplined. There is pervasive feeling of lack of control over ones work in middle management. There is some evidence that alcoholism is associated with middle management stress although there is more evidence that the older the officer the more likely the alcoholism.

Field Training Officer (FTO) may experience the most stress under the burden of being both trainer and role model for never-ending stream of recruits. Detectives experience stress from not having secretaries, working odd hours, seeing the criminal justice system being too lenient, and pressure for solving cases quickly. Top executive suffer stress from budgeting deadlines, program development and resolving complaints. Police chiefs are consistently under more stress than their assistances. According to Crank et al (1993) the lower level of education for top executive the greater the stress.

2.2.5. Police suicide

Police work, by its very nature, calls for an incredible amount of restraint, continual and draining restraint which is very stressful with the recent attention that police suicide has received in the media there have been number of reviews on police suicide. The suicide statistic data for Philadelphia police department that has been verified and certified for release to FBI for example indicates that between 1934 and 1960 police suicide rates were half that of the general population between 1980 to present, suicide rates in some department almost approach double. This was however contributed by elimination of street justice, many people owning video cameras, the media getting off on putting down cops. Politicians continue to pander to the public with new laws and restrictions for police officer that further laid their hands. Dan Goldfurb (2008) contends that one of the worst effects of stress on police officers is of course suicide. "We are becoming all too familiar with the attention the media has given New York City. Twice as many police officers die by their own hands as do in the line of duty!"

A study of 2376 Buffalo New York Police officer found that compared to the white male population police officers had higher mortality rates for cancer, suicide and heart disease. The suggested reason higher stress level, police suicide is more directly related to relationship problems than to job stress! Of the last 14 suicide among the police officers in New York, 12 or 88% had to do with divorce or relationship breakup. Police officers going through divorce are 5 times more likely to commit suicide than officer in stable marriage. The relationship problems however are highly related to job stress. The circle is complete! If we consider that officers have an important relationship with their department, we can examine the effect of that relationship gone bad. Officer who get in serious trouble on the job, suspended or facing termination are 7 times more likely to commit suicide (apparently cops like their jobs better than their wives).

2.2.6. Police women

The presence of police women attest to the fact that policing does not involve physical abilities; but is routine, is exciting, and rather requires interpersonal skills. As it is Common with women in work place, police women may also suffer problems related to sex discrimination and prejudice, especially because they are a minority group in a male dominated organization. Crank et al (1983) classifies that both female and minority officers experience unique stress.

Female must deal with sexual harassment, police stereotypes and need to gain acceptance from the male officers. Minority must deal with racial prejudice and the minority groups dislike for police officers and by associations this makes impact of community policing stressful to both women and minority group. According to Knoes (2003) the delicate balance of work and home is a tightrope that many police women find difficult adverse effect of non police friendships, limits ones private life planning, means that work intrudes into the home and family, and generates frustrations because of the negative public images of police.

In general excessive accelerate the worsening of situations in the personal and private life though this may be common to both men and women. Singer and others (2003) findings indicate high rates of divorce among the police. According to Singer the rate of divorce is correlated with a high stress level in the police population. To conclude publishing papers and conducting studies about stress may not change police departments overnight Volanti (2008) admits but it is one way of getting the message out that the negative effects of stress must be acknowledged, destigmatized and treated. "Intervention is necessary to help officers deal with this difficult and stressful occupation" he said.

2.3. Theoretical review

The study of the effects of stress among Administration Police Officer lies heavily on cognitive approach theory, Cognitive, focuses on the role of thinking. Thinking is the major determinant of how we feel and act and can be partial cause of personal problem.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. INTRODUCTION

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

3.1. Research Design

The study has used both qualitative and quantitative approaches in data acquisition, data analysis and data presentations. Descriptive research design was used. This design Was appropriate as it enabled the researcher to familiarize himself with the phenomena being investigated. It presented the situation exactly as it appears on the ground thereby enabling the researcher to have a clear fact on the issue under investigation.

3.2. Research Population

It targeted three levels of Administration Police officers and members of their families. Overall 54 police officers and 6 members of their family were interviewed.

- 30 junior police officers (constables) this represented 50% of the total sample.
- 18 middle level police officers (NCO's) this represented 30% of the total sample.
- 6 inspectorate level and above. This represented 10% of the total sample.
- 6 members of police officers families. This represented 10% of the total sample.

It is argued in this study that junior officers are more prone and vulnerable to stress related cases than either the middle or high-ranking administration police officers. Reported Incidences of stress related violence or crime among officers is mostly common among junior police officers and this explains the rationale behind the choice of 50% of the total sample size.

3.3. Sampling selection

Stratified random sampling was used. In this type of sampling, subjects were selected in such a way that the existing sub-group in the population was more or less reproduced in the sample. In the study the subjects were sampled from eight divisions, the security of government building (SGB) camp and the Administration Police Training College (APTC). The main reason for the use of stratified random sampling was to achieve the desired representation from various sub groups in the population.

3.4. Study site

The study was carried out in Kahama District, Shinyanga Region. The site comprised of ten (10) divisions namely Burungwa, Majengo, Nyasubi, Nyihogo, Busoka, Kahama Mjini, Mongoro, Nyashimbi, and Malunga. The main reason behind the choice of the study was familiarity with areas having visited the said divisions severally hence purposeful sample.

3.5. Data collection instruments

- The data was collected through an open questionnaire. - This method was selected as it enabled the respondent to give much more information, it was also ideal since the researcher was dealing with a fairly educated lot.
- The instrument was appropriate as it enabled the researcher to capture all the necessary information without bias as the respondent were given a free hand to fill the questionnaires.
- It was reliable as it required the respondent to provide an explanation for all the closed ended questions hence ensuring a level of consistency

3.6. Data Collection Procedures/Methods

The researcher had to drive through all these sites within Kahama to collect the data. A self administered questionnaire was used in data collection. The questionnaire captured both stress related causes, symptoms and impacts among the Administration police officers. Questions were both structured and unstructured. Unstructured questions were included in order to avoid self-deception and to provide freedom of expression. The questionnaires were distributed through a "drop and pick later" in order to encourage the responses. All the target sample population of 60

respondents managed to fill the questionnaires in time for analysis. They were all available and very cooperative.

3.6.1. The Data Collected provided the following additional information:

- Work experience (duration of service) of police officers
- The remuneration and associated work benefits and
- The police living conditions

3.7. Study population

The population sample was approximately 1.8% of all Administration Police Officers working in Kahama totaling about 3,000 officers. 10% of the sample was officer's members of the family.

3.8. Data Analysis

The researcher used to explore one question at a time for all the respondents. He would then come up with summaries of the answers. Irrelevant answers were ignored. The data acquired through questionnaires was processed by use of (Microsoft excel) . It was presented in chart and tables.

3.9. Limitation of the Study

Due to the nature of this study several limitations were encountered especially during the data collection phase of study. These include the following:

- **Rigidity-** most of the interviewees were rigid in accepting and answering the questions. Most of them noted that majority of their seniors were aware of their problems, yet very little was being done.
- **Reluctance and fear-** some of the interviewees' were reluctant and feared parting with the information. Despite the assurance of confidentiality, most of them argued that they were not seeing any point of talking about their problems openly. some feared that the researcher could jeopardize their career by using their information. It therefore took effort to convince them that the researcher meant well.
- **Nature of duty-**the nature of police work dictates that they should be on twenty-four hours duty. It was a problem for the researcher meeting and interviewing all the required subjects

especially in security of government building (SGB) because they were not in permanent posts, for example those on patrols, riot controls, VIPs escorts. Those who were on night shifts were asleep during the day and such the researcher had to book for appointments with the concerned officers.

- **Chain of command-** the administration police is one of the disciplined forces with strict chain of command. To meet and interview the subjects, it was mandatory to seek permission from their superiors through a chain of command system, that is, from one rank to the other in order of seniority. The researcher had to explain a lot the importance of the research in order to be given permission. This meant that data collection took longer than projected period.
- **Cost and time-** the researcher had to interview officers from all parts of Kahama Province. This involved a lot of time and traveling costs which proved very expensive

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0. INTRODUCTION

This research was carried out to establish the effect of stress on work or job performance of Administration Police. This chapter consists of research findings, discussions and interpretation of frequencies and percentages.

4.1. Description of the Sample

The sample consisted of 54 police officers and 6 members of their families. This section covers information on age, gender, marital status, rank for the officers and duration of the service. The information generated here was intended to give a clear picture of whom and what category of people we were dealing with. It was hoped that the data collected would help in the eventual recommendations plan in managing or reducing stress among the Administration Police Officers.

Table 1: *summary of respondents age (n=60)*

s/no	Age in years	Frequency	Percentage (%)
1	20-29	24	40
2	30-39	18	30
3	40-49	15	25
4	50-59	3	5
	Total	60	100

In table 1 majority of the respondents 40% were in the age group of 20 to 29 and the lowest 5% fell in the age bracket of 50-59 years.

Table 2: marital status (n=60)

Status	Frequency	Percentage (%)
Married	36	60
Single	21	35
Separated	1	1.7
Widowed	2	3.3
Total	60	100

Table 2 indicates that majority of the respondents 60% are married, 35% are still single, 1.7 separated while 3.3 have lost their partners.

Table 3: Gender (n=60)

Sex	Frequency	Percentage (%)
Male	48	80
Female	12	20
Total	60	100

According to the above data, 80% of the respondents are male while 20% are female. This however is in line with the fact that female are the minority in the male dominated organization.

Table 4: Duration of service (n=54)

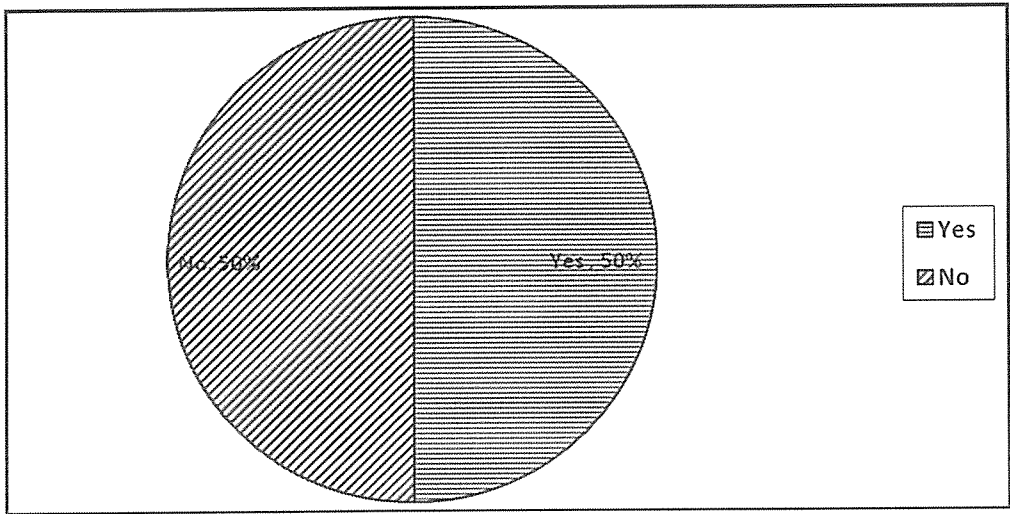
Years	Frequency	Percentage (%)
0-9	24	44.4
10-19	18	33.3
20-29	9	16.7
30-39	3	5.5
Total	54	100

Table 4 indicates that 44.4% are recently employed officers with less than 10 years of service. 33.3% are less than 20 years in services. While 5.5% have 30 or more years in services. The number of police officers who responded is however not included. When asked what stress is and whether they have ever suffered stress; - majority could not fully define what stress was, however 90% had a

convincing idea of what it is all about. All respondents responded that they have been experiencing stress in the course of their lives.

Chart 1 respondents view on administration police work

Respondents view on administration police work



When asked whether they were comfortable with administration police work, half of the respondents were positive indicating that they enjoy it. 40% of the positive said that they were happy since they had no other choice. Others who said yes gave various reasons ranging from the security it gives them to its challenges which made the work exciting. The 50% who said no gave various reasons such as lack of appreciation from their seniors, poor living conditions and the stressful nature of most assignments.

Table 5: *effect of stress on work (respondents 54)*

s/no	Effect	Frequency	Percentage
1.	Able to work and function normally	0	0
2.	Working ability mildly impaired	33	61.1
	Working ability severely impaired	19	35.2
3.	Bed rests	2	3.7

The respondents were police officers only. According to the above data, none of the police officers is able to work or function normally when under stress.61.1% indicated that their working ability is

mildly impaired. 35.2% indicated that their working ability is severely impaired while 3.7% prefer to have bed rest.

Table 6: *working under the present boss and environment*

Responses	Frequency	Percentage (%)
Yes	27	50
No	27	50
Total	54	100

According to the above data, those who were comfortable with their present bosses gave various reasons ranging from: he or she listens to their personal problems and is easy to talk to, he or she gives realistic deadlines/command and he goes out of his way to make work easier. Those who were not comfortable with their present bosses cited issues like; the bosses demand a lot from junior officers and some cannot be relied upon when things are tough at work (indecisiveness).

In regards to the working environment, those who said yes felt that the environment was partially good in terms of housing, transport and good working relationships between junior and senior officers or administrators. Those who were not happy with the environment cited issues like lack of facilities i.e lack of means of transport, inadequate space or offices, poor communication and poor salary.

Table 7: *Satisfied with officer's transfers*

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

Table 7 indicates that majority of the respondents 60% were not happy with officers transfers while 40% were happy. Those who were not satisfied with transfers argued that most transfers were too frequent hence denying officers chance to settle, the respondent noted that some transfers were more of a punishment and were not in any way meant to enhance their job performance. Others

argued that in some instances, there are no transfer allowances or transport provided. Among the major reasons given for yes were; transfers are healthy because they act as relief to boredom and routines, one gains more experience and exposure.

When asked to list the working conditions that stress them most as members of the family among the following points frequently given,

Night shift, night patrols, the risk and fear involved (of injury or death), Over working and isolation from the other members of the family, Low income and interference of the person and private life by senior officers and Humiliation of junior officers by the senior officers in the presence of their family.

As regards to the general Police work, the officers cited some of the following.

Lack of modern equipment, Poor and inadequate housing, Pressure from senior and conflict of interest, Inadequate transport and communication, Workload, few police officers ration to the total population, Bureaucratic chain of command, Unpredictable work-shift and transfers, Officers being denied promotions due to nepotism, favouritism, tribalism, Lack of clear deployment policy and canvassing for deployment as well as deployment not based on qualification, Internal and external interference by senior officers and non-uniformed officers, Unfair policies with poor remunerations, Negative public attitude and lack of trust among those expected to help, Political pressure or interference, Fear of revenge from the criminals, Too much criticism leaving one in an atmosphere of doubt and lack of self-confidence.

When asked to list some of the duties that they considered stressful and had profound effect on their work performance as officers.

The following were the duties given by most of the respondent;

Chasing of carjackers, riots and beats with inadequate personnel, vehicle equipment, Working outside their professional line for example houseboy, Unlawful orders from administrators and politician's for example demolition of illegal structure without court orders, Frequent meetings without significant agenda, Duties outside the station that required spending, yet selective payment of allowances, and Night shifts that disrupted sleep pattern.

Table 8: appreciation token or reward

Responses	Frequency	Percentage
Yes	6	11.1
No	45	83.3
Not responded	3	5.6
Total	54	100

Table 8 reflects the respondents' responses to whether they have ever been appreciated/given a token/reward for a job well done. 83.3% felt that they have never been appreciated while 11.1% agreed that they have at one time or another been appreciated, 5.6% did not respond to the question. Asked to specify, majority cited being forced to work even when they are experiencing personal problem, delayed promotions, failure of the management to honour recommendations and lack of verbal appreciation like thank you. None of the respondents cited cash money.

Asked of the most exciting moments in their career as police officers, most of the officers cited the following

Appreciation by their senior for example through promotion, Appreciation by the members of public for example through praise, Successful completion of high risk job among others.

The officers gave the following as the most frustrating moments in their careers;

Sustaining injuries while on duty, Watching their colleagues being shot dead while on the line of duty, Negative portrayal by the media, Delivering notice of death to the seniors, the colleagues and member of the family and Punitive transfers.

Asked whether they have ever suffered stress related complications, the officers responses were as follows:

Table 9: Have you ever suffered stress

Respondents	Frequency	Percentage (%)
Yes	44	85.5
No	6	11.1
No of respondents	4	7.4
Total	54	100

Table 9 indicates that majority of respondents 85.5% have suffered stress related complication 7.4% did not answer the question.

Asked how they realized it was stress related the respondents gave the following responses: - increase in minor health problems such as cold and flu, headache, back pain, confusion, uncertainty, fatigues, lack of appetite and sleepless nights, depression, anxiety, peptic ulcers and raised blood pressure, while other's said that they were informed by medics.

Asked how they manage their stress complications, the respondents gave the following responses:

Looking for the cause and withdrawing, Bed rest, Talking it out with friends, family and their bosses, Taking drugs, Relaxing , Through prayer/meditation, Exercise/sports, watching movies and playing pool and Going to bars and night clubs for fun.

Asked what they felt should be put in place to manage stress in the force, the respondents suggested some of the following;

Provision of drugs/medication, Establishment of religious departments to cater for prayers/spiritual growth, Facilities for exercises/sports to be provided, Improvement of social amenities, Entertainment and outings to be introduced, Giving officers off duties frequently to avoid burnout, Inviting psychologists, counselors to give lectures, Improving the working and living conditions, Training some officers on counseling courses to manage others, Include stress management training in the curriculum, Education on the possible causes of stress, General review of administration police act, which is already outdated, Improvement of officers remuneration, Procurement of modern equipment to combat sophisticated crimes and Provision of more vehicles and communication equipment.

CHAPTER FIVE

SUMMARY/CONCLUSIONS AND RECOMMENDATIONS

5.0. Summary

Despite the challenges and limitations encountered, the study went on as planned. According to the study findings, the genesis of major stress among the administration police officers was found to be; Internal conflict; which has been brought about by among others, system of administration, the Para-military nature of training and deployment that allows the senior officers to deploy junior officers in duties that are not defined (this encourages authoritarian approach to leadership) , The work overload including the organization or pattern of the work for example unpredictable shifts and transfers, unclear deployment and promotion policy.

External conflict includes interference from senior government officers, politicians, public apathy and negative portrayal by the media among others. This brings about strained relationships and lack of recognition for work accomplishment hence lack of autonomy especially in performing duties. Social economic factors including high poverty level due to poor remuneration, poor housing, and communication, lack of modern and adequate equipments coupled with the risk of the job involved.

The study also established that symptoms such as confusion, fatigue, uncertainty and other medical complications are common among stressed administration police officers. According to the study there is a connection between administration police officers stress and their job performance. The study indicates that all the officers working ability are impaired when they are under stress. The above partially explains the cause of bizarre behavior commonly portrayed by administration police officers. It is clear that stress is an emotional state of being, which can be so much intense to hinder ability to function normally.

5.1. Conclusions

The results have come out clearly that organization factor of the administration police force such as work overload, bureaucratic obstacle to their functioning and autocratic management approaches,

may be potentially damaging to the well being of the officer. The negative public perception and other external conflict can be a great cause of stress especially when coupled with lack of hobbies and other leisure-time physical activities. Moreover being a policeman or policewoman with high stress level adversely affects the social life by not having the ability to plan one's private life. Since stress consequences go beyond the health and well being of individuals, it is a public concern in which counseling has an important part to play.

5.2. Recommendations.

a) For theory

There is need to come up with ways of reducing or controlling stress among the administration police officers. This will go a long way to enhance job performance of the affected. Arising from the study it is evident that both cognitive and humanistic approaches need to be considered and given more emphasis.

Cognitive approach-this will help in understanding and knowledge appraisal in order to handle or manage stress. The basic assumption is to change their ways of thinking in order to develop to psychological strength to evaluate their present behavior and, if it does not meet their needs, to acquire more effective behavior. The administration police need to take control of their own situation and be able to act at the right time. Moreover a person's thinking and belief system is the cause of emotional problems. Administration police officers should examine the validity of certain thoughts and beliefs. The basic focus is on what they (administration police officers) are doing. They should evaluate whether their present ways are working for them. People create their feelings by the choices they make and by what they do. They should gain insight into their problem. This will eliminate their self-defeating outlook on life and assist them in acquiring a more tolerant and rational view of life.

Humanistic approach-there is need for administration police officers to understand factors in their life that are causing them stress. The work they do is very draining. They sometimes feel tired and lack enthusiasm. For example when the work they are doing is neither appreciated nor effective. When they give a great deal of their own emotion and personal energy to others while getting very little in return. When there are many competing pressure at the same time or being under constant pressure to procedure results under certain time scale which is unrealistic and unreasonable. Stress

can also come when there is too much criticism leaving the officer in atmosphere of doubt. The administration police officers should stop taking on more responsibilities, own their feelings and thoughts about whatever is happening to them as individuals and not to blame systems that takes time to change. They have the potential for becoming aware of their problems and the means to resolve them. They have the capacity for self-direction and constructive personal change. They must be actively involved in ways of avoiding stress. This will enable them to move towards openness, greater trust in self, willingness to be a process and increased spontaneity and aliveness.

b) For policy practice

Arising from the study several factors could be taken into account to minimize or control stress among administration police officers. Firstly looking at internal conflict, the decision making process in administration police force should be devolved. Junior police officers should be involved in some matters affecting their area because they are the officers on the ground and they are the ones who know individual needs. Important also is the way police use their discretionary powers and the interpretation of orders from their superiors. In order for trust among police officers to be restored the police discretion.

If it must be applied should be legal, regular, and backed with reason. According to the research over 50% of the respondents were uncomfortable with their immediate superiors. Likewise the orders must be unequivocal and enforceable. This will ensure that non commissioned officers, middle level (inspectorate) and senior police officers does not demand a lot from junior officers which might contribute to both psychological and physical ailments that has been seen to result in high incidents of cynicism, absenteeism, burnout, alcoholism, resignations from the force among others. Moreover, this will minimize mistrust between the junior and senior officers.

In addition, clarifying role expectations and setting specific goals can enhance the officers' perception of control over performance of their duties as well as giving them a greater sense of control over their performance evaluation and career progress. Shift work, deployment, promotion and transfers have one of the most important impact on psychological outcome for policemen and may interact with traumatic experiences to bring post traumatic stress disorders' or burn out stress syndrome (boss) this may lead to withdrawal from work, profound sense of failure, anger and resentment toward anybody, which is characteristic of many police officers among others.

The administration should come up with a well constituted board, which will review promotion, deployment and transfers policy to reduce complaints. For example 60% of the respondents were not happy with officers' transfers. Although overstay of officers in one station for personal gain should not be considered since this can lead to discouragement and withdrawal, which can be devastating. When transferred officers should be given ample time to prepare themselves and their families.

The external stressors officers face include interference from government officers, politicians, public apathy, negative portrayal by media among others. Here there is need to carry out awareness campaigns to sensitize all stakeholders on importance of positive attitude and better relationship. Exploring the public apathy for example the public perception of police force kind of personalizes police force. The police is seen as an end in itself with an intrinsic value ascribed to it. This is not sufficient and logical enough because the police force being a creature of law cannot be self-justifying. The force is public utility and should be treated as such. It is dangerous error to personalize the police force and to attribute it to characters or qualities which belong to human beings for this is perversion tending to the destruction of the society.

Another example is the media. The media should be made to appreciate that complaints against police officers do not imply that every accused officer is always guilty. This will go a long way to induce the public to change their generalized mentality of accusing the whole police force for sins done by one officer. The media and politicians should not be allowed to control the policing. By allowing the police to fall under control politicians, the community exposes itself to a greater danger than almost being without a police force. It is against that background that the administration police commandant should be made to enjoy the security of tenure of office to grant him freedom to run the force without fear of being manipulated by the media and politicians. The media being powerful opinion makers should ensure that the police force is not personalized and attributed to characters or qualities, which belongs to individual politician or human beings.

To address the issue of social economic factors 50% of officers who were not happy with administration police work cited poor and inadequate housing as well as lack of modern equipment and poor salaries. Administration police force should be supported by all. The government should provide adequate funds to the force. On the other hand the administration police should give quality

services that will portray a good image to restore public confidence. This should start on the training the instructors should be qualified and well trained. They should be exposed to seminars, workshops and courses within and outside the country.

There should be all-round training of all officers. This is an order to produce adequate or well-trained officers who are confident when serving the public. The administration police should be set to review the administration police sports organs. This will improve the sports and also help in devising other fun activities for example picnics. Senior administration police officers and other administrators should embrace this concept with passion. 85.5% of respondents indicated that they have suffered stress related complications. This comes with increased health problems. The administration police should consider introducing psychological testing and screening program. Regular mental as well as physical examinations go a long way in maintaining a healthy police force. Senior administration police officers should demand better psychometric Tests, ones tailored specifically to police work. Periodic psychological fitness-for-duty evaluations are important. Needless to say the obvious. A psychologist has a great role to play in administration police force.

c) For research

A lot of research is needed in this area. Researchers are called upon to look further for example to assess the indicators of stress associated mental ill health due to shortage of time, limitation of resources and bureaucracy involved in carrying out this study, the researcher was not able to continue further with the research. Given time and adequate resources, one could go further, for example to study other uniformed officers such as Tanzania Armed Forces and National Youth Service use of a larger sample and also research in similar institutions in different set up (officers) and compare with uniformed officers.

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QUESTIONNAIRES

Instructions

NOTE: FOR POLICE OFFICERS FAMILY ONLY

- The questionnaire is part of a study of the source, symptoms and impact of stress on job performance among administration police officers. The success of this study will depend on you filling in this questionnaire as sincerely as you can.
- The questionnaire does not bear your name and therefore the information will be treated as confidential.
- Finally I wish to thank you most sincerely for having taken your precious time in filling this questionnaire.

1. STUDY AREA.....

2. Gender - male ☐ female ☐

3. Age years

4. Religion

5. Education level

Primary school ☐

Secondary school ☐

Technical training ☐

University` ☐

Date of interview

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

Q1. What is stress?

.....

Q2. Have you ever suffered from stress? Explain

A Yes ☐ B No ☐

.....
.....

Q.3 (i) Are you happy with Administration Police Work?

a) Yes ☐ b) No ☐

(ii) Please explain your choice of yes or no 3 (i) above

.....
.....

Q.4 (i) Are you satisfied with officers 'transfer from station to station'?

a) Yes ☐ b) No ☐

(ii) Please explain your choice of yes or no of 4(i) above.

.....
.....

Q.5 could you please list some of the officers working conditions that stress you most as member of the family?

.....
.....

Q.6 What do you think can be put in place to manage stress among the administration police officers.

Please give as many suggestions as possible.

QUESTIONNAIRE FOR POLICE OFFICERS

SOURCES, SYMPTOMS AND IMPACTS OF STRESS ON JOB PERFORMANCE AMONG POLICE OFFICERS

- The questionnaire is part of a study of the source, symptoms and impact of stress on job performance among administration police officers. The success of this study will depend on you filling in this questionnaire as sincerely as you can.
- The questionnaire does not bear your name and therefore the information will be treated as confidential.
- Finally I wish to thank you most sincerely for having taken your precious time in filling this questionnaire.

Study area

Age Gender (Male/female)

Rank

Duration of service

Marital status

Date of interview

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

SECTION A

Q.1 what is stress?

.....
.....
.....

Q.2 Have you ever suffered from stress? Explain

.....
.....
.....

Q.3 which of the following if any, gives you stress (please tick as many as appropriate)

1. ☐ Over working
2. ☐ Demands from my family
3. ☐ My seniors
4. ☐ Public demands
5. ☐ The system of administration

Others (please specify)

Q.4 when you have stress, how does it affect your work?

1. ☐ Able to work or function normally
2. ☐ Working ability mildly impaired
3. ☐ Working ability severely impaired
4. ☐ Bed rest required

Q.5 Are you happy with your job? And why?

1. ☐ Yes , I enjoy it
2. ☐ Yes, since I have no choice
3. ☐ No, tired of the work routine
4. ☐ No, my seniors don't appreciate what I do
5. ☐ No, our living conditions are poor
6. ☐ No, obviously policemen are never happy

• Give any other

Q.6 (a) Do you enjoy working under your present work environment?

1. Yes ☐ 2. No ☐

b) Please give reasons for your choice of yes or no to 5 above

.....
.....

SECTION B

Q.7 Do you enjoy working under your present boss?

- 1. Yes ☐ He/she listens to my personal problems and is easy to talk to
- 2 Yes ☐ He/she gives realistic deadline/command
- 3. Yes ☐ He/she goes out of his way to make work/life easier
- 4. No ☐ He/she demands a lot from junior officers
- 5. No ☐ He/she is corrupt on duty
- 6. No ☐ He/she cannot be relied upon when things are tough at work
 - Others (please specify).....

.....

Q.8 Are you satisfied with officers transfers to stations?

- 1. Yes ☐ 2. No. ☐

Q.9 Please give reasons for your choice of yes or no (8) above

.....
.....

Q.10 Which is the most exciting moment in your career as a police officer?

.....
.....

SECTION C

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

- 1. Yes ☐ 2. No. ☐

(b) Please explain yes or no of the above answers.

.....

Q.13 Could you please list some of the working conditions that stress you most as a police officer.

- 1.....
- 2.....

Q.14 could you please list some of the duties that you consider stressful and affect your work performance as an officer.

- 1.....
- 2.....
- 3.....
- 4.....

Q.15 Have you ever suffered stress related complications?

1. Yes ☐ 2. No. ☐

b) If yes, how did you realize it was stress related?

.....
.....
.....

c) How do you manage your stress complication?

.....
.....
.....

Q.16 what do you think can be put in place to manage stress among the Administration Police Officers?

Give as many suggestions as possible.

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.....
.....