

**THE EFFECT OF JOB STRESS ON EMPLOYEE PERFORMANCE AT ZAMBIA
POLICE PARAMILITARY BATTALION**

BY

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I, **Lumbwe Stephen Mwila**, hereby declare that this dissertation represents my own work, and that it has not previously been submitted for a degree, diploma or other qualification at this or any other university. I also declare that all published work or material incorporated in this report has been acknowledged through a detailed list of references.

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CERTIFICATE OF APPROVAL

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ABSTRACT

This study analyzed the effect of job stress on employee performance at Zambia Police Paramilitary Battalion in Lusaka. The study utilized a causal research design imbedded in a mixed methods approach and employed Taro Yamane's formula (Yamane, 1967) to calculate 319 sample size.

The results showed that there was a moderate prevalence of job stress among the employees at Zambia Police Para-Military Battalion. Additionally, it was revealed that the main causes of job stress at Paramilitary Battalion were staff shortage, work schedules/shifts, role ambiguity, lack of resources, bureaucratic and red tape, inconsistent promotion and disciplinary practices as well as unequal sharing of work responsibilities. An inferential analyses involving Pearson's Correlation and Linear Regression analyses proved that a negative significant relationship exists between job stress and employee performance. Therefore, the study established that police officers at Paramilitary Battalion encounter unpredictable and potentially volatile situations caused by job stress factors which make them fail to execute self-initiated investigations, arrest lawbreakers or appear in courts to testify.

Based on this empirical evidence, the study recommended the need for the Police High Command to identify job stress management interventions that focus on enhancing employee performance by providing adequate resources, equal promotional/career development opportunities for all staff and effective communication or feedback. It was also suggested that addressing the effects of job stress would require the Police High Command to optimize workload, minimize role ambiguity and design competitive compensation systems that sufficiently reward employees for their contributions. Therefore, this study was important because it highlighted the status of the police officers in respect to job stress and how it affects their performance. Finally, the study provides an avenue for the Police High Command and employees in their career to understand and recognize negative stressors and intervene before the effects of decreasing job performance become severe.

Key Words: Job Stress, Employee Performance, Stress Management Interventions, Police Officers, Paramilitary, Zambia Police Service.

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ABBREVIATIONS AND ACRONYMS

CBT	Cognitive Behavioral Therapies
COR	Conservation of Resources
Coys	Companies
DC	Demand Control
DCP	Deputy Commissioner of Police
e	Margin of Error
EPIs	Employee Performance Indicators
FGDs	Focus Group Discussions
GSB	Graduate School of Business
HRM	Human Resource Management
HRPs	Human Resource Professionals
IACP	International Association of Chiefs of Police
INGEPOL	Inspector General of Police
JDC	Job Demand Control
LMICs	Low-and Middle-Income Countries
M	Mean
MVS	Maximum Variation Sampling
n	Sample Size
N	Total Population
PHC	Primary Health Care
PSMD	Public Service Management Division
PSQ	Police Stress Questionnaire
SPSS	Statistical Package for Social Sciences
SSG	Service Support Group
TAZARA	Tanzania-Zambia Railway Authority
UN	United Nations
UNZA	University of Zambia

CHAPTER ONE

BACKGROUND TO THE STUDY

1.1 Introduction

The effect of job stress on employee performance in the police service has long been studied by law enforcement experts, researchers and Human Resource Management (HRM) professionals due to its varied impact at individual, organizational and most importantly community level. The nature of police occupation is generally challenging and often embraces incidences of risk where officers are frequently exposed to distressing events in their job performance. The officers are exposed to volatile workplace events caused by unequal sharing of work responsibilities, staff shortage, bureaucratic and red tape as well as poor promotion and inconsistent disciplinary practices. These incidents present an adverse effect on self-assurance, authority as well as the perception of vulnerability, which make it harder for police officers to cope in the streets (Young, Koortzen and Oosthuizen, 2012). Haisch and Meryers (2004) admit that individuals are at risk of developing post-traumatic stress disorder when they experience distressing events that are beyond normal. This places the police at high risk, since abnormal stressful events occur frequently in policing environments (Hart, Wearing and Headey, 1995). Amoako et al., (2017) add that the probability that employees not exempted from this menace may be high since there is the possibility of being burdened with excessive workloads and long hours of work (overtime).

Inevitably, there is need for Human Resource Professionals (HRPs) to constantly address the effects of job stress in this competitive world where satisfaction of workers' needs is a major contributor to organizational performance. Rahman (2013) states that the productivity of any firm depends on lower level of employees' burnout and stress at workplace. Mitigating the undesirable effects of job stress enables employees to put their effort individually and collectively with more commitment and devotion for the achievements and goals of organizations. Therefore, conducting a research aimed at analyzing the effects of job stress on employee performance is topical and necessary to reveal how such negative experiences could be addressed in the Zambia Police Service.

1.2 Background of the Study and Organizational Information

The Zambia police service is a constitutionally established body charged with the responsibility to enforce the law and maintain public order in Zambia (Kabonde, 2010). In order to undertake its

responsibility effectively, the police service has created six Directorates that are headed by Deputy Commissioners of Police and these include Administration, Crime Prevention and Support Services, Criminal Investigations, Technical, Medical services and United Nations (UN) Peacekeeping Assignment Desk. Furthermore, there are seventeen divisions under the directorates, ten of which are named in accordance with Zambia's geographical provinces while the rest are State House, School of Public Order and Maintenance, Protective Unit, Lilayi Police College, Tanzania-Zambia Railway Authority (TAZARA), Airports and Paramilitary Battalion.

The Zambia Police Paramilitary Battalion is also known as the Service Support Group (SSG3). The battalion affords a distinct chain of command and a strict set of rules and procedures put forth to achieve the required police goals and tasks. Howling Pixel (2019) states that paramilitary is a semi-militarized force whose organizational structure, tactics, training, subculture, and (often) function are similar to those of a professional military, but is not formally part of a country's armed forces. The corollary to this is a widespread perception in law enforcement that military personnel possess favorable attributes for policing (Gershon, 1999). Fundamentally, the SSG3 has several sections in Lusaka under the command of a Deputy Commissioner of Police (DCP). Some of the key sections include Human Resource Management (HRM), Training School and Operations (PSMD, 2018). Under Operations, paramilitary officers are grouped into formations known as Companies (Coys). The battalion has 6 companies (A-Coy, B-Coy, C-Coy, D-Coy, E-Coy and Headquarters Company) and 24 platoons headed by Superintendents and Chief Inspectors respectively. Kabonde (2009) opines that the Paramilitary Battalion will be organized into companies and platoons and the employment of its detachment will be invariably on a platoon and not on individual basis unless otherwise expressly directed by the Inspector General of Police (INGEPOL).

The working culture of Paramilitary Battalion is distinct with other formations in the Zambia Police. The organizational structure, tactics, training and subculture require paramilitary police officers to be present always in camps, ready for deployment in disturbed areas including borders on rotational basis and work for long hours. However, this has been exacerbated by staff shortage, unequal sharing of work responsibilities, inadequate equipment, inconsistent promotion and disciplinary practices, rigid chains of command as well as authoritarian leaderships at platoon and company levels. It is thus anticipated that the stressful pressure created by this kind of work arrangement and culture affect the emotional energy and result into exhaustion and failure for

officers to effectively deliver excellent services as evidenced by public dissatisfactions regarding the performance of the police.

1.3 Statement of the Problem

The Zambia Police Service has been ranked as one of the worst performing police in the world (Muvi TV, 2019, July 23). Lianzambi (2014) reveals that most police officers do not exhibit the highest degree of integrity, fairness, appropriate force and civility when enforcing the law, and as such people fail to have trust and confidence in the police. Kalito (2018) also observes that there is an increase in cases of police officers engaging in corruption, inaction, selective order enforcement (neglect of crime and services), orientation toward self-interest and “gross indiscipline”. However, the development of such symptoms among employees in workplaces are attributed to job stress in the literatures. Queensland Government (2012) reports that indicators of occupational stress at the workplace include increased absenteeism, altered performance, changes in attitude, mood or behavior becoming irritable, volatile or aggressive, conflict with others, diminished work relationships and tiredness/lethargy/lack of interest. In addition, Murali, Basit and Hassan (2017) confirm that job stress is one of the most popular ‘occupational diseases’ of the century to mankind and it has affected individuals’ physically and psychologically, causing such impactful pressure on employees’ performance. Despite this empirical evidence, nothing has been done at Zambia Police Paramilitary Battalion to establish the prevalence, causes or effects of job stress among employees. Additionally, there has been a dearth of research knowledge in Zambia outlining interventions that may be used to address negative effects of job stress in the police. Thus, it was highly relevant to analyze the effect of job stress on employee performance at Zambia Police Paramilitary Battalion.

1.4 Purpose of the Study

The purpose of this study was to analyze the effect of job stress on employee performance at Zambia Police Paramilitary Battalion

1.5 Objectives of the Study

1.5.1 General Objective

To analyze the effect of job stress on employee performance at Zambia Police Paramilitary Battalion

1.5.2 Specific Objectives

1. To establish the prevalence of job stress among police officers
2. To find out the causes of job stress at Zambia Police Paramilitary Battalion
3. To examine the implication of job stress factors on employee performance
4. To suggest how the negative effects of job stress could be reduced or eliminated

1.6 Research Questions

1. How prevalent is job stress among police officers?
2. What are the causes of job stress at Zambia Police Paramilitary Battalion?
3. What is the implication of job stress factors on employee performance?
4. How can the negative effects of job stress be reduced or eliminated?

1.7 Justification of the Study

Rothmann and Rensburg (2002) posit that productiveness, motivation and health of the police are regarded as the most important factors contributing to a country's stability, economic growth and development. Thus, a study aimed at analyzing the effects of job stress on employee performance in the Zambia Police Service targeting in particular, Paramilitary Battalion is of utmost importance. The outcomes of this study are beneficial in a number of ways and the following stand out:

1. This study represents a step in the right direction to underscore the effects of job stress on employee performance in the Zambia Police Service.
2. This study would be of help to the Police Command and Paramilitary officers in their career to understand and recognize undesirable effects of job stress and intervene at any point.
3. Police officers and the general public may benefit significantly when the Zambia Police takes appropriate steps to improve employee performance and overall organizational efficiency using strategies that would be suggested as an outcome of this research.
4. The methodology used in the study would provide direction to future researchers who may wish to undertake a similar study.

1.8 Scope and Location of Research

This study was restricted to police officers at Zambia Police Paramilitary Battalion in Lusaka.

1.9 Theory of the Study

This study was guided by the Conservation of Resources (COR) Theory advanced by Hobfoll in 1989. The driving force of COR theory is based on the belief that individuals strive to maintain and obtain what they value as being resources. According to Deborah (2014), resources consist material elements or objects such as housing and possessions, along with personal characteristics (e.g., optimism, self-efficacy), energy resources (time, effort, knowledge) and conditions (employment roles, interpersonal relationships). However, when valued resources are threatened or denied, employees respond to any discomfort felt by developing the interest to acquire, retain and protect such resources. It is posited that police officers do so by engaging in corrupt activities, using force, gross indiscipline as well as selective application of the law which consequently affect citizens.

1.10 Limitation of the Study

There are certain limitations to the validity of this study which need to be considered when interpreting the findings and drawing conclusions. The generalizability of the findings may be decreased or reduced because the study would enlist participants using purposive and convenience sampling which are sometimes open to selection bias. The other limitation relates to a possibility for a pretest sensitization where participants would be given extra time to answer the questionnaires. Consequently, this may allow participants to alter their views to research items during the additional time. However, given that the research would not include a pre-test posttest design, this may not be regarded as a serious problem (Randall, 2006). The need for successful statistical confirmation of result may also be a challenge to this study due to extra time, investment and resources required by the researcher to refine the results. The relationship between job stress and employee performance may be established using inferential analyses due to which there may be ambiguity in the results. Thus, results are retested and refined several times for an unambiguous conclusion (Ong, 2003).

1.11 Organization of the Paper

This paper has been organized into five chapters. Chapter one deals with the introduction, background, problem statement, general and specific objectives, scope and significance of the study. Chapter two discusses the literature review while chapter three presents the research design and methodology. Furthermore, chapter four covers data analysis, presentation and discussion of results while chapter five ends by providing the conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses a review of theoretical and empirical literature relevant to the chosen subject matter. The purpose of the literature reviewed in this study was to reflect all the theories, schools of thought and research findings pertaining to job stress and employee performance. As such, this chapter provides an empirical basis of the study by comprehensively evaluating what other scholars have already investigated on the prevalence, causes, effects as well as management interventions of job stress.

2.2 The Concept of Job Stress

The word stress is derived from the Latin term "Stringere", meaning to draw tight, and was used in the 17th century to describe adversity or suffering (Selye, 1978). During the late 18th century, stress denoted force, pressure, strain and strong effort, referring primarily to an individual's organs or mental powers (Hinkle, 1973). Lately, stress has been defined as a response to a situation in which individuals are unable to meet the demands placed on them, resulting in a negative outcome (Maslach, Leiter and Schaufeli, 2009). Therefore, the term job stress is used interchangeably with employee stress, workplace stress or occupational stress. According to Malta (2004), occupational stress refers to any discomfort felt and seen at an individual level and triggered by instances, events or situations that are too intense and frequent in nature so as to exceed an individual's coping capabilities and resources to handle them adequately. Further, Irene (2005) defines job stress as a pattern of reactions which occurs when workers are presented with work demands that are not matched to their knowledge, skills or abilities, and which challenge their ability to cope. Hence, it may be stated that job stress is a significant and costly problem, and as such, the challenge for organizations is to manage occupation stress in order to reduce health-care costs and increase productivity (Lawrence, 1995). In other words, job stress may lead to increased health problems which explains employees' high rates of absenteeism, turnover and accidents as well as poor job performance.

2.3 The Concept of Employee Performance

According to Keijzers (2010), employee performance is also known as job performance. Job performance is operationally defined as the extent to which an individual completes duties that are required within an organization (Elangovan and Xie, 1999). This concept is used to measure the degree of achievement of employees with regard to business and social objectives from the perspectives of an organization. Keijzers (2010) citing Ramlall (2008) adds that good employee performance is necessary for the organization, since an organization's success is dependent upon employees' creativity, innovation and commitment. Further, Armstrong and Baron (2006) base the whole ethos of performance and performance management on the assumption that if the performance levels of employees can be raised, better organizational performance will follow as a direct result. Organizational performance encompasses all and sundry from the input (behaviour) of employees to the output (result), as well as the efficiency of systems and processes employed to execute tasks (Armstrong and Baron, 1998). Since the aim of this dissertation was to provide a causality between job stress and employee performance, organizational performance lied outside the scope of this research and as such, the job performance of police officers was addressed more. Jonyo (2015) opines that police officers are all members of the police service of whichever rank and formation.

The job performance of police officers in Zambia is guided by the supreme law of the land, the Constitution of Zambia. According to Article 93(2) of the Constitution of Zambia (Amendment) (2016), the police is mandated to:

- a) *protect life and property;*
- b) *preserve peace and maintain law and order;*
- c) *ensure the security of the people;*
- d) *detect and prevent crime;*
- e) *uphold the Bill of Rights;*
- f) *foster and promote good relationships with the Defense Force, other national security services and members of society; and*
- g) *Perform other functions as prescribed.*

In addition, the job performance of police officers in Zambia is carried out within the regulatory frameworks of the Zambia Police which include the Zambia Police Act, Zambia Police Service Standing Orders, Zambia Police Instructions, Staff Regulations and Rules as well as relevant accountability frameworks. As such, police officers are mandated to perform their job responsibilities in a manner consistent with the core values of professionalism, integrity and dedication towards creating a platform that promote democracy, unity and uphold the rule of law in ensuring a safe Zambia for all.

In Zambia, the nature of policing varies widely, from educating citizens about crime prevention, investigating criminalities, apprehending offenders as well as safeguarding the security of people's lives and property. Jonyo (2015) acknowledges that a fully functioning police service is vital for enforcement of a country's laws, maintenance of peace, protection of property and provision of security. It is against this background that the Zambia Police Service has developed detailed objectives guiding the paramilitary battalion in efficiently maintaining law, peace and public order. According to Kabonde (2009), the objectives of the Zambia Police Paramilitary Battalion are:

- a) To provide a striking force for use in disturbed areas including borders,*
- b) To guard vital installations within Zambia*
- c) To guard VIPs and Specialists*
- d) To provide for such courses as the Inspector General of Police may direct.*

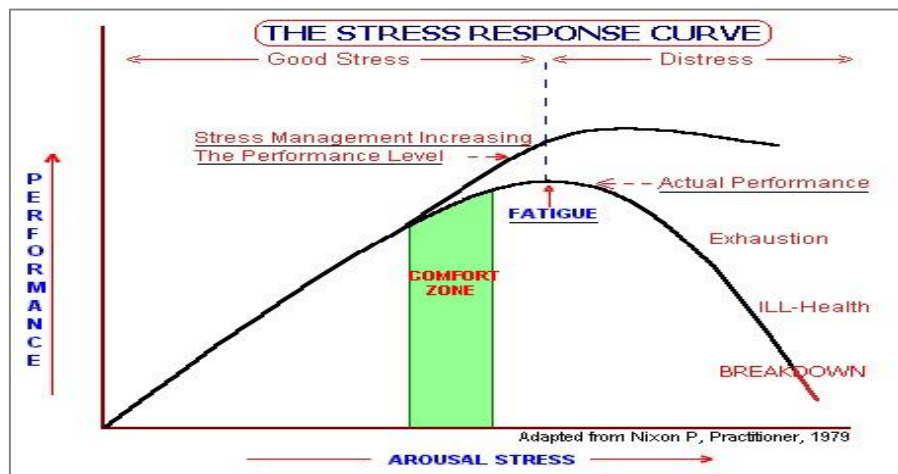
The above outlined objectives are significant in guiding the job performance of police officers which is accomplished through a number of activities. A study conducted by Shane (2010) showed that police performance is operationalized through recorded indicators of police activity. These items include (a) arrests, (b) citations, (c) self-initiated investigations, (d) self-initiated stops, (e) reports completed, (f) citizenship complaints, (g) administrative complaints, (h) sick hours, (i) on duty injuries, on (j) duty motor vehicle accidents, and (k) failure to appear in court (Chikwem, 2017). However, the work performance of police officers at Paramilitary Battalion has been below the expectations of the public over the past few years. This has been attributed to the quality of services that are no better in most cases as evidenced by an increase in a number of crimes such as political violence, tribalism and hate speech, chemical gassing attacks, ritual killings coupled with the unprofessional behavior of police officers like selective order enforcement and the use of

excessive force. Hence, it was necessary to examine whether the performance or non-performance of police work by officers at Paramilitary Battalion could be associated to the incidences of job stress after discussing a theoretical as well as empirical literature review.

2.4 Theoretical Literature Review

The theoretical literature review of this study examined the corpus of theories that have accumulated in regard to the relationship that exists between job stress and employee performance. The notion of these theories has gained strong support from the workplace stress research literature in understanding the models that have already been developed, the associations between them, the degree to which existing theories have been investigated, and to advance new hypotheses to be tested. For example, the Stress Response Curve developed by Nixon (1979) shows the relationship between job stress and employee performance as presented below.

Figure 1:



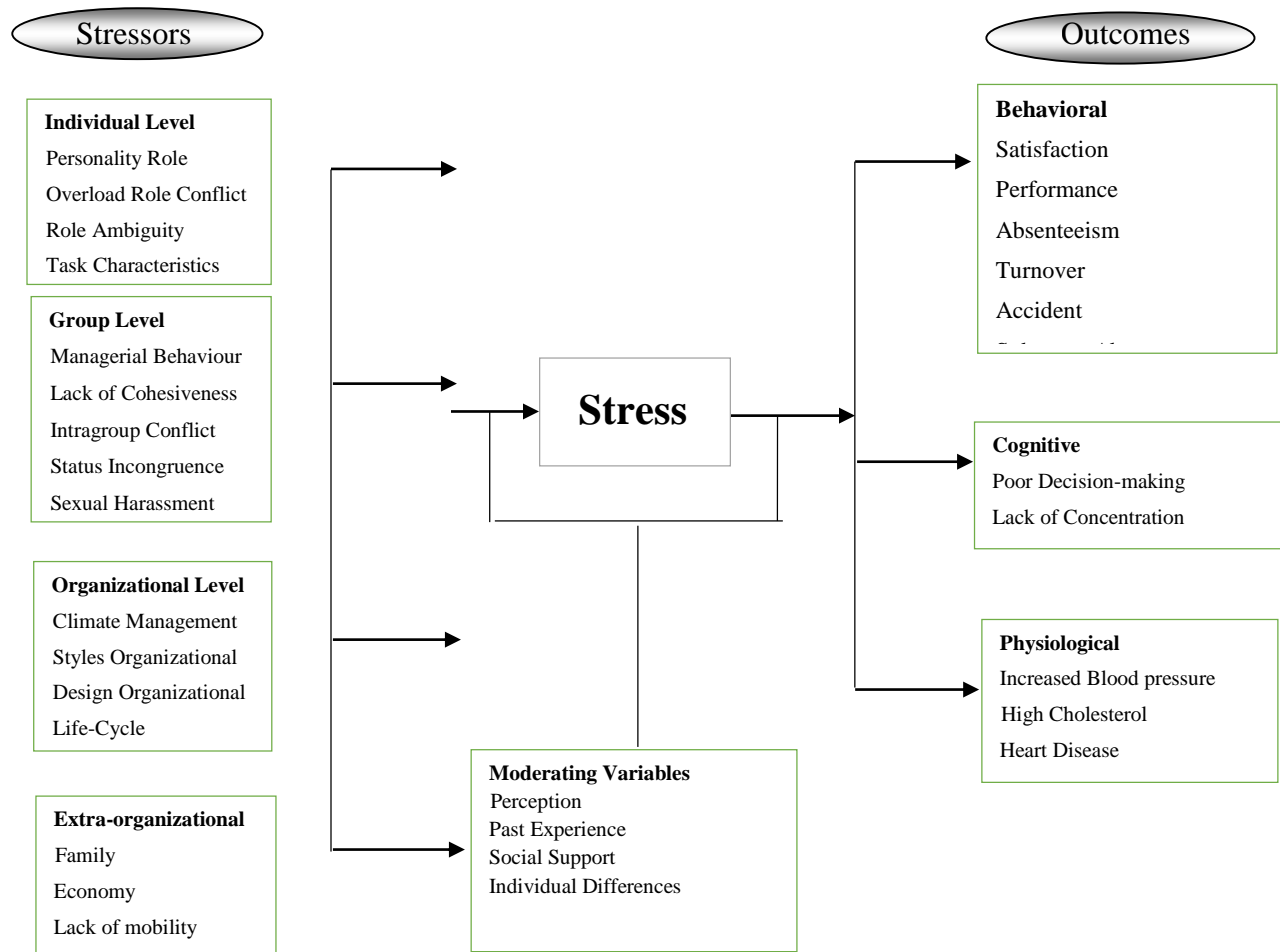
Source: Nixon (1979).

The curve in Figure 1 above shows that employee performance improves with the acceptable levels of stress but decreases when job stress becomes overwhelming. Sarah (2012) notes that extreme stress cause fatigue to an individual and cause burnout which affects the health of the individual. A positive effect as shown by the graph is the increase in performance levels when stress management is effective such as providing adequate resources, equal promotional/career development opportunities, effective communication that motivates employees to perform at their best. Nyangahu and Bula (2015) claim that stress that is left unmanaged results in negative effects such a slow performance and low enthusiasm and if not managed well may lead to burnout.

Further, a study done by the National Health and Safety Committee (2005) on the operational health and safety effects of stress indicates that the Job Demand Control (JDC) or Demand Control (DC) is useful in understanding occupational stress. According to this theory, job stress originates from the work environment rather than demographics or an employee’s attributes. George and Andrew (2010) adds that strain occurs as a result of a combination of high job demand and low job control in the work environment while (Bickford, 2005) stated factors that cause strain to occur as conflict in demands, a lack of control, lack of fairness, insufficient reward and work overload.

This study is also fitting with the notion of workplace stress model as posited by Kreitner and Kinicki (2007). According to this model, the link between stress, stressors and behavioral outcome have been modeled by researchers to highlight the connection among them as illustrated below:

Figure 2: A Model of Occupational Stress



Source: Kreitner and Kinicki (2007, p.530).

Figure 2 shows that stressors lead to job stress which is manifested at different levels of the employee's life with a host of consequences. Therefore, the implications of workplace stress may include low job performance burnout (Anderson, Litzenberger and Plecas, 2002) as well as (Harpold and Feenster, 2002).

Aswathappa (2006) underscored the effects of both stress with burnout on employee performance as shown in the table below:

Table 1 Effects of Stress vs. Burnout

STRESS	BURNOUT
<i>The person feels fatigued</i>	<i>The individual encounters chronic exhaustion</i>
<i>The person is anxious</i>	<i>The individual is hypertensive</i>
<i>The person is dissatisfied with his/her job</i>	<i>The individual is bored and cynical about the work</i>
<i>The person's job commitment has dropped off</i>	<i>The individual's job commitment is virtually nil; he/she is mentally detached from the organization</i>
<i>The person feels moody</i>	<i>The individual feels impatient, irritable and unwilling to talk to others.</i>
<i>The person feels guilty</i>	<i>The individual encounters mental depression.</i>
<i>The person is having difficulty in concentrating; he/she tends forget things</i>	<i>The individual does not seem to know where he/she is; forgetfulness is becoming more frequent.</i>
<i>The person undergoes physiological changes such as increased blood pressure and heartbeat</i>	<i>The individual begins to voice psychosomatic complaints</i>

Source: Aswathappa (2006).

The table above shows that stress and burnout has been linked within the work context to reduced job performance and high absentee rates which in turn present negative effects on the overall performance of organizations (Maslach, Leiter and Schaufeli, 2009). The extant theoretical literature review has provided vital secondary information to the current enquiry although empirical literature evidence requires attention to appreciate fully the relationship that exist between job stress and employee performance.

2.5 Empirical Literature Review

The empirical literature review of this study provides an overview of existing scientific evidence pertinent to a formulated research question which seeks to analyze the effects of job stress on employee performance in the present study. Therefore, the extant literature reviewed emphasizes the prevalence, causes, effects as well as interventions used in the management of job stress.

2.5.1 Prevalence of Job Stress among Employees

Obirih (2014) assessed occupational stress and burnout and their effects on the performance of employees in selected banking institutions in Kumasi. The findings revealed that there was a moderate existence of occupational stress and burnout that pose a significant negative relationship with work performance. The study showed that the major causes of occupational stress among the bank workers were the workers not getting ample time to deal with family issues and working longer than scheduled times. The burnouts encountered by workforces included back-pains due to sitting for a long time continuously and feeling fatigued to work for the following day because of the full day's work. Similarly, a study by Goswami (2015) reported that stress increases the level of fear, anger, anxiety as well as nervousness and reduces the level of satisfaction and confidence among employees causing behavioral and physiological consequences. The study therefore suggested that proper and healthy working conditions along with all required resources such as information should be provided by the managements. Further, the study recommended that organizations can also use few other interventions for stress management namely regular counseling sessions, time management and behavioral training, strong career planning, staff development, employee wellness program and sessions such as the art of living to reduce or eliminate the negative effects of stress.

Dugani et al., (2003) analyzed the prevalence and factors associated with burnout among frontline primary health care providers in Low-and Middle-Income Countries (LMICs). The study revealed that frontline nurses in South African had the highest prevalence of high emotional exhaustion and depersonalization, while Primary Health Care (PHC) workers in Lebanon recorded highest levels of low personal achievement. Furthermore, the study showed that whenever nurses experience high levels of job stress, they revert to treating their patients in a dehumanized manner or as objects, with limited emotional involvement. A study by Oginska-Bulik (2006) also revealed that health

care workers reported high prevalence of experienced stress and burnout at work. The study employed a linear regression analysis to establish that work overload and negative activity predicted emotional exhaustion and was responsible for 62% of the total variance of the dependent variable. The study therefore concluded that the higher the stress related to work overload, the higher the tendency to experience negative emotions, and hence higher levels of emotional exhaustion.

Alosaimi et al., (2012) studied the prevalence of stress and its determinants among residents in Saudi Arabia. The study used a Perceived Stress Scale (PSS) and reported that stress was associated with higher workload, sleep deprivation, dissatisfaction with colleagues and the program, and harmful ideations, work-related, academic and homesickness stressors. Furthermore, Saudi nationality, facing homesick stressor, work-related stressor, dissatisfaction with relationships with colleagues, and frequent thoughts of quitting the medical profession were identified as potential stressors. Consequently, the study recommended that further research is needed to support the personal well-being of those affected by stress and minimize workplace burnout by developing short and long term strategies that could be used to lessen the causes of job stress.

2.5.2 Causes of Job Stress

Lianzambi (2014) investigated “public perception of the performance of Zambia Police Service in Kitwe District of the Copperbelt Province of Zambia”. The findings showed that most police officers do not exhibit the highest degree of integrity, fairness, appropriate force and civility when enforcing the law, and as such people failed to have trust and confidence in the police. In view of the study findings, it was suggested that education about the effects of corruption, modern policing methods, human rights and the police recruits curriculum should be included to allow trainees specialize in various tasks after the first 6 months of general police duties training program. Further, it was recommended that effective police training and administrative reforms should be undertaken to improve police performance.

Roy, Novak and Todorovi (2010) studied job burnout among prison staff in the United States and Croatia. The findings focusing on possible origins and consequences of stress showed that the most frequently reported predictors of burnout among prison staff are personality variables, role ambiguity, role conflict and work load. Other variables included understaffing, lack of environmental control, lack of participation in decision-making, inmate contact and confrontations

with inmates and job danger. Similarly, the concern about the health of police personnel has dominated the focus of research in recent time because police work is usually pictured as highly stressful, with police officers showing high levels of work stress and burnout (Moster and Joubert, 2005). Despite, the varied focus of previous research findings on job burnout and employee job performance, there has been a dearth of studies in Zambia identifying factors that contribute to job stress among police officers.

Murali, Basit and Hassan (2017) analyzed the impact of job stress on employee performance and adopted a causal research design to carry out the data collection. The findings showed that time pressure and role ambiguity have significant negative influence on employee performance. Based on these findings, it was established that when time pressure and role ambiguity are increased, employee performance in all aspects would reduce. Hence, the study suggested that managers should ensure that role ambiguity is minimized and clear roles are given and communicated to workers in order to increase job performance. The study concluded that supervisors and managers should strongly be encouraged to discuss time allotment and task completion dates or duration of the task with their subordinates to avoid time pressure.

Schwab (1986) conducted a research study entitled “educator burnout, sources and consequences in which a model was tested on selected elementary and secondary teachers. The results showed that the causes of burnout were a combination of employees’ unmet expectations as well as work disorders of low participation in decision making, high levels of role conflict, lack of freedom and autonomy, absence of social support and inconsistent compensation and punishment structures. This affected the employees in terms of intention to quit teaching, lessened effort, absenteeism and compromised quality of life. Notwithstanding the significance of identifying the causes and consequences of burnout, the previous study failed to pinpoint effective measures that could be used to prevent and eliminate undesirable effects of job stress on employee performance.

2.5.3 Effect of Job Stress on Employee Performance

The undesirable effects of job stress have been identified as a challenge to both organizations and employees with different demographic profiles. Selye (1978) describes stress as the body's nonspecific response to any demand. As such, job stress can take a psychological toll on police officers and it can range from simple irritability to serious anxieties, depression, flashbacks and

panic attacks (Stinchcomb, 2004). Other psychological symptoms include anxiety, anger, guilt, feeling unappreciated as well as social withdrawal. Sheehan, Van Sheehan and Van Hasselt (2003) state that stress-related behavioral changes may manifest as a lack of job involvement, absenteeism, premature retirement and poor relationships with non-police friends. Employees with high levels of stress also show acts of deviance and destructive behavior, including high rates of substance abuse, divorce, suicide attempts, domestic violence, and over-eating (Arter, 2008). Morris (1986, p. 124) adds that “burnout occurs when stress has been so intense for such a long period that it is difficult for an employee to perform even the most basic requirements of his/her job”.

Porter et al., (1974) established that the effect of job stress on the individual ultimately affects the organization. Employees create problems for the management through inefficiency in performance, wastage of operational resources and creating obstacles for subordinates that result in worst situation for the business. However, employee performance is considered to be at the peak with moderate level of work stress, but when it goes beyond, productivity decrease. The study also showed that employees performance remain poor at different level of stress because at low level of stress for example, employees may not be sufficiently energized and may not be whole-heartedly dedicated to their job, resulting in low productivity and at the peak of stress, employees would want to get out of that stressful situation hence resulting in low levels of work concentration. This shows that there is a complex relationship of work stress and performance and because of that, organizations need to take appropriate strategies to enhance performance.

A study by Aswathappa (2009) on “Human Recourse Management Text and Cases” showed that stress has become one of the reasons that workplace of recent times has suffered demise, with a lot of unhealthy people and loss of many of employer's work-days and hours of productivity. Chikwem (2017) noted that approximately 80% of the variance in police officers’ job performance was explained by job stress indicating a negative relationship between police officers’ stress and job performance. This implied that job stress lead to lower levels of employee performance which also translate to reduced productivity of an organization at large. In spite of the fact that the previous research provided evidence on the influence of stress, burnout and employee performance in other countries, there has been no studies conducted in Zambia on this subject matter.

Kroes, Hurrell and Margolis (1974) investigated “job stress in police administrators” and found that administrative policies and lack of support from higher level managers negatively affect the self-image of police officers as professionals. The study showed that as officers gain more knowledge and experience over time, they grow resentful when management becomes resistant to their input and involvement. The findings of this previous study on administrative policies and support have provided empirical information relevant to the current investigation although research data were strictly gathered using interviews from thirty (30) police administrators. The present study was however designed to sample 319 police officers with different demographic and occupational profiles in order to get acceptable number of responses and desirable accuracy as well as reaching a reliable and significant result in testing research concepts. In addition, a methodological triangulation was employed in this research to gather adequate data that could provide rich findings regarding the negative effects of work stress as well as appropriate job stress management interventions.

2.5.4 Job Stress Management Interventions

According to Holman, Johnson and O’Connor (2018), stress management interventions refer to a class of activities which are used by organizations to improve employees’ well-being and reduce stress, principally by either addressing the causes of stress or reducing the impact of stress on an individual. Addressing job stress and employee performance presents many benefits for an organization in terms of improving job performance, increasing the relationships of employees with supervisors as well as decreasing sickness and absenteeism rates among employees. The stress management literature typically categorizes interventions according to the ‘focus’ of job stress management as well as the ‘level’ at which an intervention takes place (de Jonge and Dollard, 2002). Implied in this statement remains the fact that job stress management interventions can be classified at various levels such as primary, secondary and tertiary levels. The goal of interventions at primary level could be anchored on preventing stress from occurring, eliminating the causes of job stress and improving the sources of employee well-being while secondary interventions may be intended to decrease the severity or duration of job stress when it has occurred and prevent the effects of job stress from influencing the performance of the employees negatively. Conversely, tertiary interventions are aim at rehabilitating and maximizing performance of employees who are already experiencing or suffering from the effects of job stress.

A study conducted by Anger, Elliot and Bodner (2015) on the “effectiveness of total worker health interventions” revealed further that primary organizational-level interventions aim to eliminate the sources of occupational stress by way of changing organizational practices and policies such as those concerned with leadership, working time, and occupational health and safety. The study reported that the common primary level interventions are job redesign interventions which seeks to modify job characteristics (e.g., job discretion, workload, ergonomic design) as a means of enhancing employee well-being, and they have a strong empirical and theoretical grounding in studies of job design that show job characteristics to be key antecedents of employee stress and well-being (Humphrey, Nahrgang and Morgeson, 2007).

The secondary level interventions aim at equipping employees with relevant skills and abilities to cope with stress and promote job performance, and provide workers with opportunities which enables them to engage in stress reduction activities. As such, these strategies can comprise relaxation, meditation, mindfulness training, cognitive behavioral therapy and exercise programs, as well as other techniques such as education and interpersonal skill development. Gross (1998) adds that these practices promotes antecedent-focused emotion regulation strategies which strive to decrease or eliminate the causes of job stress, or response-focused emotion regulation strategies that seek to reduce the level of stress experienced by individuals. It has also been reviewed in the literature that some practices for intervening the causes and effects of job stress are multimodal. This multidimensional aspect consist a combination of relaxation, Cognitive Behavioral Therapies (CBT) as well as mindfulness exercises. The other practices may involve the introduction of peer support groups which permits employees to discuss the problems they encounter as well as providing trainings in communication skills to improve the ability of every single employee to manage stressful situations through, for instance, improved conflict management (Leiter et al., 2011). This approach may be useful in increasing the chance of beneficial results for both the employee and an organization, develop a wide set of workforce skills that can be used across different circumstances, provide employees with the opportunity to develop both antecedent and response-focused emotion regulation strategies, and increase the chance of satisfying employees’ needs.

Chandra (2019) states that organizations adopt their own stress management strategies that help employees feel calm and overcome the difficulties experienced during the work. Implicit in the

above statement is the fact that effective stress management methods and programs help to enhance the performance, efficiency and productivity of employees in organizations.

The study by Van-Wyk and Pillay (2010) has provided strategies for addressing the effects of work stress and improving job satisfaction amongst the employees. The findings revealed three preventive interventions: (1) support groups; (2) stress management training; and (3) management interventions provided to support staff. Therefore, the present inquiry was undertaken to understand from management and employees' point of view whether the Zambia Police Paramilitary Battalion has employed any techniques for preventing, managing and eliminating the effects of job stress.

McDonald (2012) investigated “correlates of police and correctional officer burnout.” The findings showed that burnout may be influenced by perceptions of fairness in promotional and disciplinary processes, which may be confounded by an officer’s race/ethnicity, agency size, and perceptions of fairness in promotions and discipline. To address this, the research recommended that police and correctional agency administrators might want to consider designing promotional and disciplinary procedures that promote transparency and emphasize merit-based outcomes rather than equality-based outcomes. Thus, the current study determined if the recommendations provided to improve employee performance in Orlando, Florida could also be suggested in Lusaka, Zambia.

Dewhurst, Guthridge and Mohr (2009) in their enquiry of “motivating people and getting beyond money” revealed that there are two main ways of motivating employees: financial motivation and non-financial motivation. The findings revealed that for most employees, non-financial rewards or recognition serve as a better motivator than money. Similarly, non-financial motivators are more plentiful and may bring out creativity in the employees. Therefore, the study suggested that if a manager wants to motivate their employees, they need to think about the individual and decide to the type of non-financial rewards that could be given to a specific employee. The study concluded that if a cash bonus or a salary raise methods are used properly by management, they could be extremely helpful tools to motivate employees and have them understand that their work is appreciated. Since Dewhurst’s study and others focused only on management motivational strategies that can be used in the prevention and treatment of burnout, the researcher in the current study was stimulated to investigate the strategies employed by both management and employees in avoiding unfavorable effects of job stress at Zambia Police Paramilitary Battalion.

Finally, Wang et al., (2014) investigated “stress, burnout, and job satisfaction in Chinese police forces”. The findings revealed that long-term occupational danger, heavy public and peer pressure, high strength and hyperirritability are likely factors that contribute to professional burnout. The study indicated that understanding the causes and countermeasures of professional burnout is of great realistic significance for enhancing the efficiency of police actions. Further, the study established that police professional burnout can be eliminated through optimizing social environment, improving management structure of police agencies, strengthening legal rights of police officers as well as increasing the quality of police cadets. The findings discovered in the study under review were relevant to the current research although the previous study did not provide empirical evidence on the effectiveness of such job stress management interventions.

2.6 Summary

This chapter has provided a review of relevant literatures on the independent and dependent variables, which are job stress and employee performance. The next chapter discusses in detail the research design process and the methodological choice of the study by identifying and justifying the population and sample size, types and sources of data, data collection techniques and analysis as well as ethical considerations.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter discusses in detail the research design process and a methodological choice of the study. The chapter mainly describes the population and sample, methods of sampling, types and sources of data, techniques of data collection and analysis, validity and reliability as well as considerations of ethical issues.

3.2 Research Design

This study aimed at analyzing the effect of job stress on employee performance at Zambia Police Paramilitary Battalion. In order to achieve this objective, the study draws statistical, quantitative results and further attempts to explain the established relationship with qualitative study. Thus, the appropriate research design adopted was a casual (also known as explanatory) type embedded in a mixed methods approach involving quantitative and qualitative procedures that seeks to respond to both the how and why aspect of the fundamental research question. The casual research design was adopted as an appropriate strategy for this study because it identifies causes or reasons and provides evidence to refute or support a prediction or explanation. Creswell (2003) admits that emphasis of this research design is on studying a situation or a problem in order to explain the relationship between variables or test whether one event causes another. In essence, a mixed methods approach was employed to answer questions which could not be handled using only qualitative or quantitative methods alone in this study. Creswell et al. (2003) state that mixed method approach involves the collection of both quantitative and/or qualitative data in a single study in which the data are analyzed concurrently or sequentially, given a priority, and integrated at one or more stages in the research process. Therefore, this chapter sets the procedure on how data and information relevant to the research was gathered, analyzed and reported in order to achieve the objectives of the study.

3.3 Population and Sample

The study enlisted potential respondents from Human Resource, Training and Operation units at Zambia Police Paramilitary Battalion. The population study was about paramilitary officers who

have only been working in their current technical job roles for at-least five years. Thus, the study applied Taro Yamane’s statistical formula (Yamane, 1967) to calculate a sample size in which a 95% confidence level and 5 percent margin of error are assumed. Using Yamane’s method under this study to determine the adequate sample size of 1, 577 employees at Paramilitary Battalion (PSMD, 2018) would be:

$$n = N/ 1+ N (e)^2$$

$$n = 1, 577/1+ 1, 577 (0.05)^2$$

$$n = 1, 577/1+ 1, 577 (0.0025)$$

$$n = 1, 577/1+ 3.9425$$

$$n = 1, 577/4.9425$$

$$n = \mathbf{319}$$

It must be highlighted that the letters 'n', 'N' and 'e' in the above formula as advanced by Yamane (1967) represent the sample size, total population and margin of error respectively. As such, a sample size of 319 participants out of the entire population of 1, 577 employees at Paramilitary provided an acceptable number of responses to obtain a desirable accuracy and maintain a 95% confidence level with minimum cost. This sample size also made it easy to reach reliable and significant result in testing the research concepts.

Furthermore, a random sampling technique was employed to select 274 respondents to participate in a survey questionnaire out of a total population of 1, 577 for the study. This procedure was used to ensure that everyone in the population had an equal chance of being enlisted in the sample to answer the survey questionnaire. The techniques adopted in selecting the sample required prior knowledge of the target population for a determination of the size that would help researcher to reach a reasonable estimate with accepted precision and accuracy of the study population. The goal of the sampling method used was to obtain a sample that is a representative of the population (Ghansah, 2011). Hence, purposive, expert and convenience sampling as well as Maximum Variation Sampling (MVS) were used in this study to enlist Paramilitary officers for either Focus Group Discussions or In-Depth Interviews who would exhibit particular characteristics in the manner they would answer the survey questionnaire.

3.4 Types and Sources of Data

There were primary and secondary sources from which research data mainly emanated. The primary data was obtained from police officers at Paramilitary Battalion predominantly through self-

administered survey questionnaires, Focus Group Discussions and In-Depth Interviews. The collection of primary data provided deeper understanding of participants' lived experiences, feelings, beliefs and meanings of the workplace. Conversely, secondary data was obtained mainly from journals, articles, books, reports, publications, electronic books and the internet. As such, secondary data was crucial in this study because it enabled the researcher to be acquainted with what has previously been done in investigating the effects of job stress on employee performance. Obirih (2014) professes that secondary data is crucial for any research because it allows the researcher to know what has been done in the area of interest and the procedures that were used to come out with those findings.

3.5 Data Collection Techniques and Process

A methodological triangulation was employed in this dissertation to facilitate the concurrent use of more than one research method of data collection techniques selected in tapping different aspects or dimensions of the subject being studied. Fundamentally, data was collected using, as the case would be determined, Survey Questionnaires, In-Depth Interviews and Focused Group Discussions (FGDs). Casey and Murphy (2009) profess that a methodological triangulation has been found to be beneficial in providing confirmation of the findings, more comprehensive data, increased validity as well as enhanced understanding of a studied phenomenon. It must also be highlighted that In Depth Interviews as well as FGDs were conducted while giving attention to bracketing issues to eliminate much of the researcher's possible biases or preconceptions by setting aside, suspending and holding in abeyance beliefs on the subject of job stress and employee performance at Zambia Police Paramilitary Battalion.

A survey questionnaire for this study was developed based on the content of detailed literature reviewed to understand job-related stress and employee performance issues at Zambia Paramilitary Battalion. The questionnaire instrument asking respondents about job stress included Police Stress Questionnaire (PSQ) (McCreary and Thompson, 2006) as well as Employee Performance Indicators (EPIs) (Shane, 2010). The questionnaire format consisted an initial section that collected demographic and occupational information and was followed by other segments asking respondents about general issues related to work such as the prevalence, causes, effects and management strategies of job stress.

The Police Stress Questionnaire (PSQ) comprised two components of police stress: PSQ-organization and PSQ-operation served as sub-independent variables in this study. The components were utilized to assess the perceived severity, intensity and frequency of job stress among police officers at Zambia Police Paramilitary Battalion. However, each of the police questionnaires in the present investigation were modified to measure job stress and employee performance concerns using 20, 5-point Likert-type questions as shown in Appendix I. Chan et al. (2015) state that the Likert scale is a type of interval scale designed to assess how strongly the respondent felt towards the statements on a five-point scale.

It must also be highlighted that the adopted survey questionnaire consisted close and open-ended questions. Close-ended questions were developed to assist in the collection of information and quantifiable data while open ended-questions were designed to explore qualitative aspects of the study. Asika (2001) acknowledges that a questionnaire is a consistent instrument for collecting data beyond the physical reach of the respondents. Thus, a questionnaire used in this study contained four sections: Section 'A' addressed employees' biographic and occupational characteristics such as gender, age group, marital status, education qualification, rank as well as work experiences studied through the number of years in service. On the other hand, Section 'B' covered various statements about the prevalence, causes and effects of job stress using a five-point Likert-scale while Section 'C' covered job stress management interventions.

In order to understand the causes, effects and strategies of managing job stress, In-depth Interviews as well as two Focus Group Discussions (FGDs) that each comprised nine participants were conducted. Under FGDs, the researcher requested participants to answer certain questions while giving them enough time to freely justify their answers which were provided either orally or using non-verbal signs such as facial expressions. Maslach (2003) posits that the key benefit of focus groups has always been a brainstorming format where several opinions are shared and gathered simultaneously and the interaction between participants serve to facilitate information gathering process. Equally, an in-depth interview was conducted because it was faster, quick and helped in yielding data mentioned to be rich with enhanced insight useful for solving the problem. These two instruments enabled the researcher to collect detailed and insightful information using a face to face interaction. The participants selected using this technique are in a better position to communicate experiences and opinions in an articulate, expressive, and reflective manner (Bernard, 2002).

Finally, the questionnaire was employed to collect views about participants' lived experiences, feelings, beliefs and meanings regarding employee performance. Following other research studies on police job performance, a composite measure of performance indicators included items related to participants' job performance such as arrests, citations, self-initiated investigations, self-initiated stops, reports completed, citizenship complaints, administrative complaints, sick hours, on-duty injuries, on-duty motor vehicle accidents and failure to appear in court (Summerlin et al., 2010). Rowena, Peter and Maria (2004) state that composite performance indicators provide many advantages such as offering a more rounded assessment of performance and presenting the 'big picture' in a way in which the public can understand.

3.6 Scale Measurement of Reliability

This study aimed at investigating the effect of job stress on employee performance at Zambia Police Paramilitary Battalion and based on the data collection techniques employed, a Cronbach's coefficient alpha as a scale measurement was conducted to test the reliability and validity of the questionnaire. In other words, a Cronbach's coefficient alpha in this study was used to determine how well or goodness the items for independent and dependent variables were positively correlated with each other in the survey questionnaire. The internal consistency reliability of the questionnaire is higher when a coefficient alpha (α) is closer to figure 1 but there is no internal consistency when the value equals to 0 (Chan et al., 2015). The justification for employing Cronbach's coefficient alpha as shown in Appendix V was based on the understanding that it reveals the extent to which the survey questionnaire is error-free and limited against bias. A Cronbach's coefficient alphas as a scale measurement of internal reliability in this study has been shown in Table 2 below:

Table 2: Reliability Statistics using Cronbach's Coefficient Alpha

Variables	Cronbach's Coefficient Alpha	Number of Items
Job Stress	0.844	40
Employee Performance	0.943	11
Total	0.919	51

Source: Author (2020).

The result from the statistical analysis of the independent and dependent variables in the table above show that job stress and employee performance had Cronbach's coefficient alpha values of 0.844

and 0.943 respectively. These statistical findings therefore imply that the independent and dependent variables in this study had a good or excellent reliability with a total coefficient alpha value of 0.919 which ranges between 0.70 - 0.90.

3.7 Data Analysis and Process

This study analyzed the effect of job stress on employee performance at Zambia Police Paramilitary Battalion and based on the techniques employed, both quantitative and qualitative data was collected and analyzed to provide complete information. Quantitative data was analyzed using an IBM Statistical Package for Social Sciences (SPSS) version 20 and Microsoft Excel 2013. These tools aided the researcher to generate statistical graphs, percentages and other numerical interpretations that were useful in describing the distributions of summated variables. The mean and standard deviation also were used in descending order to identify job-related stress and employee performance concerns amongst police officers. The overall average score of all responses was calculated using the mean while the standard deviation was utilized to provide evidences of whether responses provided were close to each other or widely apart. A mean score value of less than 2 indicated a low level of occupational stress, a mean value of between 2 and 3 indicated a moderate level of occupational stress and a mean value of 3 and above indicated a high level of occupational stress (Obirih, 2014). Conversely, gathered qualitative data was analyzed thematically using content analysis. The content analysis technique helped the researcher to critically analyze and organize the gathered information into themes and categories with a view to provide deeper insights into the research subject matter. Fundamentally, this involved the process of inspecting all responses to identify spelling mistakes and any unanswered or wrongly answered question(s).

Moreover, an inferential analysis involving Pearson's Correlation and Linear Regression Analyses was conducted in a statistical software to examine the relationship that exists between job stress and employee performance. Sekaran and Bougie (2012) posit that Pearson correlation and linear regression analyses are used to measure the direction, strength and significance of the relationship between all variables that are suitable for either interval or ratio variables. The value of correlation coefficient lies between -1 to +1 and value "0" indicates that there is no relationship. Chan et al., (2015) postulate that a correlation becomes weak when the value is less than 0.5 and strong correlation when the coefficient value exceeds 0.8. 'Beta' in the regression analysis helps to explain

how strongly the independent variable influences the dependable variable while 'R square' represent the coefficient of determination that describe the amount of variation in the variables. On the other hand, 'Significance' shows either an important relationship between the observed variables or not. Appendix V illustrates the rules of thumb of Pearson correlation while Table 10 explains the linear regression analysis showing a relationship between the research variables.

3.8 Ethical Considerations

In order to adhere to research ethical considerations, the researcher sought permission from the Humanities and Social Sciences Research Ethics Committee (HSSREC) of the University of Zambia and the office of the Inspector General of Police (INGEPOL) to conduct a research at Zambia Police Paramilitary Battalion in Lusaka. Consequently, the researcher was given a research authorization number HSSREC 2019-NOV-008 by the University of Zambia and P.R.O 82 from the Zambia Police Service. Moreover, consent was obtained from participants before they participated in the study and the researcher ensured that participation in the research was entirely voluntary. In addition, participants were assured that the study intended to collect information purely for academic purposes and as such, all responses would be treated with utmost confidentiality by not divulging information provided or allowing participants to write their names on questionnaires. This helped to minimize fears of victimization and promoted honest in the way participants responded to questions aimed at analyzing the effects of job stress on employee performance at Zambia Police Paramilitary Battalion.

3.9 Summary

This chapter has presented a research design and methodology on how the present study would be carried out. The study employed a causal research design combined with a mixed methods approach to analyze the relationship that exists between job stress and employee performance. The chapter has also showed that Taro Yamane's formula was applied to calculate the sample size, and Survey Questionnaires, In-Depth Interviews as well as Focus Group Discussions were utilized in the study as instruments of data collection. Further, the chapter has indicated that the collected qualitative information was scrutinized using content analysis in addition to quantitative data which was analyzed using descriptive statistics in SPSS while adhering to ethical concerns. The next chapter of this study covers data analysis, presentation and discussion of the research findings.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter discusses the findings of the study derived from the respondents through the self-administered questionnaires, interviews and Focus Groups Discussions (FGDs) at Zambia Police Para-Military Battalion. The chapter is divided into two major parts: the first part covers participants' biographical and occupation data while the second section presents the results according to specific objectives of the study. The specific objectives of the study include: to establish the prevalence of job stress among police officers, to determine the causes of job stress at Zambia Police Paramilitary Battalion, to analyze the implication of job stress factors on employee performance and to suggest how the negative effects of job stress could be reduced or eliminated. Fundamentally, the study achieved a response rate of 94.3% out of the planned three hundred and nineteen where 274 respondents participated in a survey questionnaire, 11 took part in the in-depth interviews and 16 participated in two focus groups. The response rate was high as questions employed in the instruments of data collection were easy and straight forward in addition to extra time that was given for respondents to complete their answers. The analysis covered only complete cases in which no effort was made to impute or otherwise substitute 5.7% of the missing value. The findings from self-administered survey questionnaires, interviews and FGDs were concurrently harmonized and discussed under the respective objectives.

4.2 Analysis of Biographical and Occupation Data

This section shows biographical and occupational data collected and analyzed based on gender, age, level of education, marital status, years of experience and rank for participants as shown below:

Table 3: Respondents Profile

Question	Categories	Frequency	Percentage
Gender	Male	193	0.4
	Female	79	28.8
	Prefer Not to Answer	2	0.7
Age	18-24	19	0.7
	25-34	67	24.0
	35-44	81	30.0

	45-54	50	18.0
	55 and older	57	21.0
Marital Status	Single	27	10.0
	Married/Domestic relationship	233	85.0
	Widowed	3	1.0
	Divorced	5	2.0
	Separation	6	3.0
Level of Education	Certificate	189	69.0
	Diploma	55	20.0
	Bachelor's Degree	23	8.5
	Master's Degree	7	2.6
	Doctorate	0	0.0
Years in Employment	05-15	114	41.6
	16-25	93	33.9
	26-35	28	10.2
	36-45	24	8.8
	46- and above	15	5.5
Current Rank	Constable	156	56.9
	Sergeant	24	8.8
	Inspector	54	19.7
	Chief Inspector	27	9.9
	A/Superintendent and above	13	4.7

Source: Author (2020).

The data in Table 2 above show that the sample was predominantly male ($N = 193$, 70.4%). Of the 274 respondents who participated in the survey questionnaire, 79 (28.8%) were female while two participants chose not to answer a question about gender. The analysis and presentation of respondents' demographic information on gender showed that the research sample was representative of both female and male respondents. In addition, this helped the researcher establish that there is a significant gender difference among the employees at Zambia Police Paramilitary Battalion. The next biographical profile that helped identify participants after gender was age.

Furthermore, Table 2 shows that most of the respondents in this study were within the age range of 35-44. Eighty-one representing 30% of all respondents fell within the age range of 35-44 despite the fact that sixty-seven respondents (24%) were in the range of 25-34 years. Further, fifty-seven of the respondents (21%) were between the age group of 55 and above while fifty participants (18%) were in the category of 45-54 years. Moreover, nineteen representing 7% of the participants were in the category of 18-24 years. The analysis and presentation of participants' biographical statistics in relation to age under this study was relevant in establishing that the population of

officers at Zambia Police Paramilitary Battalion was largely made up of a youthful workforce. The other biographical characteristic that helped identify respondents after age was marital status.

The survey questionnaire for this enquiry also asked participants to indicate whether they were single, married, widowed, divorced or separated as presented in Table 2. The results indicated that two hundred thirty-three representing 85% of the respondents were married and twenty seven signifying (10%) respondents were single. This was followed by six participants (3%) who indicated that they were on separation while those divorced were five (2%) and three widowed (1%). This implied that majority of the respondents at Zambia Police Paramilitary Battalion were married or engaged in domestic relationships. The assessment and presentation of respondents' of respondents' biographical data based on marital status was useful in concluding that most police officers at Zambia Police Paramilitary Battalion were married and would desire to have much time together with their spouses or families. The next demographic profile under this study that helped identify participants apart from marital status was level of education.

The participants were further asked to indicate their highest academic qualifications and as can be seen from the Table 2 above, 189 (69%) of the participants had Certificate whereas 55 (20%) possessed Diplomas. Beyond that, 23 (8.5%) of the respondents were holding first degree qualifications, 7 (2%) possessed Master's Degrees but no one (0%) had a Doctorate qualification. The analysis and presentation of participants' demographic data in respect to education was relevant as it helped the present research to establish that most police officers at Zambia Police Paramilitary Battalion had the necessary knowledge to offer quality and reliable information on the subject matter although the majority had not attained higher education. The next item that helped identify participants after education was an occupation characteristic in relation to years in employment or job experience.

Data analyzed in Table 2 above show that 114, 41.6% of the respondents had worked for the Police Service within the period of 05-15 years while 93, 33.9% had worked for about 16-25 years. Further, 28, 10.2% of the respondents had worked between 26-35 years in the service while 24, 8.8% of the officers saved from 11-20 years and only 15, 5.5% of the participants were in the group of 46 years and above. The analysis and presentation of the sample by years in employment significantly abetted the research to establish that a good number of employees in no doubt had

gained a considerable experience since they had worked quietly for a long period with the organization. The next occupational characteristic that helped identify participants after years in employment was rank.

The table above also shows the responses of participants in the survey questionnaire indicating their current ranks. The majority, one hundred fifty six representing 56.9% respondents indicated that they were Constables and fifty-four indicating 19.7% were Inspectors. Moreover, twenty-seven (9.9%) of the participants were Chief Inspectors, twenty-four (8.8%) Sergeants and 13 (4.7%) of the respondents held the rank of Assistant Superintendent and above. The analysis and presentation of respondents' occupational statistics based on rank under this study was significantly helpful in establishing that there are few promoted officers at Zambia Police Paramilitary Battalion. The next item after distribution of the sample by rank under occupational characteristics assessed the perception of job stress on employee performance.

Table 4: Perception of Job Stress on Employee Performance

Rank	Frequency	%	Cumulative%
Strongly Agree	39	14.2	14.2
Agree	189	69.0	83.3
Neutral	29	10.6	93.8
Disagree	11	4.0	97.8
Strongly Disagree	6	2.2	100.0

Source: Author (2020).

Table 4 shows participants' responses that were asked to answer if job stress affects employee performance, and out of the 274 respondents who participated in the survey questionnaire, 188 agreed, 39 strongly agreed and 29 participants' responses were neutral. However, 11 disagreed while the remaining 7 participants strongly disagreed. The systematic and empirical analysis of the above question under this study significantly helped the researcher to establish that job stress affects employee performance at Zambia Police Paramilitary Battalion since the majority of 228 respondents agreed although the 17 disagreed. The next item after examining if job stress affects employee performance determined the prevalence of job stress among police officers.

4.3 Prevalence of Job Stress among Police Officers

The first objective of this study was developed to establish the prevalence of job stress among police officers at Zambia Police Paramilitary Battalion. In order to achieve this objective, a set of 40 items linked to organizational and operational stress indicators were examined to establish the prevalence of job stress as indicated in Appendix I. The participants were asked to respond to job stress items in the questionnaire by indicating the frequency with which they experienced the symptoms using a 0 (Never) to 4 (Always) on a Likert type scale. The responses of each participant to all the 40 items indicating job stress levels were converted into mean score values. As shown in Appendix IV or VI, job stress was considered to be low when the mean score value was less than 2, moderate when the mean score was between 2 to 3 and high when the mean value was 3 and above. In addition, the standard deviation was applied to draw significant evidences of whether the responses provided were close to each other or widely apart. The job stress levels of the Paramilitary Police Officers in this study are presented in table 5 and 6 as indicated below:

Table 5 Descriptive Data of Constructs

Organizational Stress

Item	%					Mean	Std. Deviation
	Never	Rarely	Sometimes	Frequently	Always		
Inadequate equipment	3.100	2.900	3.500	12.80	77.70	3.59	.938
If you are sick/injured, your Co-workers seem to look down on you	2.600	3.300	10.20	6.900	77.00	3.53	.980
Unequal sharing of work responsibilities	7.700	2.200	3.300	9.900	77.00	3.46	1.171
Staff shortage	7.700	2.900	5.500	3.600	80.30	3.46	1.208
Lack of resources	5.100	3.600	17.50	3.600	70.10	3.30	1.182
Bureaucratic red tape	2.900	2.900	28.50	1.800	63.90	3.21	1.124
Inconsistent leadership style	4.000	5.500	24.80	2.900	62.80	3.15	1.200
The need to be accountable for doing your job	21.90	6.200	10.20	3.300	58.40	2.70	1.681
Dealing with supervisors	26.00	3.300	15.70	5.500	52.90	2.63	1.651
Lack of training on new equipment	15.30	16.10	10.90	10.60	47.10	2.58	1.560
Feeling that different rules apply to different people (e.g favouritism)	2.600	2.200	67.20	6.600	21.50	2.42	.935
Leaders over emphasize on the negatives (e.g supervisor evaluations)	2.600	27.400	47.10	5.800	17.20	2.08	1.058
Dealing with Co-Workers	4.400	6.600	82.50	0.400	6.200	1.97	.703
Perceived to volunteer to free time	8.800	9.900	63.90	14.60	2.900	1.93	.842
Internal investigations	23.40	2.900	49.60	16.10	8.000	1.82	1.192

Feeling like you always have to prove yourself to organization	22.30	3.300	70.80	0.400	3.300	1.59	.946
Too much computer work	50.70	1.800	34.70	6.200	6.600	1.16	1.294
Dealing the court system	65.00	5.100	5.800	13.50	10.60	1.00	1.486
Constant changes in policy/legislation	68.20	14.20	3.300	5.100	9.100	.73	1.293
Excessive administrative duties	78.10	3.300	6.600	8.800	3.300	.56	1.141

Source: Author (2020).

Table 5 shows 20 organizational stress items that each describes job-related stressor event and assesses the perceived severity, intensity and frequency of that syndrome on a five-point Likert scale that ranges from Never=0, Rarely=1, Sometimes=2, Frequently=3 and Always=4. The responses relating to job stress items that showed a mean score value of 2 and above included: "staff shortage (M=3.59), your co-workers seem to look down on you if you are sick/injured (M=3.53), unequal sharing of work responsibilities (M=3.40), inadequate equipment (M=3.40), lack of resources (M=3.30), bureaucratic red tape (M=3.21) and inconsistent leadership style" (M=3.15). Other items were "need to be accountable for doing your job (M=2.70), dealing with supervisors (M=2.63), lack of training on new equipment (M=2.58), feeling that different rules apply to different people (M=2.42) and leaders over emphasize on the negatives (M=2.08)". However, the least considered job stress items with a mean score value of less than 2 were "dealing with Co-Workers (M=1.97), perceived to volunteer to free time (M=1.93) and internal investigations (M=1.82)". The other factors included "feeling like you always have to prove yourself to organization (M=1.59), too much computer work (M=1.16), dealing the court system (M=1.00), constant changes in policy/legislation (M=.73) and excessive administrative duties (M=.56)".

In light of the above indicators, the overall mean of all the responses relating to organizational stress items was 2.343 while the standard deviation values for the various organizational stress items were all below two indicating that the responses were close to each other. As such, it was established that Police Officers at Paramilitary Battalion experienced a moderate level of job stress.

Table 6: Descriptive Data of Constructs
Operational Stress

Item	%					Mean	Std. Deviation
	Never	Rarely	Sometimes	Frequently	Always		
Shift work	4.700	9.900	12.80	12.80	59.90	3.13	1.239
Paper work	5.800	9.500	12.00	15.70	56.90	3.08	1.262

Working alone at night	2.600	4.700	19.00	32.10	41.60	3.05	1.013
Upholding a 'higher image' in public	4.700	6.200	14.20	35.40	39.40	2.99	1.103
Risk of being injured on the job	2.200	4.700	24.10	32.50	36.50	2.96	.997
Not enough time to spend with friends and family	3.600	9.900	20.40	39.10	27.00	2.76	1.069
Eating health at work	2.600	15.00	23.00	25.90	33.60	2.73	1.152
Negative comments from the public	4.400	10.20	35.40	28.50	21.50	2.53	1.073
Feeling like always you are on the job	6.900	11.70	27.70	32.10	21.50	2.50	1.155
Fatigue (e.g. shift work, over time)	12.00	17.50	20.80	25.90	23.70	2.32	1.331
Finding time to stay in good physical condition	8.800	9.900	63.90	14.60	2.900	1.93	.842
Lack of understanding from family friends about your work	4.400	6.200	80.70	5.500	3.300	1.82	1.584
Making friends outside the job	50.40	1.800	35.00	6.200	6.600	1.17	1.293
Traumatic events (e.g domestic, death, injury)	44.50	21.90	18.20	9.100	6.200	1.11	1.234
Work related activities on days off (e.g court, community events)	43.80	26.60	14.20	9.900	5.500	1.07	1.212
Managing your social life outside of work	42.70	29.90	13.90	8.400	5.100	1.03	1.168
Occupational-health related issues(e.g back pain)	41.20	30.30	16.40	8.800	3.300	1.03	1.107
Over time demands	48.20	21.50	16.80	8.400	5.100	1.01	1.204
Limitation to your social life (e.g. who your friends are, where)	69.30	12.00	9.100	6.600	2.900	0.62	1.081
Friends and family feel the effect of stigma associated with job	72.60	14.60	6.600	3.600	2.600	0.49	.954

Source: Author (2020).

Table 6 shows 20 operational stress items that each examined the perceived severity, intensity and frequency of job-related stressor event on a five-point Likert scale that ranges from Never=0, Rarely=1, Sometimes=2, Frequently=3 and Always=4. The responses relating to job stress items that showed a mean score value of 2 and above were "shift work (M=3.13), paper work (M=3.08), working alone at night (M=3.05) and upholding a 'higher image' in public (M=2.99)". The other items were "risk of being injured on the job (M=2.96), not enough time to spend with friends and family (2.76), eating health at work (M=2.73), negative comments from the public (M=2.53), feeling like always you are on the job (M=2.50) and fatigue (M=2.32)".

On the other hand, the least considered job stress items that had a mean score value of less than 2 comprised "finding time to stay in good physical condition (M=1.93), lack of understanding from family and friends about your work (M=1.82), making friends outside the job (M=1.17) and traumatic events (M=1.11). Other indicators included "work related activities on days off (M=1.07), managing your social life outside of work (M=1.03), occupational-health related issues (M=1.03), over time demands (M=1.01), limitation to your social life (M=0.62) and friends and family feel the effect of stigma associated with job (M=0.49)".

The standard deviation for various operational stress items were all below two indicating that responses were close to each other. Fundamentally, the overall mean of all the participants' responses relating to operational stress items was 2.000 and based on these empirical statistics, it could be established that Police Officers at Paramilitary Battalion experienced moderate job stress. These results are congruent with the findings by Obirih (2014) which revealed that the level of occupational stress and burnout among the workers in selected banking institutions in Kumasi were both moderate.

Table 7: Descriptive Data of Constructs
Employee Performance

Item	%					Mean	Std. Deviation
	Never	Rarely	Sometimes	Frequently	Always		
Failure to appear in court	2.600	15.70	17.90	30.70	33.20	2.76	1.148
Arrests	4.000	9.900	62.00	15.30	8.800	2.62	.923
Citizenship complaints	2.600	4.700	51.10	31.40	10.20	2.42	.836
Sick hours	3.600	5.800	53.60	25.50	11.30	2.35	.890
Administrative complaints	3.600	10.20	49.30	27.00	9.900	2.29	.911
Self-initiated investigations	6.200	21.50	42.00	23.40	6.900	2.03	.988
Reports completed	30.30	24.50	18.60	15.70	10.90	1.53	1.354
Self-initiated stops	31.80	24.80	20.40	15.30	7.700	1.42	1.285
Citations	35.40	25.90	18.60	13.90	6.200	1.30	1.254
On-duty motor vehicle accidents	38.00	24.70	24.50	6.600	3.300	1.09	1.085
On-duty injuries	33.60	48.90	8.800	5.800	2.900	.96	.960

Source: Author (2020).

Table 7 shows 11 employee performance indicators that each describes how often participants were involved in the activity of doing police officer work in the past five years using a five point Likert scale that ranges from Never=0, Rarely=1, Sometimes=2, Frequently=3 and Always=4. The responses that showed a mean score value of 2 and above in relation to job performance of Police Officers at Paramilitary Battalion were "arrests (M=2.76), failure to appear in court (M=2.62), citizenship complaints (M=2.42), sick hours (M=2.35), administrative complaints (M=2.29) and self-initiated investigations (M=2.03)". However, the items that showed a mean score value of less than 2 in relation to employees' job performance of Police Officers at Paramilitary Battalion were "reports completed (M=1.53), self-initiated stops (M=1.42), citations (M=1.30), on duty motor vehicle accidents (M=1.09) and on-duty injuries (M=.96)".

Further, the standard deviation values for various employee performance indicators were all below one indicating that the responses were close to each other while the overall mean was 2.000. Based on these empirical statistics, it was established that employee performance was moderate implying that Paramilitary Officers rarely perform police tasks due to several factors.

4.4 The Causes of Job Stress

The second research objective sought to determine the causes of job stress at Zambia Police Paramilitary Battalion, and as can be seen in Tables 5 and 6, the results show that the significant causes of job stress that had a mean score value of 3 and above were staff shortage, shift work, working alone at night, unequal sharing of work responsibilities and inadequate equipment. Other sources of job stress included lack of resources, bureaucratic red tape and inconsistent leadership style, paper work and lack of working relations with co-workers. However, the factors which were least considered as causes of job stress had a mean score value of 2 to 3 and these included risk of being injured on the job, not enough time to spend with friends and family, eating health at work, negative comments from the public, fatigue, lack of training on new equipment, inconsistent application of rules and lack of support from supervisors.

Therefore, this study established that job stress occurs at Zambia Police Paramilitary Battalion due to inherent nature of police work, which has made several scholars to classify the police as one of the most stressful professions in the world. Anshel (2000) noted that due to the inherent nature of police work, the profession is classified to be one of the most stressful occupations in the world. Implicit in this statement is the fact that police work at Zambia Police Paramilitary Battalion has a wide range of work place problems that are experienced by police officers regardless of their biographical and occupational characteristics.

The findings gathered through In-Depth Interviews and Focused Group Discussions (FGDs) also point to the fact that the causes of job stress among the officers at Zambia Police Paramilitary Battalion include low participation in decision making, autocratic management, poor relationships between superiors and subordinates as well as lack of support from management. Further, the findings indicate that occupation stress arises due to shortage of staff, limited opportunity for advancement, lack of professional and social recognition or promotions and insufficient and poor

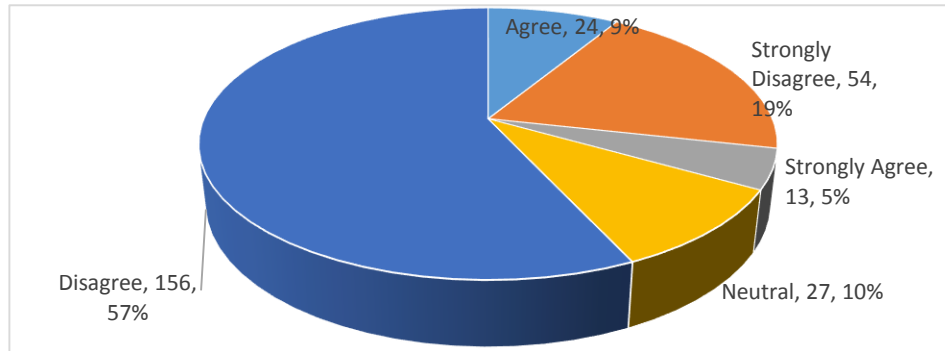
quality equipment, poor compensation system, long hours of working, work overload and poor relations with the public. For example, one male participant said that:

“In my view, the possible causes of job stress among Police Officers at Paramilitary Battalion are role ambiguity, uncertainty, threats, frustrations and inconsistent promotional and disciplinary practices in the work place...because of this, most officers begin to engage in issues that has the potential to dent the image of the entire police service through various performance behaviors such as being dishonesty, unfairness and indiscipline at work.”

The above results support Kalito’s (2018, p.1) findings which indicated that "there is an increase in cases of police officers' engaging in corruption, inaction, selective order enforcement (neglect of crime and services), orientation toward self-interest and gross indiscipline". Therefore, this study underlines that police officers at Zambia Police Paramilitary Battalion do not exhibit the highest degree of integrity, fairness, appropriate force and civility when enforcing because of pressure produced by job stress related factors such as lack of resources, staff shortage, poor salaries, inconsistent promotions opportunities, long hours of working and work overload which in turn create a significant adverse influence on employee performance.

The findings revealed above are congruent with those of Jonyo (2015) who established that heavy work load, poor housing arrangement, lack of fairness in promotion and rewarding good performers, exposure to risks all the times, dealing with traumatic events in the course of duty, lack of a welfare support system, inadequate time to rest/relax and poor attitudes of members of the public were the sources of stress at the police officers work places. Implied in this statement is the fact that respondents indicated that paramilitary police officers are made to work for long hours and in most cases spend weeks or months on duties outside Lusaka hence leading to job stress and dissatisfaction in job performance.

Figure 3: Perception about Management Concern for Employee Welfare



Source:

Author (2020).

Figure 3 shows that most participants of the study did not feel that management was concerned about their welfare. A significant proportion of 156(57%) participants disagreed that management was concerned about their welfare, 54(19%) strongly disagreed, 27(10%) indicated neutral, 24(%) agreed while 13(5%) strongly agreed. The analysis of the sample with regard to management concern for employees' welfare significantly assisted the researcher to establish that the police leadership at Zambia Police Paramilitary Battalion police officers was not concerned with employees' welfare. Nevertheless, management support is crucial for a healthy workforce because employees who feel that the organization is not making enough effort to recognize the input that they make at the workplace may not exhibit the highest degree of integrity, fairness, appropriate force and civility when enforcing the law.

Table 8: Employees' Perception about Job Stress Policy Interventions

Response Items	Frequency	%
Strongly Agree	7	2.6
Agree	18	6.6
Neutral	37	13.5
Disagree	126	46.0
Strongly Disagree	86	31.4
Total	274	100.0

Source: Author (2020).

Table 8 shows participants' responses on whether the Zambia Police Para-Military Battalion implemented policy interventions for appropriately preventing and managing job stress in order to enhance employee performance. Of the 274 respondents who participated in the survey questionnaire, the responses were as follows: Strongly Disagree 86(31.4%), Disagree 126(46%), Neutral 37(13.5%), Agree 18(6.6%) and Strongly Agree 7(2.6%). In light of the generated empirical

research knowledge, it could be established that the Zambia Police Paramilitary Battalion has not implemented policy interventions for preventing and managing job stress. This could be attributed to the fact that the Police Command at Paramilitary Battalion do not have the legal or institutional capacity to develop policy interventions which would be used to address job stress challenges. The next item that helped to determine job stress management strategies was the need to be educated more about job stress.

Table 9: Perception about the Need for Education on Job Stress

Response Items	Frequency	%
Strongly Agree	21	07.7
Agree	113	41.2
Neutral	81	29.6
Disagree	44	16.1
Strongly Disagree	15	05.5
Total	274	100.0

Source: Author (2020).

Participants were asked to answer if they needed to be educated more about job stress and out of the total respondents in the survey questionnaire, 113, 41.2% of the responses agreed whereas 81, 29.6% indicated neutral. However, 44, 16.1% of the participants disagreed, 21, 7.7% strongly disagreed and the remaining 15, 5.5% strongly agreed. In other words, the table above indicated that most respondents need education about job stress and its implication on employee performance.

4.5 The Implication of Job Stress Factors on Employee Performance

The third objective for this study was developed to analyze the implication of job stress factors on employee performance at Zambia Police Paramilitary Battalion. In order to achieve this objective, inferential analyses involving Pearson's Correlation and Linear Regression were conducted to determine whether the two numeric variables for this study were significantly linearly related. Incidentally, a correlation was used to provide information on the strength and direction of the relationship between job stress and employee performance while regression analysis enabled the researcher to estimate parameters used to predict the values of one variable based on the other as indicated below:

Table 10: Pearson Correlation Analysis of Job Stress and Employee Performance

	Coefficient	Sig(2-tailed)
Variables	Pearson's correlation	
Job Stress and Employee Performance	-0.156	0.010

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

Source: Author (2020).

The Pearson's correlation coefficient for job stress and employee performance calculated in table 10 above was -0.156. This statistically indicated a weak strength of association as the coefficient ranged between ± 0.00 to ± 0.20 on the scale measurement. Therefore, it could be inferred that there was a negative relationship between job stress among the officers and their work performance at Zambia Police Paramilitary Battalion.

Table 11: Regression Coefficient of Job Stress and Employee Performance

Variables	R Square	Adjusted R Square	Significance	Beta
Job Stress and Employee Performance	0.024	0.21	0.010	-0.156

Source: Author (2020).

The Regression Coefficient for job stress and employee performance calculated had a Beta value of -0.156. This meant that there was a negative relationship between job stress and employee performance among the officers at Zambia Police Paramilitary Battalion. The R square of 0.024 indicated that occupational stress has been able to explain 2.4% of the total variation in the job performance of the employees while the remaining 97.6% could be explained by other variables not mentioned in this study. The significance of 0.010 is equal to 0.01 and this showed that there was a statistically significant relationship between job stress and employee performance. These statistics proved that when job stress increases, employee performance decreases. The results in this study are consistent with Chikwem's (2017) findings which revealed that the variance in police officers' job performance is explained by job stress that indicated a negative relationship between police officers' job stress and work performance. Hence, it would be established that increasing the factors that contribute to job stress at Zambia Police Paramilitary Battalion would reduce employee performance in all aspects.

The data analyzed using Pearson's Correlation and Linear Regression Analyses in Tables 10 and 11 prove that a negative relationship exists between job stress and employee performance at Zambia Police Paramilitary Battalion. Therefore, a negative implications of job stress factors on employee performance may be recognized as a challenge to both the organization as well as police officers, with families, friends and citizens being affected. These results are in line with the findings gathered through In-Depth Interviews as well as Focused Group Discussions (FGDs) where a number of participants stated that job stress creates a condition in which police officers are unable to meet the demands placed on them, resulting in a negative outcome of job performance. It was established that job stress creates adversity, suffering, pressure, strain and strong effort to police officers' organs or mental powers which lead to employees' changes in attitude, mood or behavior becoming irritable, high rates of absenteeism, turnover and poor job performance. For instance, one male discussant in the FGDs stated that:

“job stress influences the mental health and wellbeing of police officers and rises their aggressiveness, diminished work relationships, tiredness, lack of interest as well as altered performance. For example, a case in which some concerned citizens complained about a female University of Zambia student, Vespers Shimuzhila, who suffocated to death after Paramilitary Officers fired tear gas canisters into her room clearly indicates that whenever officers experience job stress, they begin to treat some civilians as if they were impersonal.”

These findings are consistent with Dugan's (2003) research results which showed that whenever nurses experience high levels of occupational stress, they revert to treating their patients in a dehumanized manner or as objects, with limited emotional involvement. In addition, information provided by participants has indicated that the response to job stress may diminish employees' ability to work effectively, interact with others and be less capable of making upright decisions. The empirical evidence of this study further shows that the consequences of job stress are potentially detrimental for paramilitary officers and the organization itself in which officers are employed. The findings demonstrate that paramilitaries encounter negative attitudes or emotions regarding their work and that creates a feeling of frustration or resentment, anger at the system, increased consumption of alcohol, reporting late for work most days as well as decline in the quality of work.

Moreover, job stress in this study has been linked to employees' negative outcomes on the job such as dissatisfaction on the work, reduced organizational commitment, absenteeism, low levels of morale, intention to quit the job and increased employee turnover. These results prove that police officers at Zambia Police Paramilitary Battalion operate under severe and chronic stress which consequently subject police officers to high risk of error and overreaction in addition to compromising the employees' performance and public safety.

In view of the above, it could be underscored that job stress influences paramilitary police officers to engage in unprofessional conducts such as use of excessive force, selective order enforcement, neglect of crime and services and gross indiscipline. Ultimately, this negatively results into inefficiency in employees' performance, job dissatisfactions, wastage of operational resources and decreasing productivity for the organization. These results are consistent with those of Greenberg and Baron (2000) who found that occupational stress reduces efficiency, capacity to perform, initiatives as well as interest to work. In addition, the effects of job stress increases the rigidity of thought among police officers and lack of concern for the organization, colleagues and loss of work responsibility. Ratnawat and Jha (2014) concluded that negative stress affects the physical and mental health of the employees that in turn affects their performance on the job.

4.6 Job Stress Management Interventions

The fourth objective for this study was developed to suggest how the negative effects of job stress could be reduced or eliminated in order to improve employee performance at Zambia Police Paramilitary Battalion. Based on this purpose, the researcher attempted to understand also the existing strategies that are used to prevent and manage job stress as well as challenges faced in the process.

4.6.1 Strategies Currently used to Prevent and Manage Job Stress at Para-Military Battalion

The majority of participants indicated that there are no strategies currently used to prevent and manage job stress by the Police Command at Zambia Police Paramilitary Battalion. For example, one male respondent stated that:

"Presently, there are no strategies being used by Paramilitary Police High Command to prevent and manage occupational stress to improved employee performance although there is an HIV/AIDS office and a Chaplain section within the Battalion which can provide counseling on preventing and managing job-related stress."

The results of this study also demonstrate that employees on the other hand do not have legitimate strategies for reducing and eliminating the effects of job stress. However, the study establishes that police officers respond to any job stress discomfort by engaging in corrupt activities, use of force, gross indiscipline and selective application of the law which negatively affect citizens. These findings are compatible with Ritacco's (2013) research results which showed that most employees experienced occupation stress although they did not have any strategies for combating stress and burnout. The results of this study further confirm that job stresses act as an important predictor of job performance and as such, management in the context of this study need to determine and design strategies that can be used to reduce the negative effects of jobs stress for all employees. It has been argued that if an organization continues to operate without preventing and managing the effects of job stress, the competency of police officers to aptly mitigate physiological and psychological stresses can strongly minimize their positive attitudes and behavior to execute organizational duties. Additionally, this may lead to unsustainable organizational performance, inefficiency and ineffectiveness which make it difficult for citizens to trust and bestow their confidence in the police.

4.6.2 Challenges Faced in Preventing and Managing Job Stress by Para-Military Command

Most of the respondents in this study stated that the Zambia Police Para-Military Battalion fails to prevent and manage job stress which negatively affect employee performance. It was pointed out that the Police Command at Para-Military Battalion has no legal or institutional capacity in some cases to address most of the challenges that contribute to job stress. For example, one male member in a Focus Group Discussion stated that:

"there are very insufficient promotional opportunities at Paramilitary Battalion as the Division Commander has no legal rights to promote police officers to senior ranks in order to boost morale, productivity and job performance...other systems used in the promotion of police officers such as accelerated promotion, promotion done by the Inspector General of police as well as the Police and Prisons Service Commission are characterized by opposing

views from the Police High Command which mostly indicates there are limited Post IDs carrying higher positions at the division. Similarly, an application for a higher rank to the Promotion Board by officers who think that they deserve promotion is met with hostility and suppressions as it is viewed as an illegitimate intrusion or encroachment on the right of the Police Command to identify loyal officers who deserve promotions."

Another female discussant argued that:

"we have Six Companies but these formations do not have adequate vehicles and funding for effective policing. The inadequacy and unreliable transport available results in the poor response to incidence of crime. In addition, these challenges are degenerating because the Para-Military Battalion has no capacity of procuring equipment such as armed vehicles and other patrol gears which can be used in combatting crime...In view of this, the Police Command at Paramilitary fail to effectively prevent and manage job stress caused by inadequate equipment."

4.6.3 Suggested Interventions for Reducing and Eliminating Job Stress at Paramilitary

The participants' responses indicated that the Police High Command should reduce or eliminate the negative effects of job stress by addressing several organizational and operational challenges at Zambia Police Paramilitary Battalion. The qualitative data gathered about strategies that could be used to reduce or eliminate negative effects of job stress indicated that the Zambia Police need to reduce long hours of working, work overload, bureaucratic red tape, role ambiguity and provide more resources, promotional opportunities and improve staff shortage in the work place. For instance, one female participant indicated that:

"there is need for the Police Command to retain many qualified officers to Para-Military, provide adequate resources, encourage officers to update themselves by going to school again and advise employees who are due for retirement to prepare adequately than waiting for too long until they are reminded by the central government that they have their retirement age...by reducing the stress caused by these factors, the effects of job stress would decrease and performance improved."

These results are corresponding with Goswami's (2015) findings which revealed that reducing or eliminating the negative effects of occupational stress and burnout requires organizations to use few other interventions such as regular counseling sessions, time management and behavioral training, strong career planning, staff development, employee wellness program and sessions such as the art of living to reduce or eliminate the negative effects of stress.

Another respondent added that:

“the Paramilitary Battalion should coordinate police officers in a more decent manner, conduct periodic performance development discussions, offer employees better recognitions, development opportunities, promotions, rewards and much needed feedback or communication. The case in point is that these interventions may inspire and increase police officers' morale and performance...largely, when the Zambia Police implements these interventions, police officers' capacity to cope with job stress encounters can be improved thereby stimulating their operational keenness in quickly reacting to circumstances during contextual task demands.”

Moreover, participants suggested that the Command at Zambia Police Para-Military Battalion should monitor time-offs, encourage employees to rest and allow them have time away from their job responsibilities. For instance, a male participant in an In-depth Interview submitted that:

“officers should be allowed to work within normal hours, avoid over-working, have a stipulated time to relax and they should be encouraged to take leave or off days in order for them to visit their families and friends.”

In view of the numerous evidence regarding the management of job stress effects, the Zambia Police need to put in place policy interventions for reducing and eliminating employees' stress at Para-Military Battalion. This should include many techniques but not limited to offering routine lessons to officers and visitations in operational areas all the time so that officers can be encouraged to take responsibility in enhancing organizational performance. For instance, one female participant in a focus group suggested that:

"There is need to develop and implement various policies such as allowing officers with their family members to be camped permanently in far operational areas voluntarily and

abolish the culture of periodic rotations because it does not allow officers to have enough time to spend with friends and families at home...other coping interventions would be focused on the use of religious principles and emphasis about the importance of relaxation and leisure."

The findings in this inquiry are compatible with the research results by Lee et al. (2012) which indicated that staff burnout is a complex problem that can be solved through diverse approaches such as lifestyle-coping, emotional-focused coping, relationship-focused coping and problem-focused coping approach that includes seeking advice as well as discussing issues with others. These practices create a working environment in which officers are able to realize both individual and institutional goals. It is therefore the role of the police leadership at Para-Military Battalion to offer support in the organization to motivate officers build personal capacity and cohesive teams to enhance organization effectiveness and productivity. In this regard, support may be regular interventions such as promotions, opportunities for acquiring new skills to improve performance, providing assistance programmes to address employees' personal problems or mediation to resolve conflicts that may for example arise due to unfair distribution of shift works or long hours of working.

An exposure to training and development opportunities suggests also a great level of interest for the Police High Command at Paramilitary Battalion to spread officers' potential in the organization. The results in this study demonstrate that Human Resource Management practices which encompass career development could develop skills, knowledge as well as the abilities of an organization's prospective and existing employees, and improve the job performance of employees. Eisenberger et al., (1986) noted that the availability of effective career development practices not only improves the development and confidence of employees for them to apply skills and knowledge but could also work as a significant link to motivate good employees. Hence, this study recognized that police officers who may get development prospects would increase their motivation and self-reliance in their work leading to organizational performance.

In addition, this study established that the relationship between police officers, supervisors and management (supervisor support) may be a central element to the employees' standing in the institution because the way in which officers behave is an outcome of the style of leadership that they face. Supervisors have the responsibility to inspire and encourage officers to carry out their

duties without creating a situation that presents employees' pressure, adversity, strain as well as work demands which are not well-matched to their knowledge or skills, and which challenge their ability to cope. However, the absence of support from police supervisors may make it difficult for officers to achieve the goals of the organization. Falkenburg and Schyns (2007) postulate that a supervisors' willingness or reluctance to teach the employee or apply fairness in management can result in the employee's frustration with his job and possible turnover intention. Therefore, supervisors in the police are encouraged to regularly support officers to enable mitigate the effects of job stress while making them perform satisfactorily.

Further, this study has found that improving work-family balance can significantly contribute towards the reduction of job stress and enhance employee performance at Para-Military Battalion. The results of this study indicated that the Police Command need to create flexible working arrangements which offer officers' time and focus between professional and personal activities for police officers to balance their work and life demands. This intervention may be effective when the Police Command appropriately divides Para-Military Police officers' time and focus between professional and personal activities. This can be done by reducing long hours of working, role ambiguity and staff shortage as well as allow officers find enough time to be with their family members. These results are compatible with Deery's (2008) research findings indicating that some strategies which help in balancing the personal and professional life are: (i). flexible working hours, (ii). flexible working arrangements, (iii). providing adequate resources (iv). training opportunities, (v). correct workload, (vi). providing adequate breaks in a day, (vii). permission to take leaves i.e. career's leave and sabbatical leave etc., (viii). staff reward, (ix). inviting staff families for staff functions, (x). wellness opportunities, and (xi). effective management practices. Hence, it must be underlined that the balance between personal and professional life may improve the productivity and competency of police officers in their job performance.

Enhancing effective communication and feedback in the organization has also been stated by respondents in this study as a strong predictor of employee performance. This intervention can be very vital in assisting police officers to execute their job responsibilities. The strategy emphasizes on the sharing of accurate information to the maximum extent possible among the employees in organization. The present research findings on providing effective communication as a strategy of reducing stress and enhancing employee performance are compatible with those of Ankrah-Kusi

(2012) citing Taylor and Consenza (1997) which revealed that it is imperative to communicate organizational values among the employees in order to increase the levels of their consent, participation and motivation. Therefore, this study establishes that lack of communication in the organization may result in gaps between management's aspirations for quality services and the employees perceived and desired value of employment.

Finally, the provision of competitive remuneration packages is another issue that was highlighted by respondents as a strategy of addressing job stress and improving employee performance. Research-backed evidence of this study suggest that police officers are not adequately paid and do not receive any range of benefits in relation to the job responsibilities. This is however an extremely demotivating issue which in the long run can impact negatively the performance of the employees and the organization. Hence, it is worth for the police leadership to put in place competitive salaries to employees and provide flexible benefits programs such as rewarding work attendance, performance-based bonuses, overtime pay, travel and meal allowance, tuition fees, leaves and legal insurances. Ankrah-Kusi (2012) also echoed this thought by pointing out that remuneration strategies should embrace effective pay, salary or wage as well as allowances, benefits, bonuses, cash incentives and monetary value of non-cash incentives.

4.4 Summary

This chapter has covered data analysis, presentation and discussion of the findings to bring out both primary and secondary research results to confirm the theoretical position on job stress and employee performance at Zambia Police Para-Military Battalion. The subsequent chapter presents a conclusion and recommendations of this study.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a conclusion and recommendations on the results revealed in the previous section of this research. The conclusion will be based on the key findings yielded through the objectives and research design of this study. Furthermore, recommendations will be presented in line with the findings made under research questions. The chapter draws general conclusions of the assessment and recommend on probable future research about the subject of job stress and employee performance.

5.2 Conclusion

This study investigated the effect of job stress on employee performance at Zambia Police Paramilitary Battalion. The research was entrenched in the search for linkages between theoretical concepts and allowed the researcher to make associations and bring conceptual coherence by explaining the links between propositions. The research determined the building blocks of job stress and provided an understanding on how such antecedents influence employee performance. It is clear from the factors reported and quantified that the goal of this study was achieved. The research results reiterate the initial literature review findings in most cases and highlight the status of employees regarding stress and job performance at Paramilitary Battalion. Based on the empirical evidences gathered, this study provides a conclusion of results in line with research questions.

The first research question was developed to establish the prevalence of job stress among police officers. Research based evidence shown in tables 4 and 5 substantiates that there was a moderate prevalence of job stress among the employees at Zambia Police Paramilitary Battalion. Hence, it could be concluded that police officers at Zambia Police Paramilitary Battalion did not display severe sets of job stress symptoms.

The second research question was employed to find out the causes of job stress among the workers at Zambia Police Paramilitary Battalion. The findings in tables 4 and 5 further indicated that police officers complain about job stress factors such as staff shortage, working hours, work

schedules/shifts, inadequate equipment, lack of resources, fatigue, bureaucratic and red tape, inconsistent leadership styles, poor promotion system and opportunities as well as unequal sharing of work responsibilities. The other causes of job stress that negatively affected employees in their job performance were working alone at night, upholding a 'higher image' in public, the need to be accountable for doing the job, risk of being injured on the job, not having enough time to spend with friends and family as well as negative comments from the public. Further, empirical evidence in this study reveals that the actions of police officers at Paramilitary Battalion are subjected to heightened scrutiny by media houses, administrative complaints as well as the citizens they are constitutionally mandated to serve and protect. In addition, participants indicated that police officers execute their duties under pressure from interest groups, oversight bodies and political parties. Thus, these challenges influence police officers to alter negatively the degree of their integrity, fairness and civility when enforcing the law.

The third research question was applied to analyze the implication of job stress factors on employee performance. The study establishes that police officers at Zambia Police Paramilitary Battalion encounter unpredictable and potentially volatile situations caused by job stress factors which make them fail to conduct self-initiated investigations, effect arrests and appear in courts to testify. The independent inferential analysis results of Pearson correlation and linear regression analyses in both Tables 10 and 11 prove that there is negative relationship between job stress and employee performance at Zambia Police Paramilitary Battalion. In view of the foregoing, this study concludes that job stress negatively affects paramilitary police officers in the performance of their duties which ultimately lead to inefficiencies and reduced output for the organization. It has been recommended that particular attention ought to be given to job stress in the police service, as its possible negative consequences affect the general public in more direct and critical ways. Police officers working under chronic and severe stress may well be at greater risk of accidents, error and overreaction which could jeopardize their job performance, compromise public safety and pose substantial liability costs to the Zambia Police Service.

5.3 Recommendations

Considering the evidence gathered through the fourth objective of this inquiry, the following strategies were proposed as interventions that could be used pragmatically to address job stress and employee performance issues at Zambia Police Para-Military Battalion.

The Police Command need to address job stress and employee performance by minimizing role ambiguity, shortage of staff, long hours of working, work overload, bureaucratic red tape and provide appropriate salaries in line with the country's prevailing economic situations. Further, this could be accomplished by developing proper working schedules for all employees, clearly specifying shifts and hours of work, optimize workload, offer employees consistent recognition/promotions as well as the much needed feedback or communication. In other words, when poor salaries, ineffective communications and low staffing levels are not addressed, police officers may be exposed to stress as a consequence of taking extra job responsibilities thereby affecting the delivery of quality services. The performance of the Zambia Police, as an organization, may also be affected because job stress influences officers respond to any discomfort felt by sometimes engaging in corrupt activities, applying maximum force, gross indiscipline and selective application of the law. Thus, eliminating the effects of job stress in the organization can boost employees' morale, decrease staff attrition rates as well as stimulate the delivery of quality services.

The Police High Command should further endeavor to address the negative effects of job stress at Zambia Police Paramilitary Battalion by promoting regular behavioral trainings, physical exercises, employee wellness and pressure-reduction programs. The objective of these programs may be anchored on lessening employee's blood pressure and other physiological signs of stress. When these techniques are appropriately employed, police officers' ability to cope with stressful issues can be enhanced. Eventually, this can suppress the prevalence of job stress among officers as well as promote their operational readiness to quickly react to situations during contextual task demands.

Furthermore, the Police Command must prevent and manage the negative effects of job stress at Paramilitary Battalion by providing opportunities for employees' professional development, clearly defining roles or responsibilities and ensure that workload is aligned with employee capabilities and resources. It would also be imperative for the Zambia Police to adopt and uphold specific international policies, practices and protocols that promote effective management and prevention of job stress. By adopting international strategies and other relevant legislations, the Police Service might be able to respond also to any intense crisis situation in the future. For instance, the International Association of Chiefs of Police (IACP) Model Policy and the Safety, Health and Welfare at Work Act 2005 of Ireland encourage organizations to do what is 'reasonably practicable' to provide a safe working environment for all the employees to enhance their job performance.

Finally, the police leadership must create an environment in which employees would be counseled and educated more about job stress and encourage them to openly discuss their stress causing problems with others. This may help the Police Command and Paramilitary Officers to understand undesirable stressors and techniques that could be used to address any negative effects of decreasing job performance. In addition, the Zambia Police Paramilitary Battalion should design and implement long term job stress management strategies that deal with the root causes as well as symptoms of job-related stress among the employees. Implicit in this statement is the fact that job stress management interventions should be classified at primary, secondary and tertiary levels.

The interventions at primary level should be directed at the work situation to improve the fit between individual employees and the workplace as well as educate police officers to enhance their coping capacity. The aim of these interventions may be based on preventing stress from arising by eliminating the causes of job stress and improving the sources of employee well-being and performance. On the other hand, secondary-level interventions must be employed to prevent police officers at Para-Military Battalion who are already showing signs of job stress or decreased work performance and increase their optimum levels and coping capacity. Finally, interventions at tertiary-level ought to rehabilitate and maximize the performance of employees who have suffered ill health and reduced job performance due to stressful working atmosphere in the organization.

5.4 Implication for Further Research

This study has laid the foundation in analyzing the effects of job stress on employee performance in the Zambia Police Service. In order to deal exhaustively with the research subject matter, empirical evidence in this inquiry provides the following opportunities for further studies:

1. More research about job-related stress and employee performance in the Zambia Police Service is needed. Longitudinal studies could prove valuable in examining and elucidating the manifestation of job stress as well as variations in symptoms among employees with different demographic and occupational characteristics.
2. Finally, future research must cover a wider population within the Zambia Police Service to either validate or refute the outcome of this study.

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APPENDICES

APPENDIX I: SURVEY QUESTIONNAIRE



THE UNIVERSITY OF ZAMBIA
DIRECTORATE OF RESEARCH AND GRADUATE STUDIES
GRADUATE SCHOOL OF BUSINESS

Dear Research Participant,

My name is Lumbwe Stephen Mwila, a postgraduate student at the University of Zambia (UNZA) under the Graduate School of Business (GSB). I am carrying out a research titled "**The Effect of Job Stress on Employee Performance at Zambia Police Paramilitary Battalion**" to enable me partially satisfy the requirements for the award of the Degree of Master of Science in Human Resources Management (MSc. HRM).

You have personally been selected as a respondent and your participation in this study is entirely voluntary. I would be most grateful if you spared some time to answer the questions in this survey questionnaire which will approximately take 20-30 minutes. All the information yielded from this study will be treated with strictest confidentiality and purely used for academic purposes. The only people that will have access to the data provided will be the research team from the Graduate School of Business (GSB) and Directorate of Research and Graduate Studies (DRGS) at the University of Zambia (UNZA).

Your cooperation and support will highly be appreciated.

Instructions

- a) Please tick [✓] the box against the appropriate response and write down sincere answers to the questions in the spaces provided.
- b) Do not write your name on any of the survey questionnaires to insure your anonymity.

Number	Question	Tick the Appropriate Box	For Official Use
Section A: Biographical and Occupation Information			
1.	Gender (Amoako et al., 2017): a) Male b) Female c) Prefer Not to Answer	[] [] []	<input type="checkbox"/>
2.	Age Group (Chikwem, 2017): a) 18-24 b) 25-34 c) 35-44 d) 45-54 e) 55 and order	[] [] [] [] []	<input type="checkbox"/>
3.	Marital Status (Chikwem, 2017): a) Single b) Married/Domestic partnership c) Widowed d) Divorced e) Separated	[] [] [] [] []	<input type="checkbox"/>
4.	Highest level of education completed? (Shikwasha, 2016): a) Certificate b) Diploma c) Degree d) Masters e) PhD	[] [] [] [] []	<input type="checkbox"/>
5.	How many years have you served in the Zambia Police Service? a) 05 - 15 b) 16 - 25 c) 26 - 35 d) 36 - 45 e) 46 - and above	[] [] [] [] []	<input type="checkbox"/>
6.	What is your current rank? (Myendeki, 2008): a) Constable b) Sergeant c) Inspector d) Chief Inspector e) Assistant Superintendent and above	[] [] [] [] []	<input type="checkbox"/>
Section B: Employees' Perception of the Prevalence, Causes and Effects Job Stress			
7.	Does job stress affect employee performance? a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree	[] [] [] [] []	<input type="checkbox"/>

Please use the Police Stress Questionnaire (PSQ) below which consists 40 questions with five graded Likert-type answers. To determine the prevalence and causes of stress, the PSQ explores the perceived severity, intensity and

frequency of Organizational stress and Operational stress. Please tick “√” after each item to show how much stress has caused you over the past Five Years, using a 5 point scale that ranges from “Never to Always”.

Stress Items	Never	Rarely	Sometimes	Frequently	Always
I. Organizational Stress					
8. Dealing with Co-Workers	0	1	2	3	4
9. Feeling that different rules apply to different people (e.g favouritism)	0	1	2	3	4
10. Feeling like you always have to prove yourself to organization	0	1	2	3	4
11. Excessive administrative duties	0	1	2	3	4
12. Constant changes in policy/legislation	0	1	2	3	4
13. Staff shortage	0	1	2	3	4
14. Bureaucratic red tape	0	1	2	3	4
15. Too much computer work	0	1	2	3	4
16. Lack of training on new equipment	0	1	2	3	4
17. Perceived to volunteer to free time	0	1	2	3	4
18. Dealing with supervisors	0	1	2	3	4
19. Inconsistent leadership style	0	1	2	3	4
20. Lack of resources	0	1	2	3	4
21. Unequal sharing of work responsibilities	0	1	2	3	4
22. If you are sick/injured, your Co-workers seem to look down on you	0	1	2	3	4
23. Leaders over emphasize on the negatives (e.g. supervisor evaluations)	0	1	2	3	4
24. Internal investigations	0	1	2	3	4
25. Dealing the court system	0	1	2	3	4
26. The need to be accountable for doing your job	0	1	2	3	4
27. Inadequate equipment	0	1	2	3	4
II. Operational Stress					
28. Shift work	0	1	2	3	4
29. Working alone at night	0	1	2	3	4
30. Over time demands	0	1	2	3	4
31. Risk of being injured on the job	0	1	2	3	4
32. Work related activities on days off (e.g court, community events)	0	1	2	3	4
33. Traumatic events (e.g domestic, death, injury)	0	1	2	3	4
34. Managing your social life outside of work	0	1	2	3	4
35. Not enough time to spend with friends and family	0	1	2	3	4
36. Paper work	0	1	2	3	4
37. Eating health at work	0	1	2	3	4
38. Finding time to stay in good physical condition	0	1	2	3	4
39. Fatigue (e.g shift work, over time)	0	1	2	3	4
40. Occupational-health related issues (e.g. back pain)	0	1	2	3	4
41. Lack of understanding from family friends about your work	0	1	2	3	4
42. Making friends outside the job	0	1	2	3	4

43. Upholding a 'higher image' in public	0	1	2	3	4
44. Negative comments from the public	0	1	2	3	4
45. Limitation to your social life (e.g who your friends are, where)	0	1	2	3	4
46. Feeling like always you are on the job	0	1	2	3	4
47. Friends and family feel the effect of stigma associated with job	0	1	2	3	4

Source: McCreary and Thompson (2006).

Please use the table below which provides 11 indicators that have five graded Likert-type answers describing some of the main different aspects of doing police officer work at Zambia Police Paramilitary Battalion. For each of the indicator, please show by ticking "√" how often you have been involved in the activity in the past Five Years using a 5 point scale that ranges from "Never" to "Always".

Employee Performance Items	Never	Rarely	Sometimes	Frequently	Always
1 Arrests	0	1	2	3	4
2 Citations	0	1	2	3	4
3 Self-initiated investigations	0	1	2	3	4
4 Self-initiated stops	0	1	2	3	4
5 Reports completed	0	1	2	3	4
6 Citizenship complaints	0	1	2	3	4
7 Administrative complaints	0	1	2	3	4
8 Sick hours	0	1	2	3	4
9 On-duty injuries	0	1	2	3	4
10 On-duty motor vehicle accidents	0	1	2	3	4
11 Failure to appear in court	0	1	2	3	4

Source: Shane (2010).

Section C:		Job Stress Management Strategies	
12	Would you need to be educated more about job-related stress? a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree	[] [] [] [] []	<input type="text"/>
13	Does management seem to be concerned about employee welfare? (Ritacco, 2013) a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree	[] [] [] [] []	<input type="text"/>
14	Has the Zambia Police Paramilitary Battalion implemented policy interventions for preventing and managing job stress? a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree	[] [] [] [] []	<input type="text"/>

APPENDIX II: IN-DEPTH INTERVIEW GUIDE

1. What are the possible causes of job stress among the Police Officers at Zambia Police Paramilitary Battalion?
2. What are the negative effects of job stress factors on employee performance at Zambia Police Paramilitary Battalion?
3. What strategies are currently used to prevent and manage job stress by the Police Command at Zambia Police Paramilitary Battalion?
4. What challenges are experienced in preventing and managing job stress by the Police Command at Zambia Police Paramilitary Battalion?
5. What interventions can be used to reduce or eliminate the negative effects of job stress at Zambia Police Paramilitary Battalion?

End of Interview-Thank You Very Much for Your Time

APPENDIX III: FOCUS GROUP DISCUSSIONGUIDE

1. What are the possible causes of job stress among the Police Officers at Zambia Police Paramilitary Battalion?
2. What are the negative effects of job stress factors on employee performance at Zambia Police Paramilitary Battalion?
3. What strategies are currently used to prevent and manage job stress by the Police Command at Zambia Police Paramilitary Battalion?
4. What challenges are experienced in preventing and managing job stress by the Police Command at Zambia Police Paramilitary Battalion?
5. What interventions can be used to reduce or eliminate the negative effects of job stress at Zambia Police Paramilitary Battalion?

End of Interview-Thank You Very Much for Your Time

APPENDIX IV

RULE OF THUMB FOR DETERMINING LEVELS OF JOB STRESS

Mean Score Value	Level of Occupational Stress
Less than 2	Low level
2 – 3	Moderate level
3 and above	High level

Source: Obirih (2014).

APPENDIX V

THE RULE OF THUMB OF CRONBACH'S COEFFICIENT ALPHA

Coefficient alpha (α) value	Reliability
Below 0.60	Poor reliability
0.60-0.70	Fair reliability
0.70-0.80	Good reliability
0.80-0.95	Excellent reliability

Source: Sekaran and Bougie (2012).

APPENDIX VI

RULE OF THUMB OF PEARSON CORRELATION COEFFICIENT

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship

Source: Hair, et al. (2007).

APPENDIX VII: UNZA ETHICAL APPROVAL



THE UNIVERSITY OF ZAMBIA

DIRECTORATE OF RESEARCH AND GRADUATE STUDIES

Great East Road | P.O. Box 32379 | Lusaka 10101 | Tel: +260-211-290 258/291 777
Fax: +260-1-290 258/253 952 | Email: director@drugs.unza.zm | Website: www.unza.zm

Approval of Study

13th February, 2019

REF. NO. HSSREC: 2019-NOV-008

Stephen Lumbwe
University of Zambia
Graduate School of Business
P. O. Box 32379
LUSAKA

Dear Mr. Lumbwe,

RE: "THE EFFECTS OF JOB STRESS ON EMPLOYEE PERFORMANCE AT ZAMBIA POLICE PARA-MILITARY BATTALION"

The University of Zambia Humanities and Social Sciences Research Ethics Committee IRB has approved the study noting that there are no ethical concerns.

On behalf of The University of Zambia Humanities and Social Sciences Research Ethics Committee IRB, we would like to wish you all the success as you carry out your study.

In future ensure that you submit an application for ethical approval early enough.

Yours faithfully,

Dr. J. Mwanza
Dip. Clin. Med. Sc., BA.M.Soc., PhD

**CHAIRPERSON
THE UNIVERSITY OF ZAMBIA HUMANITIES AND SOCIAL SCIENCES
RESEARCH ETHICS COMMITTEE IRB**

CC: Director Directorate of Research and Graduate Studies
Assistant Director (Research), Directorate of Research and Graduate Studies
Assistant Registrar (Research), Directorate of Research and Graduate Studies
Senior Administrative Officer (Research), Directorate of Research and Graduate Studies

Excellence in Teaching, Research and Community Service

APPENDIX VIII: REQUEST FOR AN INTRODUCTORY LETTER

Zambia Police Service
Paramilitary Battalion Headquarters
P.O Box 340003
Lusaka

14th June, 2019

The Director
Graduate School of Business
P.O. Box 32379
Lusaka

Dear Sir/Madam,

RE: REQUEST FOR AN INTRODUCTORY LETTER TO CONDUCT A RESEARCH

The above subject matter refers.

I am requesting your noble office to write an introductory letter asking for assistance from the Zambia Police Service to allow me conduct a research entitled "**The Effect of Job Stress on Employee Performance at Zambia Police Paramilitary Battalion**". The objectives of this study are as follows:

- *To establish the prevalence of job stress among police officers*
- *To find out the causes of job stress at Zambia Police Para-Military Battalion*
- *To examine the implication of job stress factors on employee performance*
- *To suggest how the negative effects of job stress could be reduced or eliminated*

This study is a step in the right direction for the Police Command and Paramilitary Officers to understand undesirable stressors and techniques that can be used at any point to address the negative effects of decreasing job performance.

Your favorable response will be highly appreciated.

Yours faithfully,



Lumbwe Stephen Mwila

APPENDIX IX: INTRODUCTORY LETTER



THE UNIVERSITY OF ZAMBIA

Telephone: +260 211 250871
Email: gsb@unza.zm
Tel/Fax: +260 211 290863

Graduate School of Business
P. O. Box 32379
Lusaka, Zambia

19th June, 2019

TO WHOM IT MAY CONCERN

RE: INTRODUCTORY LETTER FOR LUMBWE STEPHEN MWILA (GSB151549)

This letter serves to introduce Lumbwe Stephen Mwila (GSB151549) a bonafide student in our Master of Science (MSc) Human Resource Management programme at the University of Zambia – Graduate School of Business (UNZA–GSB). In partial fulfilment of their Postgraduate studies, each student is required to undertake a dissertation (research) in the final year of study.

May you kindly assist the student in granting permission for him to collect data from your Institution. The research is purely for academic purposes and the student is ethically bound to treat the provided information with strict confidentiality.

Should you have any queries or would like further information about the student, please contact the UNZA–GSB on the above e-mail address or phone numbers.

Dr. Lubinda Haabazoka
DIRECTOR – GRADUATE SCHOOL BUSINESS

cc Assistant Registrar, Graduate School of Business



APPENDIX X: LETTER TO THE INSPECTOR GENERAL OF POLICE

Zambia Police Service
Paramilitary Battalion Headquarters
P.O Box 340003
Lusaka

24th June, 2019

The Inspector General of Police (PRO)
Zambia Police Service Headquarters
P.O Box 50103
Lusaka

Dear Sir/Madam,

RE: PERMISSION TO CONDUCT AN ACADEMIC RESEARCH STUDY

Please accept my application letter requesting for permission to conduct an academic research at Zambia Police Paramilitary Battalion.

I am Number 40061 Constable Lumbwe, a dully attested member of the Zambia Police based at Paramilitary Battalion and working under Number Six Platoon, B-Company. I am humbly requesting your honorable office to grant me permission to conduct a research study titled "**The Effect of Job Stress on Employee Performance at Zambia Police Paramilitary Battalion**". This project is being done to satisfy partially the requirements for the award of the Degree of Master of Science in Human Resource Management from the University of Zambia. It is also anticipated that the results of this study would provide an avenue for the Police High Command and officers at Paramilitary Battalion, in their career, to understand negative stressors and interventions that could be used at any point to address the effects of decreasing employee job performance.

You may wish to know that this research topic has been authorized to proceed by the University of Zambia Humanities and Social Sciences Research Ethics Committee, and it is now awaiting for permission from the Zambia Police where this study is intent to take place.

Your assistance and support will highly be appreciated.

Yours in Service,



Lumbwe Stephen Mwila

cc: Commanding Officer, Paramilitary Battalion
Commissioner of Police, Lusaka Province

APPENDIX XI: RESEARCH AUTHORIZATION FROM THE POLICE

THE INSPECTOR GENERAL OF POLICE

RE: REQUEST TO CONDUCT A RESEARCH-LUMBWE
STEPHEN MWILA

Refer to the above captioned matter.

Sir, we are in receipt of a letter from the above mentioned student who is a Police Officer and pursuing a Master of Science (MSc) in Human Resource Management Programme from the University of Zambia-Graduate School of Business (UNZA-GSB).

He is currently requesting to undertake a research project entitled **"THE IMPACT OF JOB STRESS AND BURNOUT ON EMPLOYEE PERFORMANCE AT ZAMBIA POLICE PARAMILITARY BATTALION."**

This is being done as a partial fulfillment of his Postgraduate studies.

Forwarded to you for your consideration and approval.


Esther Mwaata Katongo

SERVICE PUBLIC RELATIONS OFFICER

4th July, 2019

APPENDIX XII: TIME-SCALE

S/N	RESEARCH ACTIVITY	MONTH AND YEAR							
		Jan 2019	Feb 2019	Mar 2019	Apr-Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020
1	Preparations of Research Proposal								
2	Presentation of Research Proposal								
3	Preliminary Discussions with the Supervisor and amending the Proposal								
4	Data Collection and Compilation								
5	Data Analysis, Interpretation of Results and Document Final Writing								
6	Research results and Poster Presentation								
7	Submission of Research Report to GSB for Examination								
8	Viva Voce (Final Defense)								
9	Submission of Research Report								

APPENDIX XIII: BUDGET

Number	Details	Unit Measure	Unit	Unit Cost	Amount (in Kwacha)
1.	Communication	Airtime/month	3	120	360
2.	Internet Services	Bundles	3	100	300
3.	Stationary	Typing & Printing	120 Pages	6.5	780
4.	Transport	Petrol Per Liter	80	15.20	1, 216
5.	Accommodation	Lodging Per Night	6	180	1, 080
6.	Meals	Break Fast, Lunch and Supper	6	85	510
7.	Proofreading	Per person	2	120	240
8.	Research Report	Binding	4	250	1, 000
9.	TOTAL				5, 486